



SOUTHERN ALLIANCE MINING LTD.

(Company Registration No.: 201931423D)

(Incorporated in the Republic of Singapore on 19 September 2019)

ANNUAL REPORT 2024



 **ENHANCING
STRENGTH** 
AND RESILIENCE

CONTENTS

01	VISION & MISSION
02	CHAIRMAN'S MESSAGE
06	MANAGING DIRECTOR'S MESSAGE
10	KEY FINANCIAL HIGHLIGHTS
11	ABOUT SAM
12	GROUP STRUCTURE
13	BOARD OF DIRECTORS
15	CORPORATE INFORMATION
16	SUSTAINABILITY REPORT
44	CORPORATE GOVERNANCE REPORT
86	ADDITIONAL INFORMATION
96	FINANCIAL CONTENTS
167	STATISTICS OF SHAREHOLDINGS
169	NOTICE OF ANNUAL GENERAL MEETING
176	APPENDIX
	PROXY FORM

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VISION & MISSION

OUR VISION

We are committed to a long-term business strategy that encourages constant improvement in operational practices in the discovery, development, and conversion of the mining resources. We strive to contribute our part in advocating responsible mining, with a careful and balanced approach in the pursuit of profit, promoting people's welfare, and preserving the planet for sustainable growth.

OUR MISSION

We, together with our people and our stakeholders, will give our best effort to realising the value of mining scarce resources responsibly through the industry's best practices, thereby creating value for our stakeholders while keeping in view the welfare of our community and our society.

CHAIRMAN'S MESSAGE



Dato' Teh Teck Tee

Non-Executive Non-Independent Chairman

DEAR VALUED SHAREHOLDERS,

On behalf of the Board of Directors, I am pleased to present to you Southern Alliance Mining Limited's ("**Southern Alliance Mining**", or "**SAM**", and together with its subsidiaries, the "**Group**") annual report for the financial year ended 31 July 2024 ("**FY2024**").

FY2024 has been a period of significant transformation and resilience for our Group, characterised by strategic operational shifts, a steadfast commitment to long-term value creation and continued expansion and diversification, particularly in our core mining and exploration activities. In the face of a complex global landscape, our Group has exhibited remarkable adaptability, anchored by our robust mining operations, while strategically expanding into new growth areas.

Our unwavering focus on operational excellence continues to drive growth in our iron ore production. Despite volatility in global markets, we have maintained a stable and competitive position in the industry. I am confident that the Group is well-positioned for continued growth and value creation in the years to come.

STRATEGIC SHIFT TO UNDERGROUND MINING

The switch to underground mining marks a move toward a more controlled and efficient mining process. Underground mining typically allows for more precise extraction of ore, reducing waste and improved further discovery of valuable minerals. By shifting to underground mining, our Group can extract high-grade iron ore more efficiently while simultaneously exploring for any extension to the known ore body thus extend the life of our Chaah Mine.

The adoption of full underground mining method had contributed to an improvement in our gross loss margin from -0.7% in FY2023 to gross profit 5.5% in FY2024. This strategic move to underground mining was pivotal in enhancing our Group's profitability, especially in regions where the ore body is deep and open-pit methods prove less cost-effective.

While the financial benefits of underground mining come with increased capital expenditure for tunnel infrastructure and underground development, in FY2024, our Group spent RM19.8 million on tunnel infrastructure development. This shift

in capital spending reflects the high initial costs of transitioning to underground mining, but over time, the reduced operational costs are expected to offset these upfront investments.

The transition to underground mining initially resulted in a modest reduction in iron ore production during the adjustment period. However, in FY2024, our Group experienced an overall increase in production, with the volume of iron ore concentrate sold rising by 23.0%, from 252,200 DMT in FY2023 to 310,100 DMT in FY2024. This growth was attributed to the improved efficiency of underground mining operations as they reached improved operational capacity. Additionally, our Group reported a RM5.4 million increase in inventory, reflecting a strategic build up in production to meet anticipated future demand as underground mining operations stabilise.

Moreover, we are very proud of our excellent conversion rate of Indicated Mineral Resources to Iron Ore Reserves at the Chaah Mine, highlighting that 67% our indicated Resources are economically mineable. The details of our Chaah mine Mineral Resources and Ore Reserves are as per the table below.

CHAIRMAN'S MESSAGE

Chaah Iron Ore Mine – Summary of Mineral Resource Statement as at 31 July 2024 (inclusive of Ore Reserves), Mineral Resource within a Reasonable Prospects of Eventual Economic Extraction (RPEEE) resource constraint Mineable Stope Optimizer (MSO) shapes

Category	Tonne Fe	Grade (%)				Change in t (%) ⁽¹¹⁾	Comments ^(4, 5, 6)
	(Mt) ⁽³⁾	Fe	SiO ₂	Al ₂ O ₃	P ₂ O ₅		
	Gross attributable to license and net attributable to issuer						
Measured (in-situ) ^(1,2,3)	–	–	–	–	–	–	Changes are shown comparing the Iron Ore Mineral Resources from 1 August 2022 to 31 July 2024. The decrease is due to the change in mining method from open pit to underground which has a higher cut-off and is more selective and therefore excludes more material as well as more information showing the structural complexity of the northern orebody. The underground mapping improved the confidence in part of the orebody.
Indicated (in-situ) ^(1,2,3)	10.2	50.6	17.2	2.5	1.5	9.6%	
Inferred (in-situ) ^(1,2,3)	4.0	48.4	19.0	2.8	1.6	-36.8%	
Subtotal (in-situ)^(1,2,3)	14.2	49.9	17.7	2.6	1.5	-9.3%	
Notes:							
1 – Resource model valid from 1st April 2024							
2 – Depleted to end 31 July 2024							
3 – Resources are reported in accordance with the Australasian Code for Reporting of Exploration Results, Mineral Resources and Ore Reserves by the Joint Ore Reserves Committee (“JORC Code”) (2012).							
4 – RPEEE has been established through the use of an MSO optimisation of the total depleted in-situ resource, including Inferred material targeting a cut-off grade of 37% Fe							
5 – Cut-off applied in the MSO runs reflect mining costs, current commodity prices, differential operating costs and processing options.							
6 – Density from Fe regression – A 2nd order polynomial regression of SG versus Fe was completed with a robust fit. The regression range matched the range of the model estimates and was used to regress an SG value per Fe estimate. The barren host rock was set to a default SG of 2.7t/m ³							
7 – Surface depletion as at 31 January 2024 based on surface LiDAR survey of the Chaah Mine and surrounding area							
8 – UG depletion as at 31 July 2024 based on UG void LiDAR survey							
9 – Totals may not sum due to rounding							
10 – The Chaah Iron Ore mine is wholly owned by SAM Southern Alliance Mining Limited							
11 – The percentage change is from 1 August 2022 to 31 July 2024, 2 years and was calculated using 31 July 2022 depletion figures compared against the 31 July 2024 depletion. There was no formal report in 2023 due to the transition to underground mining and awaited economic study.							

Competent Person for Exploration Results and Mineral Resources:

Bruce McDonald, a member of the Australasian Institute of Mining and Metallurgy

Justin Eric Glanvill, a member of South African Council for Natural Scientific Professions

Preliminary Reserve Estimate – Chaah Iron Ore Mine Ore Reserves as at 31 July 2024

As at 31 July 2024		
Classification	Tonnes (Mts)	Grade (%Fe)
Proven	–	–
Probable	6.8	42.4%
Total	6.8	42.4%

Competent Person for Ore Reserves: William Coverdale, a member of the Australian Institute of Mining and Metallurgy

The Summary of Mineral Resource and Ore Reserve Statement and the preliminary of Reserve estimate shall be read in conjunction with the Summary Independent Qualified Person Report (SIQPR) announced on 27 September 2024.

The tables present a new formal Resource and Reserve statement based on the positive drilling results of a surface exploration drilling program comprising reverse circulation (RC) and diamond drilling for extensions to the mineralisation at Chaah from late 2020 through early 2023 as well as the underground mapping and sampling carried out since the commencement of the underground development works and the full transition into underground mining in September 2023.

CHAIRMAN'S MESSAGE

Our Group's strategic shift to underground mining is a long-term investment that is expected to provide greater operational efficiency, cost reductions, and environmental benefits. While the transition has posed challenges, including high initial capital expenditure and temporary production setbacks, our Group is on track to achieve improved profitability and sustainability in the coming years. The transition not only ensures our Group's competitiveness in the iron ore market, but also aligns with global trends towards more responsible and sustainable mining practices.

STRONG FINANCIAL PERFORMANCE

FY2024 has been a year of significant financial turnaround for our Group. Our revenue surged 33.7% year-on-year to RM165.8 million, largely driven by increased production and favourable pricing for our high-grade iron ore concentrate and iron ore tailing. This robust growth underscores our ability to capture market opportunities and optimise our operations. The successful transition to full underground mining operations has been a key factor behind our improved profitability, boosting our operational efficiency and enhancing confidence in our orebody mapping.

We recorded a gross profit of RM9.1 million this year, a significant improvement from the gross loss of RM0.8 million in FY2023. This marks a major milestone for our Group, signalling our ability to manage costs effectively while continuing to scale our production. Even in the face of increased mining costs, our disciplined approach to operations allowed us to cut our net loss before tax to approximately RM2.5 million from approximately RM9.7 million in the previous year – a 74% reduction.

With RM141.7 million in cash and bank balances, our cash reserves comfortably exceed our total liabilities by RM93.4 million. This solid financial footing gives our Group the flexibility to withstand potential operational challenges and continue investing in growth. Operating cash flow also saw a substantial turnaround, with approximately RM14.9 million generated, compared to a net outflow of RM24.1 million in FY2023.

COST MANAGEMENT AND OPERATIONAL EFFICIENCY

Cost control was a key focus for our Group in FY2024. Despite the increase in cost of sales by 25.5% to RM156.8 million due to higher production and sales, our Group has improved its cost management and operational efficiency. We reduced operational expenses related to overburden removal and land rehabilitation – common costs associated with open-pit mining.

Our Group's strategy for cost efficiency focus on the precise management of mining costs, processing fees, and logistics expenses. By optimising fuel consumption, streamlining maintenance operations, we have effectively mitigated the financial challenges posed by rising expenses, leading

to improved profit margins. Our strategic investments in infrastructure, such as tunnel construction, are set to further enhance operational efficiency in the coming years.

COMMITMENT TO SUSTAINABILITY AND SAFETY

Safety and environmental stewardship remain at the forefront of our Group's operations. While transitioning from open-pit mining, which involves the removal of significant amount of overburden and causes considerable environmental impact, such as deforestation, soil erosion, and habitat loss, to underground mining helps reduce these environmental effects, we are placing even greater emphasis on safety and engineering practices. The move to underground mining not only minimizes surface disturbance, but also brings unique safety challenges. Our Group is committed to implementing advanced safety measures and rigorous engineering standards to ensure that these risks are thoroughly managed and mitigated. This dual focus allows us to reduce our environmental footprint while safeguarding the well-being of our workforce and the integrity of our operations, aligning us with global sustainable mining practices.

DIVERSIFICATION FOR SUSTAINABLE GROWTH

Looking beyond iron ore, our Group has made strategic moves into new high-growth sectors, particularly gold and rare earth elements (REEs). Our MOUs with MCRE Resources and Paramount Synergy to acquire stakes in their rare earth projects have set the stage for our Group's growth beyond iron ore. We



CHAIRMAN'S MESSAGE

recognise that diversification is key to reducing the cyclicality associated with the iron ore market, and these projects align with our Group's long-term strategy to capture new revenue streams and mitigate market volatility.

The REEs sector, in particular, holds vast potential. As the global demand for critical minerals continues to grow – driven by the technology and renewable energy sectors – our Group is well-positioned to capitalise on this opportunity. In addition to this, our exploration efforts at the Tenggaroh gold mine have yielded promising results. With over 22.40% of our drilling samples indicating significant gold mineralisation, our Group is confident in the potential of this project to add substantial value to our portfolio.

MARKET OUTLOOK AND CHALLENGES

While our Group remains optimistic about future demand for iron ore, the broader market environment continues to be volatile. The economic slowdown in China, the world's largest consumer of iron ore, has led to fluctuations in global iron ore prices. However, recent signs of recovery in China's property sector, alongside infrastructure investments globally, suggest that demand could stabilise and recover in the coming quarters.

We will continue to closely monitor these developments and remain agile in adapting our strategies to mitigate risks. Despite these external challenges, our Group's long-term fundamentals remain strong. Our investments in infrastructure, technology, and operational efficiency ensure that we are well-prepared to navigate both current market uncertainties and future opportunities.

LOOKING AHEAD

We will maintain our focus on bolstering our core iron ore operations, while also expanding our footprint in the gold and REEs markets. We are committed to investing in exploration, innovation, and infrastructure to boost production reliability and ensure long-term growth.

Through our Group's diversification strategy, combined with prudent financial management and operational discipline, we are well-positioned to deliver value to our shareholders. We remain dedicated to building shareholder value by entering new markets, enhancing operational efficiency, and maintaining a disciplined approach to growth. We remain confident that our Group is on the right path to navigating market challenges and capitalising on emerging opportunities.

In closing, I would like to extend my deepest gratitude to our shareholders, partners, employees, and management team. Your unwavering support, hard work, and dedication have been instrumental in driving our Group's success. Together, we will continue to unlock value and build a stronger, more resilient future for our Group.

Dato' Teh Teck Tee

Non-Executive Non-Independent Chairman

MANAGING DIRECTOR'S MESSAGE



Dato' Sri Pek Kok Sam
Managing Director

DEAR VALUED STAKEHOLDERS,

The iron ore market has experienced significant shifts in the recent past, influenced primarily by economic developments in China. As the largest consumer of iron ore, China's economic slowdown has had a profound impact on global demand and pricing^[1]. We have witnessed a volatile market, with prices fluctuating considerably. In the past fiscal year, the Group has navigated complex market dynamics primarily driven by fluctuating commodity prices and the increasing demand for sustainable mining practices. Despite these challenges, the Group has remained agile and responsive to market dynamics, capitalising on opportunities to optimise our operations.

OPERATIONAL REVIEW

In FY2024, the Group successfully transitioned from a hybrid mining method to full underground mining at the Chaah Mine, marking a significant strategic shift aimed at enhancing operational efficiency and minimising environmental impact. This transition is expected to lead to improved extraction speed without being constraint by the stripping ratio as well as the dumpsite, which are crucial for maintaining competitiveness in a fluctuating market. While the initial challenges brought about by this shift resulted in a temporary decrease in production, the Group is optimistic that these hurdles will be short-lived, as training and operational optimisation efforts are underway. This underground mining approach aligns with sustainable mining practices, which are increasingly important to regulators and consumers, especially as demand for "green steel" continues to grow.

In terms of production and sales performance, FY2024 saw remarkable improvements across all product lines. The sales volume of iron ore concentrate increased by 23.0% to approximately 310,100 dry metric tons (DMT), driven by enhanced production capabilities and effective operational strategies. Additionally, the average realised selling price (ARSP) rose by 9.4% to RM498.40 per DMT, reflecting favourable market conditions. Crushed iron ore sales also surged by 33.3%

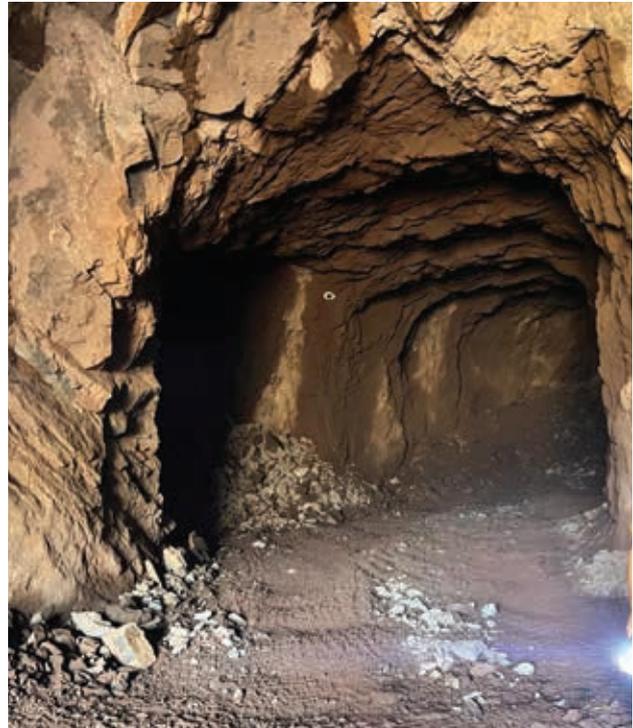
to 8,000 metric tons, although its ARSP decreased by 6.3% due to competitive pressures. The sales of processed iron ore tailings increased by 5.1% to 35,000 DMT, showcasing the Group's ability to optimise all segments of its product offerings despite market challenges. Our ability to boost production and adapt pricing strategies contributed to an impressive revenue increase of 33.7% year-on-year.

While revenue and production increased, costs also rose, prompting a focused approach to managing operational expenses. The cost of sales increased by 25.5% to approximately RM156.8 million, primarily driven by higher mining costs associated with subcontractor wages, fuel, maintenance, and labour as production ramped up.

Processing costs rose due to increased fuel and electricity expenses, and additional expenditures were incurred related to transportation and royalty fees as sales volume grew. Notably, there were no stripping costs capitalised in FY2024 as a result of the transition to underground mining, in contrast to approximately RM10.8 million of stripping costs capitalised in FY2023. The transition resulted in a significant improvement in gross profit, moving from a loss of RM0.8 million in FY2023 to a profit of RM9.1 million in FY2024, indicating effective cost management and operational strategies.

^[1] "China's Challenge with Iron Ore", CME Group, 27 June 2002, <https://www.cmegroup.com/openmarkets/metals/2022/Chinas-Challenge-with-Iron-Ore.html>

MANAGING DIRECTOR'S MESSAGE



In addition to operational adjustments, the Group has focused on exploration and the development of new assets. The Group intensified its exploration efforts at the Tenggaroh Gold Mine and is continuing evaluating opportunities in rare earth elements (REEs) as part of its strategy to diversify its asset base and create additional revenue streams and thus creating value for our shareholders. The ongoing investments in exploration are critical for securing future resources, particularly in high-demand sectors like gold and REEs, which are essential for emerging technologies and renewable energy applications.

Financially, the Group generated approximately RM14.9 million in net cash from operating activities, a substantial improvement from a net outflow of RM24.1 million in FY2023. This positive cash flow can be attributed to improved gross profit and revenue from higher production levels and effective sales strategies, alongside reduced working capital utilisation, which reflects effective inventory and receivables management. Cash used in investing activities increased to RM18.6 million, indicating continued investments in property, plant, equipment, tunnel infrastructures and ongoing exploration as part of the Group's long-term growth strategy.

The Group made repayments of approximately RM7.4 million in loans and borrowings, demonstrating disciplined financial management and a commitment to maintaining a solid balance sheet while pursuing growth.

IRON ORE OUTLOOK

Over the past year, iron ore prices have experienced significant fluctuations driven by a combination of supply-demand dynamics, geopolitical factors, and economic trends.

As we look ahead to the end of 2024, iron ore prices are anticipated to be significantly influenced by ongoing Chinese government stimulus measures aimed at bolstering economic growth and revitalising key sectors, particularly construction and infrastructure. The Chinese government's commitment to large-scale investment in infrastructure projects, along with efforts to stabilise the real estate market, is expected to drive robust demand for steel, thereby sustaining the need for iron ore as a critical raw material. Should these initiatives proceed as planned, we may witness a pronounced increase in iron ore prices, potentially pushing them back toward the \$160 per metric ton mark^[2]. The focus on high-quality ores to reduce carbon emissions in steel production will likely create price premiums for higher-grade resources.

While positive demand signals from China could provide upward momentum, it is crucial to remain vigilant regarding global economic conditions, supply disruptions, and potential geopolitical tensions that may introduce volatility into the market. The Group is strategically positioned to effectively capitalise on these dynamics.

^[2] "Rio Tinto sees stimulus boost in China to drive gradual recovery for iron ore demand", Mining.Com, 16 January, 2024, <https://www.mining.com/web/rio-tinto-sees-stimulus-boost-in-china-to-drive-gradual-recovery-for-iron-ore-demand/>

MANAGING DIRECTOR'S MESSAGE



GOLD AND REEs OUTLOOK

The Group's strategic focus on gold and REEs is a crucial part of our long-term market strategy. These commodities operate within distinct supply and demand frameworks, reflecting a robust pricing environment driven by technological advancements and the growing importance of renewable energy. Gold continues to serve as a hedge against market volatility, while REEs are pivotal in the production of high-tech devices and green technologies.

Our expertise in mining processes and proactive risk management ensures that new ventures in gold and REEs are efficiently evaluated and developed, promising a stable revenue base over the long term. The successful integration of these strategies is anticipated to form a robust foundation for the Group's future endeavours, securing its place as a leading player in the mineral resources sector.

SUSTAINABILITY TRENDS

The Group's shift from open-pit to underground mining is closely aligned with broader sustainability trends, as it significantly reduces our environmental footprint by minimising surface impact, which in turn helps preserve ecosystems and biodiversity. This approach enhances resource efficiency by allowing for selective extraction, leading to lesser overburden and lesser impact to the environment. Technological advancements are making underground mining operations more energy-efficient, effectively lowering the overall carbon footprint of our activities.

By addressing concerns related to surface disturbances, the Group fosters better community engagement and strengthens relationships with local stakeholders. Embracing underground mining practices positions the Group to align with increasing regulatory pressures focused on sustainability, thereby mitigating compliance risks and enhancing its reputation. This transition also promotes innovation in sustainable mining technologies, leading to greater operational efficiency and improved employee safety.

There is a significant shift in client and stakeholder priorities toward environmentally responsible and socially conscious practices in the mining industry. The Group's commitment to sustainable mining aligns with these changing expectations, potentially allowing the Group to capture market premiums and grow its client base by meeting the demand for sustainable raw material sources.

FY2024 reflects a year of strategic transformation and growth amid challenging market conditions. The successful transition to underground mining has not only set the stage for improved efficiency, production reliability, and sustainability, but also provide our Group better understanding of geological aspects of our mineral resources and thus improved the reliability of our mineral resource and ore reserve. Looking ahead, the Group has the potential to capitalise on several key opportunities arising from its strategic initiatives in FY2024. With a solid understanding of mining processes and a proactive approach to exploring new revenue streams, particularly in gold and REEs,

MANAGING DIRECTOR'S MESSAGE



the Group anticipates growth in diversified earnings. The Group's emphasis on operational efficiency is expected to yield enhanced profitability, especially as it seeks to manage and optimise costs associated with its iron ore operations.

The Group's strategic diversification and commitment to operational excellence position it well for a robust performance in FY2025, providing a buffer against the inherent volatility of the iron ore market and paving the way for long-term revenue stability.

I would like to extend my heartfelt appreciation to our employees and management team for your steadfast dedication and hard work during this challenging year. The remarkable progress we've made, with the transition to full underground mining, is a testament to your skill and determination. Your commitment to excellence has been crucial, and I am confident that, together, we will continue to scale greater heights.

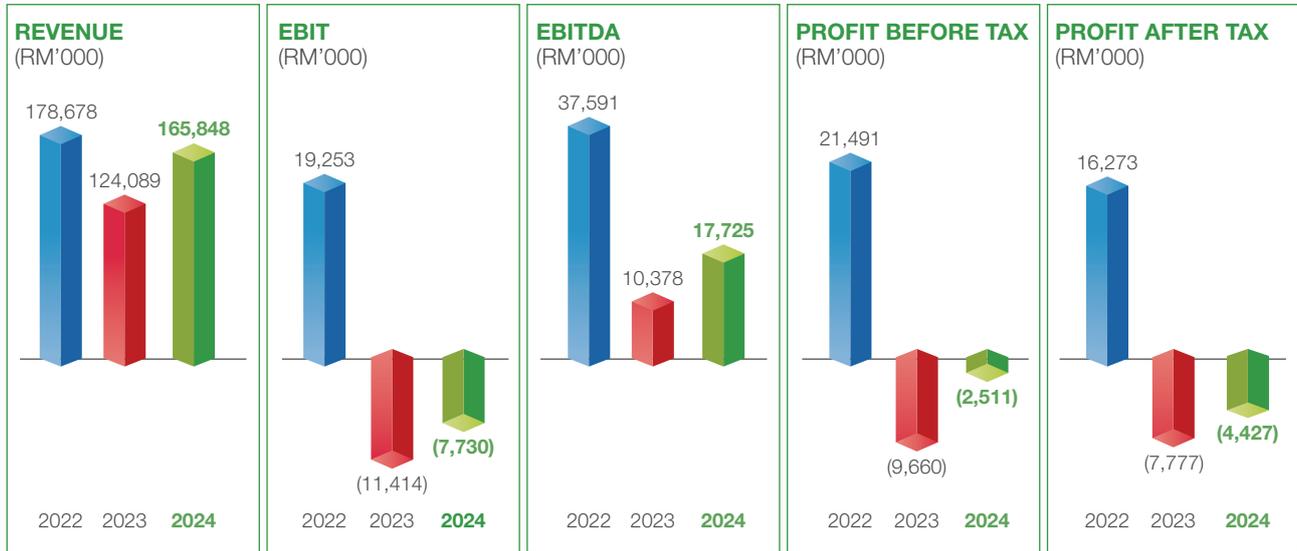
I also wish to extend my sincere thanks to our esteemed shareholders, suppliers, and business associates for your unwavering trust and support. This year has been a transformative one for our business, and your collaboration and dedication have been pivotal in driving our success. Your partnership has been vital in helping us navigate the challenges and capitalise on new opportunities. Together, we have achieved significant milestones and your continued belief in our vision has been instrumental to our success.

Thank you for being an integral part of our journey, and I look forward to our continued success together.

Dato' Sri Pek Kok Sam

Managing Director

KEY FINANCIAL HIGHLIGHTS



Key Parameter	FY2024	FY2023
EPS (Malaysian cents)	(0.91)	(1.59)
NAV (Malaysian cents)	68.97	70.79
EBITDA (RM'000)	17,725	10,378
EBIT (RM'000)	(7,730)	(11,414)

Performance Parameter	FY2024	FY2023
Revenue growth (%)	34%	-31%
EBITDA growth (%)	71%	-72%
EBIT growth (%)	32%	-159%
GP growth (%)	1,191%	-103%
GP margin (%)	5%	-1%
EBIT margin (%)	-5%	-9%

Liquidity Parameter	FY2024	FY2023
Working capital growth (%)	-15%	-12%
Cash and bank balances growth (%)	-9%	-29%
Gross liabilities (RM'000)	48,305	35,050
Net cash (RM'000)	93,375	121,053

Investment Return Ratio	FY2024	FY2023
ROE (PAT as base)	-1%	-2%
ROA (PAT as base)	-1%	-2%
Dividend yield (%)	n/a	n/a



ABOUT SAM

WHO WE ARE

Southern Alliance Mining Ltd (“Southern Alliance Mining”, or “SAM”, and together with its subsidiaries, the “Group”) is listed on the Catalist Board of the Singapore Exchange Securities Trading Limited (“SGX-ST”), under the stock code SGX: QNS.

The Group is a high-grade iron ore producer based in Pahang, Malaysia, with a strong reputation in the mining industry. Established in September 2019, SAM has been operating its Chaah Mine in Johor since 2008.

The Group focuses on the exploration, mining and processing of high-grade iron ore concentrate and crushed iron ore, which is sold for various industrial applications, including the oil and gas sector.

Acknowledging the challenges posed by market volatility and technological advancements, SAM recognises the importance of adaptive growth strategies. The Group is diversifying its portfolio by exploring opportunities in rare-earth mining through strategic acquisition. This initiative underscores SAM’s commitment to expanding its presence in the sector, reflecting its adaptability and responsiveness to the evolving global demand for critical resources.

Meanwhile, SAM is also continuing with its gold exploration at Tenggaroh prospect with the preliminary results indicating potential for gold mineralization.

At the core of SAM’s operations is a rigorous approach to mine exploration. The Group invests in assessing mineral potential through comprehensive geological surveys and environmental studies. The transition to underground mining method marks a significant evolution in the Group’s operations. By utilising data

from underground mining activities, SAM can assess the viability and economic potential of its ore deposits more accurately. This proactive stance not only informs operational decisions, but also aligns with environmental considerations, ensuring that every mining initiative is informed and responsible.

At the Chaah Mine, SAM has been methodically developing both the North and South zones. The Group recently initiated production stoping at the North Zone, which marked the commencement of ore extraction and is preparing for further extraction at deeper levels. This strategic development enables SAM to extract ore efficiently and sustainably, utilising its geological expertise to optimise resource management. SAM’s exploration activities are conducted in accordance with the JORC Code, reflecting a commitment to professional standards in resource estimation.

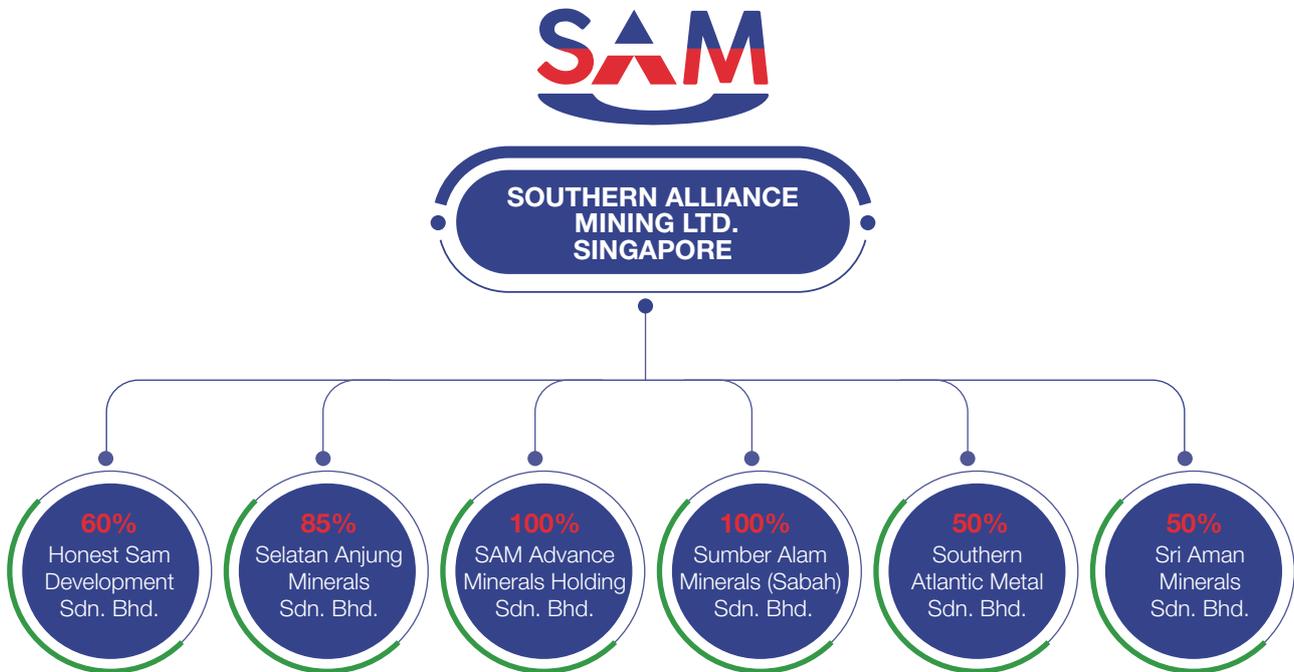
As part of its commitment to responsible mining, SAM enforces stringent operational guidelines that prioritise ecological preservation and social responsibility. The Group actively monitors its mining practices to mitigate environmental impacts, adhering to all applicable laws and regulations. SAM places immense value on the safety, health, and well-being of its employees and local communities, aligning its operations with international best practices in governance and ethics.

SAM stands as a beacon of innovation and commitment in the mining industry, uniquely positioned to navigate the complexities of a rapidly evolving market. With a focus on sustainability and responsible mining practices, SAM is dedicated to creating value for its shareholders while ensuring the well-being of the communities and environments in which it operates.



GROUP STRUCTURE

AS AT 31 JULY 2024



Name of Company	Date and country of incorporation	Principal activities	Principal place of business	Proportion of shareholding interest held by our Company	Proportion of voting power held by our Company
Honest Sam Development Sdn. Bhd. ("HSDSB")	5-Apr-2001 Malaysia	Mining, processing and sales of iron ore, gold and other precious metals, base metals and minerals.	Malaysia	60.0%	100.0%
Selatan Anjung Minerals Sdn. Bhd. ("SELATAN")	28-Aug-2020 Malaysia	Mining, quarrying and trading of various minerals and materials.	Malaysia	85.0%	85.0%
SAM Advance Minerals Holding Sdn. Bhd. ("SAM Advance")	5-Oct-2020 Malaysia	Mining, quarrying and trading of various minerals and materials.	Malaysia	100.0%	100.0%
Sumber Alam Minerals (Sabah) Sdn. Bhd. ("SABAH")	16-Jul-2021 Malaysia	Mining, quarrying and trading of various minerals and materials.	Malaysia	100.0%	100.0%
Southern Atlantic Metal Sdn. Bhd. ("SAMetal")	16-Dec-2021 Malaysia	Mining, quarrying and trading of various minerals and materials.	Malaysia	50.0%	50.0%
Sri Aman Minerals Sdn. Bhd. ("SAMinerals")	9-Mar-2022 Malaysia	Mining, quarrying and trading of various minerals and materials.	Malaysia	50.0%	50.0%

Refer to Note 15 in the notes to the financial statements for more information on the subsidiaries.

BOARD OF DIRECTORS



Dato' Teh Teck Tee
("Dato' Teh")

*Non-Executive,
Non-Independent Chairman*

Dato' Teh Teck Tee is the Co-founder of the Group. With more than 17 years of experience in the iron ore exploration and mining industry, Dato' Teh is responsible for managing all customer relationships.

Prior to founding the Group, Dato' Teh worked in the logistic industry as Managing Director at TTS Transport from 1977 to 2011 and in the engineering and fabrication industry as Managing Director of TTS Engineering Sdn. Bhd. from 1985 to 2011. Capitalising on the resources and networks that Dato' Teh built up during his tenure at TTS Transport and TTS Engineering Sdn. Bhd., SAM has expanded its business to selling crushed iron ore to pipe coating customers.

A native of Malaysia, Dato' Teh was conferred the title of "Dato'" in 2017 by Sultan of Pahang for his contribution to society.



Dato' Sri Pek Kok Sam
("Dato' Sri Pek")

Managing Director

Dato' Sri Pek Kok Sam has over 21 years of experience in the mining and exploration of iron ore, tin and limestone industry, with early roots in conducting limestone quarrying activities in Malaysia from 1993 to 2005. Dato' Sri Pek is responsible for the Group's business operations, including quality analysis and control, safety and environment, as well as site management aspects.

Dato' Sri Pek is also a council member of the Malaysian Chamber of Mines.

Dato' Sri Pek graduated from Sultan Abu Bakar School Kuantan, Malaysia, and obtained Sijil Pelajaran Malaysia (the Malaysian Certificate of Education) in 1985. Dato' Sri Pek was conferred the title of "Dato'" in 2011 and "Dato' Sri" in 2016 by Sultan of Pahang in recognition of his active support and contributions to the development of football as a sport in Pahang.



Mr Lim Wei Hung
("Mr Lim")

*Executive Director &
Chief Operating Officer*

Mr. Lim Wei Hung was appointed to the Board as an Executive Director and Chief Operating Officer on 1 November 2022. He oversees exploration (including minerals resources and ore reserves reporting) and mining activities, legal and contractual, as well as sustainability reporting-related matters, while actively focusing on diversification opportunities.

Mr Lim is an alternate council member of the Malaysian Chamber of Mines to Dato' Sri Pek and is also the chairperson of the Tax Incentive Committee and Environment Impact Assessment Committee.

Mr Lim has more than 27 years of experience in auditing, accounting, taxation and financial management. Prior to joining our Group in 2013, he was the head of finance for

Franky Construction Sdn. Bhd. ("Franky Construction"), a civil construction, property development and mining contract group from 2005 to 2013, as well as executive director for Franky Construction's granite quarrying arm. He had been a group accountant from 2000 to 2003 and the acting manager of the quarry division from 2003 to 2005 at Franky Construction. Mr Lim started his career with PricewaterhouseCoopers ("PwC") in 1997 as an audit assistant, and subsequently an audit senior before leaving in 2000.

Mr Lim graduated with a Bachelor of Accountancy from the University of Malaya in 1997. In 2000, Mr Lim was admitted to the Malaysian Institute of Accountants as a Public Accountant. He is a certified member of the Malaysian Association of Certified Public Accountants. Mr Lim is also registered as a Certified Financial Planner with Financial Planning Association of Malaysia.

BOARD OF DIRECTORS



Dato' Sri Mohd Jamidan Abdullah

Lead Independent Director

Dato' Sri Mohd Jamidan Abdullah was appointed to the Board as a lead independent director on 27 April 2020. Prior to this, he was with the Malaysian Anti-Corruption Agency for 36 years till his retirement as the Deputy Commissioner (Management and Professionalism) in 2018.

Dato' Sri Mohd Jamidan Abdullah graduated with a Bachelor's Degree in Economic Development from the University of Science, Malaysia.



**Chin Chee Choon
("Mr Chin")**

Independent Director

Mr Chin Chee Choon was appointed to the Board as an independent director on 27 April 2020. Mr Chin is currently an Assurance and Audit Partner with Forvis Mazars LLP Singapore. He was previously an Audit Partner and Head of Advisory in CLA Global TS Holdings Pte. Ltd. and served in various position with PwC Singapore and Deloitte Singapore. He has more than 25 years of experience in the area of auditing, reporting accountant for IPOs, risk advisory and sustainable reporting.

Mr Chin graduated with a Bachelor of Accounting from the University of South Australia in 1997, and subsequently obtained a Post Graduate Diploma in Organisational Leadership from the University of Oxford in 2015. Mr Chin is a Fellow Chartered Accountant of the Institute of Singapore Chartered Accountants and a Certified Internal Auditor of the Institute of Internal Auditors. He is also a member of the Singapore Institute of Directors, the Institute of Singapore Chartered Accountants, and the Institute of Internal Auditors.



**Dato' Gainneos Jacob Goldie
("Dato' Jacob")**

Independent Director

Dato' Gainneos Jacob Goldie was appointed to the Board as an Independent Director on 27 April 2020. Since 2000, Dato Jacob has been the Managing Partner of Messrs Jacob Goldie S.S. Chew (JGSSC), where he also heads the litigation team, specialising in civil and commercial litigation involving debt recovery, construction disputes, arbitration and matters pertaining to mining laws. He was also previously a member of the Pahang State Representative in the Malaysian Bar Council from February 2014 to February 2020.

Dato' Jacob graduated with a Bachelor of Laws (Honours) from the University of London in 1991. He is a Barrister at Law and a member of the Honourable Society of the Middle Temple, England since 1992. Dato Jacob is an Advocate and Solicitor of the Malaysian Bar since 1994 and is also a member of the Malaysian Chamber of Mines since November 2021. Dato Jacob was conferred the title "Dato'" by Sultan of Pahang in 2010.



**Sim Chin Hoe
("Mr Sim")**

Independent Director

Mr Sim Chin Hoe was appointed to the Board as an independent director on 27 April 2020. Mr Sim worked for Shawcor Singapore Pte Ltd ("Shawcor") and its Group for more than 30 years, with his last position as General Manager, both in Operations and Commercial, before his retirement in September 2016. He was also seconded to the Malaysian subsidiary of Shawcor, where he was in charge of the operations of Shawcor's pipe coating facility in Kuantan, Malaysia. Mr Sim graduated with a Diploma in Marine Engineering from Singapore Polytechnic in 1979.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Teh Teck Tee

(Non-Executive Non-Independent Chairman)

Dato' Sri Pek Kok Sam

(Managing Director)

Lim Wei Hung

(Executive Director and Chief Operating Officer)

Dato' Sri Mohd Jamidan Abdullah

(Lead Independent Director)

Chin Chee Choon

(Independent Director)

Sim Chin Hoe

(Independent Director)

Dato' Gainneos Jacob Goldie

(Independent Director)

AUDIT COMMITTEE

Chin Chee Choon (Chairman)

Dato' Sri Mohd Jamidan Abdullah

Sim Chin Hoe

Dato' Gainneos Jacob Goldie

REMUNERATION COMMITTEE

Dato' Gainneos Jacob Goldie (Chairman)

Dato' Teh Teck Tee

Dato' Sri Mohd Jamidan Abdullah

Chin Chee Choon

Sim Chin Hoe

NOMINATING COMMITTEE

Dato' Gainneos Jacob Goldie (Chairman)

Dato' Sri Pek Kok Sam

Dato' Sri Mohd Jamidan Abdullah

Chin Chee Choon

Sim Chin Hoe

SUSTAINABILITY COMMITTEE

Sim Chin Hoe (Chairman)

Dato' Sri Pek Kok Sam

Chin Chee Choon

Dato' Gainneos Jacob Goldie

COMPANY SECRETARY

Tong Shan, Helen ("ACIS")

REGISTERED OFFICE

9 Raffles Place

#26 -01 Republic Plaza

Singapore 048619

Tel: +65-6236-3333

Fax: +65-6236-4399

Email: info@sg.tricorglobal.com

PRINCIPAL PLACE OF BUSINESS

Level 8 Menara Zenith

Jalan Putra Square 6

Putra Square

25200 Kuantan

Pahang Malaysia

www.southernallianceminig.com

CONTINUING SPONSOR

PrimePartners Corporate Finance Pte. Ltd.

16 Collyer Quay

#10-00 Collyer Quay Centre

Singapore 049318

INDEPENDENT INTERNAL AUDITOR AND RISK GOVERNANCE AND CORPORATE CONSULTANT

IA Essential Pte. Ltd.

335B Smith Street

#08-51

Singapore 052335

INDEPENDENT AUDITORS

Ernst & Young LLP

One Raffles Quay

Level 18 North Tower

Singapore 048583

Partner-in-charge: Alvin Phua Chun Yen

(a member of the Institute of Singapore Chartered Accountants)

(Appointed since the financial year ended 31 July 2023)

SHARE REGISTRAR

Tricor Barbinder Share Registration Services

(a division of Tricor Singapore Pte. Ltd.)

9 Raffles Place

#26-01 Republic Plaza

Singapore 048619

INVESTORS RELATION

Gem Comm Pte Ltd

101A, Upper Cross Street

#10-18, People's Park Centre

Singapore 058358

SOLICITORS AND LEGAL ADVISERS

Bird & Bird ATMD LLP

2 Shenton Way

#18-01 SGX Centre 1

Singapore 068804

Jeff Leong, Poon & Wong

B-11-8 Level 11 Megan Avenue II

Jalan Yap Kwan Seng

50450 Kuala Lumpur

Malaysia

INDEPENDENT QUALIFIED PERSON

Datgeo Sdn Bhd

Lot 10, Semambu Industrial Area

25350, Kuantan

Pahang, Malaysia.

Qualified Persons for Exploration Results and Mineral Resources: Bruce Andrew McDonald

(a member of the Australasian Institute of Mining and Metallurgy)

Qualified Persons for Exploration Results and Mineral Resources: Justin Eric Glanvill

(a member of South African Council for Natural Scientific Professions)

Coverdale Consulting Limited

Unit D, 9F, Kai Centre

36 Hung To Road, Kwun Tong

Hong Kong.

Competent Person for Ore Reserves: William Coverdale

(a member of the Australian Institute of Mining and Metallurgy)

PRINCIPAL BANKERS

Oversea-Chinese Banking Corporation Limited

63 Chulia Street

#02-00 OCBC Centre East

Singapore 049514

OCBC Bank (Malaysia) Berhad

No. 40 Jalan Teluk Sisek

25200 Kuantan Pahang Malaysia

SUSTAINABILITY REPORT

BOARD STATEMENT

On behalf of the Board of Directors (the “**Board**”) of Southern Alliance Mining Ltd (“**SAM**” or the “**Company**”), and together with its subsidiaries, (the “**Group**”), it is with pleasure that we present our Sustainability Report for the financial year ended 31 July 2024 (“**FY2024**”). This report underscores our ongoing commitment to transparency, accountability, and the integration of sustainable practices into our core business operations.

At SAM, our purpose is to create long-term value for all our stakeholders while minimising our environmental impact and contributing positively to the communities where we operate. We recognise that sustainable development is an increasingly critical driver of business growth and societal progress.

The external environment had been volatile in the past twelve months. The World Economic Forum’s Global Risks Report 2024¹ identified extreme weather events, critical change to Earth systems as well as biodiversity loss and ecosystem collapse as the top three risks in severity over the long term. These risks would impact business sentiments and growth, including the mining sector.

To strengthen our organisational resilience and navigate external challenges, we continued to align our policies and activities with international sustainability standards and best practices. For FY2024, the Board collaborated closely with Management to review the salient economic, environmental, social and governance (“**EESG**”) factors influencing our business, taking into consideration external developments, stakeholders’ feedback and the Group’s transformation from relying on iron ore to venturing into gold and rare earth mining. We continue to manage the identified material EESG factors proactively and with careful oversight.

Recognising the growing impacts of climate change and in compliance with the Singapore Exchange Securities Trading Limited (“**SGX**”)’s requirements, the Group has adopted a phased approach for climate risk disclosures in line with the Financial Stability Board’s Task Force on Climate-Related Financial Disclosures (“**TCFD**”) recommendations. In FY2024, we reduced direct Scope 1 and indirect Scope 2 emissions by 19.8% compared to FY2023. We are mindful of SGX’s plans to adopt the International Sustainability Standards Board (“**ISSB**”) standards for climate-related disclosures and have started preparations to comply with the new reporting requirements.

Looking ahead, we will work on improving our sustainability efforts and integrating responsible practices throughout our value chain of activities. We are committed to engaging with stakeholders to address emerging challenges and seize opportunities that align with our sustainability objectives.

The Board would like to extend its appreciation to all our employees, partners and stakeholders for their support on this journey towards sustainability and organisational resilience. Together, we endeavour to create a positive and lasting impact on the environment and society while driving long-term value for all.

On behalf of the Board of Directors
Dato’ Teh Teck Tee
Non-Executive Non-Independent Chairman

ABOUT THIS REPORT

This report has been prepared in accordance with Rule 711B and Practice Note 7F of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Section B: Rules of Catalist (“**Catalist Rules**”). This year’s Sustainability Report (“**SR2024**”) has been integrated with the Annual Report as a single publication. This report continues the phased approach in climate risk disclosures that started with last year’s Sustainability Report.

Our Group has continued with the Global Reporting Initiative (“**GRI**”) framework as it is an internationally recognised reporting standard that covers a comprehensive range of sustainability disclosures, and allows stakeholders to understand the core sustainability values, policies and practices of the organisation. This report has been prepared in accordance with the GRI Universal Standards (2021). We have started reviewing the new GRI Mining Standard to be adopted for future reporting. Pursuant to the SGX consultation paper² issued in March 2024, which outlines SGX’s plans to incorporate the International Sustainability Standards Board (“**ISSB**”) standards into the sustainability reporting rules for climate-related disclosures, the Group has started preparations to ensure future reports comply with the new requirements.

¹ “Global Risks Report 2024”, World Economic Forum, 10 January 2024, <https://www.weforum.org/reports/global-risks-report-2024/>.

² [SGX RegCo details how sustainability reports should incorporate ISSB Standards](#), 7 March 2024.

SUSTAINABILITY REPORT

This report covers the key EESG initiatives carried out for FY2024, i.e. from 1 August 2023 to 31 July 2024, taking into consideration feedback and expectations from various stakeholders, the overall business environment, as well as external sustainability-related developments. The data, statistics and targets in this report are in relation to the Group's operations in Malaysia. The Group adopts the precautionary principle to minimise the negative effects of conducting its business when and where feasible.

We have relied on our internal sources of information and verification mechanisms to ensure the accuracy of this report, including review of the sustainability reporting process by Internal Audit as stipulated in SGX's Practice Note 7F Sustainability Reporting Guide. No external assurance has been sought. We will strive to maintain and/or improve the standards of the various EESG factors reported where appropriate and practicable, in line with the Group's business activities.

Feedback

We welcome feedback from our stakeholders with regard to our sustainability efforts to help us improve our policies, systems and outcomes. Please send your comments and suggestions to general@samingltd.com.

Access

You may visit the SGX website (<https://www.sgx.com/securities/company-announcements>) or our corporate website (<https://southernallianceminig.com/>) to access a soft copy of the integrated annual and sustainability report.

SAM'S SUSTAINABILITY APPROACH

Our Sustainability Methodology

At SAM, sustainability is integral to our corporate ethos of constant improvement; adopting a balanced approach towards returns to shareholders, people and the planet, while creating value for our stakeholders. There are four focus areas in our long-term approach to sustainability:

- **We invest heavily in mine exploration activities** to assess the suitability, environmental effects and economic benefits before commencing mining activities.

- **We carry out our mining operations responsibly** by monitoring, managing and mitigating the environmental and social impacts.
- **We are committed to full compliance with all applicable laws and regulations** in the jurisdictions where we operate. This includes safeguarding of safety, health and wellness of our people and partners. We strive to align our policies and processes with international best practices.
- **We build ongoing and beneficial relationships with all our key stakeholders.** Our channels of communication are always open to listen and respond to our stakeholders' feedback, concerns and suggestions.

We adopt a systematic approach to managing corporate sustainability. We begin by with scoping out the sustainability strategy and plans based on compliance requirements and industry best practices. We engage stakeholders on sustainability matters and concerns, which help us to identify and crystallise the material sustainability issues. We monitor and manage these sustainability issues using relevant qualitative and quantitative information and data. Internal reporting on sustainability to the Board is on an ongoing basis while publishing the annual public sustainability report allows us to communicate our policies, practices and outcomes to all our stakeholders.



SUSTAINABILITY REPORT

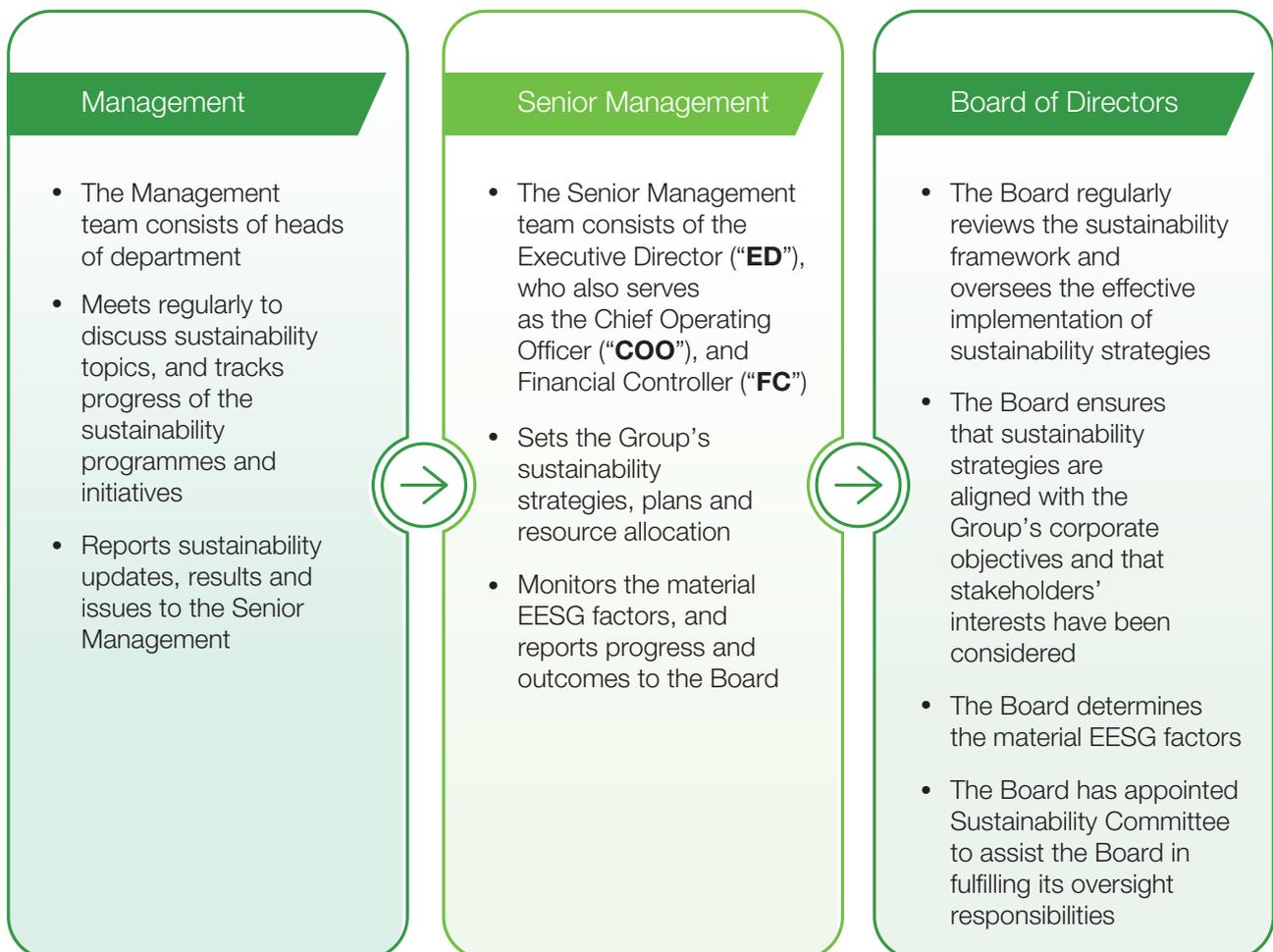
Sustainability Governance

The Board is responsible for the Group's sustainability reporting and provides oversight for our sustainability strategy planning and implementation. The Board has considered sustainability issues in the Group's business and strategy, determined the material sustainability factors, and overseen the management and monitoring of the material EESG factors, which includes climate-related risks and opportunities. The Board provides ongoing guidance to the Management Team on effective implementation, prioritisation and monitoring of the relevant sustainability-related initiatives and indicators. All Board Members had attended sustainability training prior to FY2024, as mandated by the SGX.

In FY2024, the Sustainability Committee was established to assist the Board in overseeing the EESG framework as well as to provide advice and direction to the Group's Management on climate change reporting. The Sustainability Committee comprises at least four Board Directors of which the Chairman is an Independent Director and majority of its members are Non-Executive Directors and Independent Directors.

The Group's Management, led by the Executive Director, is collectively responsible for formulating sustainability plans, implementing specific initiatives and monitoring sustainability performance. Regular Management meetings are conducted to deliberate and coordinate the Group's responses to various sustainability issues.

An overview of the sustainability leadership structure, with the roles of each level, is described below.



SUSTAINABILITY REPORT

Stakeholders Engagement

SAM believes that an important starting point in our sustainability journey is identifying the material sustainability factors across the established EESG pillars and seeking our stakeholders' feedback, concerns and recommendations. The interests and requirements of key stakeholders are taken into account when formulating corporate strategies on sustainability. These key stakeholders include, but are not limited to, suppliers, employees, investors and regulators.

The Group taps on regular formal and informal communication channels to understand the needs of our key stakeholders and incorporate these into our corporate and EESG strategies to achieve mutually beneficial relationships.

The table below sets out our modes of engagement with our stakeholders in FY2024.

Stakeholders	Engagement and Communication Channels	Engagement Frequency	Areas of Concern	Corporate Responses
Employees 	Performance Appraisal Coaching Sessions Employee Feedback Channels Training/Workshops Team Building	Half-yearly Ongoing Ongoing Ongoing Annually	High-performance workforce	<ul style="list-style-type: none"> Develop a high-performance culture through careful recruitment, ongoing training and providing opportunities for career development. Improve employee benefits.
			Workplace health & safety	<ul style="list-style-type: none"> Compliance with health, safety and environment ("HSE") regulations and policies. Scheduled regular site inspections. Commitment to work towards zero occupational health and safety incidents.
			Employee engagement	<ul style="list-style-type: none"> Keep employees engaged to boost employee morale, productivity and retention.
Customers 	Emails, phone calls Meetings Corporate website (https://southernallianceminig.com/)	Ongoing Ongoing Periodic updates	On time delivery	<ul style="list-style-type: none"> Realign internal inventory strategies to promote shorter cycle times and improve on-time deliveries.
			Product quality	<ul style="list-style-type: none"> Continuous research and innovation to improve products and services.
			Competitive prices	<ul style="list-style-type: none"> Adopt customer-centric approaches, leveraging data and technology to optimise all business aspects and achieve competitive pricing.

SUSTAINABILITY REPORT

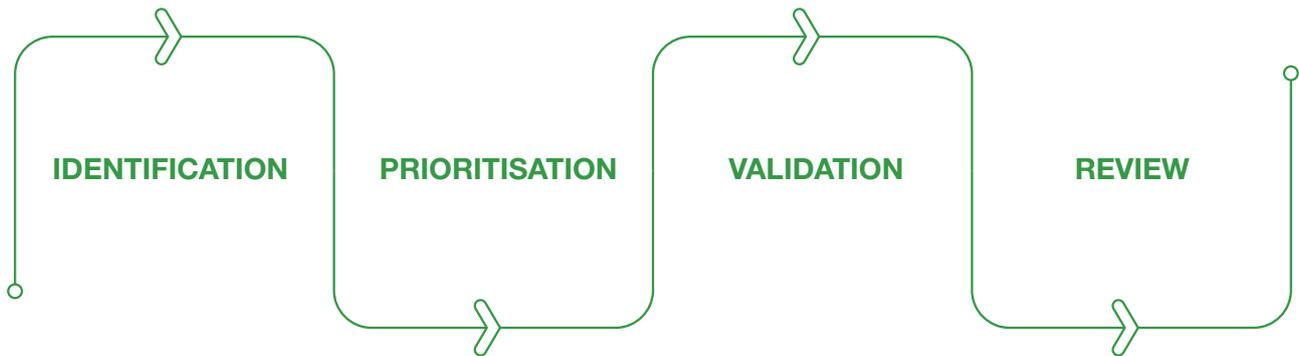
Stakeholders	Engagement and Communication Channels	Engagement Frequency	Areas of Concern	Corporate Responses
Suppliers and Service Providers 	Continuous communication, checks and negotiations	Ongoing	Local procurement	<ul style="list-style-type: none"> Priority is given to local suppliers in the community.
			Procurement practice-fair and transparent	<ul style="list-style-type: none"> Site inspections, contract negotiations and anti-bribery and anti-corruption policy.
			Timely payment	<ul style="list-style-type: none"> Efficient payment and timely accounts payable processing.
Shareholders and Investors 	Continuous engagement and communication	Annually, half-yearly and as required	Proper management of the Company with strategic business plans and risk management plans in place	<ul style="list-style-type: none"> Adherence to the Code of Business Conduct and Ethics and effective communication during AGM and/or EGM.
			Effective communication, timely reporting and accurate disclosures	<ul style="list-style-type: none"> Timely and comprehensive announcements made via SGXNET, the corporate website, press releases and analyst briefings.
Government and Regulators 	Continuous communication, timely reporting and information disclosure	Ongoing	Compliance with applicable laws, rules and regulations, including environmental compliance	<ul style="list-style-type: none"> Compliance with relevant laws and regulations and participation in various industry and government forums for the latest developments and provide our feedback on policies.
			Obtaining all the required permits and licences	<ul style="list-style-type: none"> Site inspections and engagement with the relevant authorities and independent third-party reporting from mining consultants and adherence to the Environmental Impact Assessment (“EIA”) and Environmental Management Plan (“EMP”) requirements.
			Taxes and royalties	<ul style="list-style-type: none"> Timely submissions and payments to the government.
			Workplace safety and wellbeing of the workforce	<ul style="list-style-type: none"> Site inspections and engagement with the relevant authorities.

SUSTAINABILITY REPORT

Materiality Assessment

The Group adopts an annual multi-step process to identify and prioritise the material EESG factors:

- First, we monitor external geopolitical events and industry developments that can impact our business.
- Second, through ongoing engagement with stakeholders and internal discussions, Management identifies and prioritises key EESG factors to focus on.
- Third, Management seeks the Sustainability Committee's and the Board's views and approval to validate the material factors.
- Fourth, we monitor the material factors closely throughout the financial year and if need be, review and adjust our plans to manage the factors and their impacts effectively.



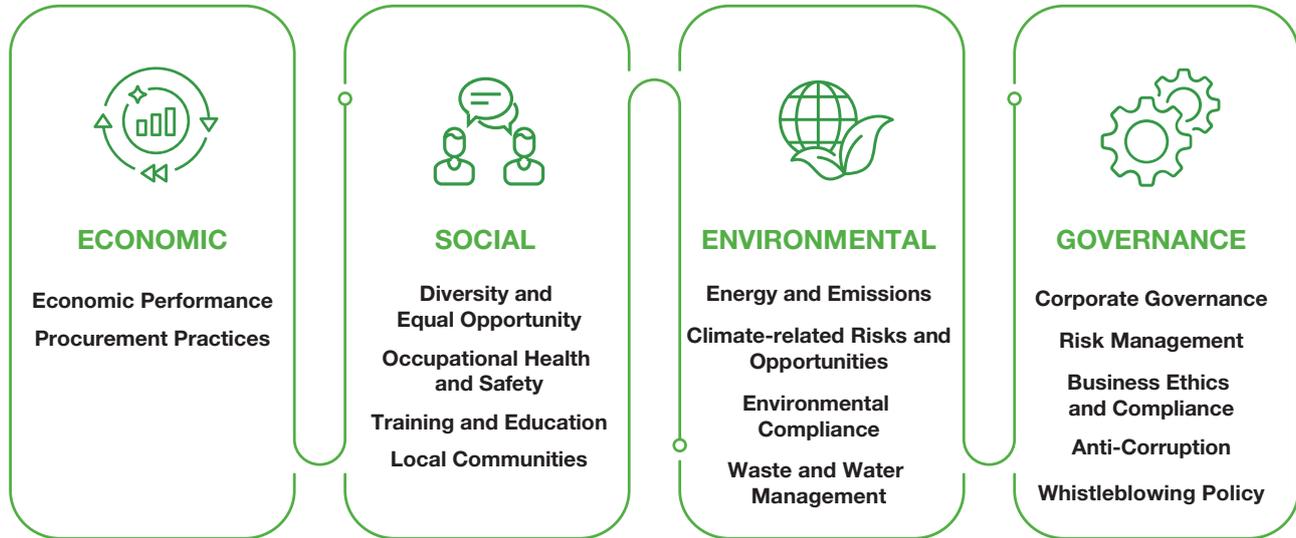
The Group had reviewed its material factors during FY2024. In reviewing whether a factor is material, we have referenced GRI's "double materiality" concept that comprises:

- Financial materiality in terms of how the factor could influence the business' financial performance for the benefit of investors and shareholders.
- Impact materiality in terms of how the factor could impact the wider economy, environment and society for the benefit of multiple stakeholders.

For FY2024, we have reviewed the disclosures in the FY2023 Sustainability Report and identified the following material factors.

SUSTAINABILITY REPORT

FY2024 Material Factors



Sustainability Performance Overview for FY2024 and FY2025 Targets

The table below presents a summary of the Group's performance on key sustainability indicators and the targets we are setting. The annual targets for FY2025 would also serve as baseline targets for the short-term (within the next 5 years), medium-term (5-10 years) and long-term (beyond 10 years).

FY2024 Targets	FY2024 Performance	FY2025 Targets
Economic disclosures		
1. Improve financial performance for FY2024	Met target. Achieved positive gross profit of RM9.1 million and reduced net loss to RM4.5 million in FY2024 compared to FY2023	To improve financial performance for FY2025
2. To maintain local procurement of at least 90% of total purchases	Did not meet target. Achieved 88.9% local procurement as certain services needed to be imported	To maintain local procurement of 90%
Environmental disclosures		
3. Achieve the production to electricity consumption ratio of not less than 0.02MT concentrates per 1kWh of electricity usage and the material extraction to diesel consumption ratio of not less than 1.00MT of materials (both ores and waste) extracted per litre of diesel usage	Did not meet target for production to electricity consumption ratio. Achieved ratio of 0.01 due to lesser ore processed below the optimum level and hence underutilization of the plant Did not meet target for material extraction to diesel consumption ratio. Achieved ratio of 0.38 due to change in the mining method	To achieve the production to electricity consumption ratio of not less than 0.02MT concentrates per 1kWh of electricity usage and the material extraction to diesel consumption ratio of not less than 0.38MT of materials (both ores and waste) extracted per litre of diesel usage

SUSTAINABILITY REPORT

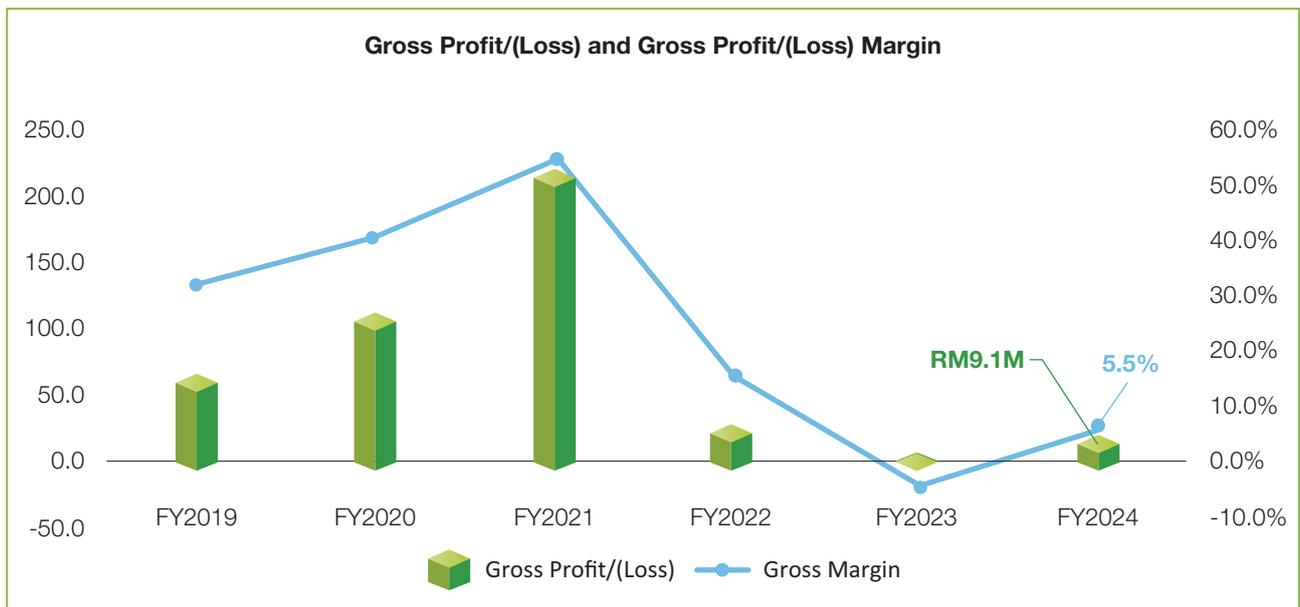
FY2024 Targets	FY2024 Performance	FY2025 Targets
<p>4. Continue efforts to track and mitigate direct and indirect emissions from our operations</p>	<p>Met target. Scope 1 CO₂ emissions from diesel usage in metric tonnes = 6,764 (-56.2% compared to FY2023)</p> <p>Scope 2 CO₂ emissions from purchase of electricity from the National Grid in metric tonnes = 18,802 (+14.3% compared to FY2023)</p> <p>Total of Scope 1 and Scope 2 CO₂ emissions in metric tonnes = 25,565 (-19.8% compared to FY2023)</p>	<p>To continue efforts to track and mitigate direct and indirect emissions from our operations</p>
<p>5. Maintain zero incidents of environmental non-compliance in FY2024</p>	<p>Met target. Zero incidents of environmental non-compliance</p>	<p>To maintain zero incidents of environmental non-compliance</p>
<p>Social disclosures</p>		
<p>6. Maintain zero incidents or complaints on employee discrimination</p>	<p>Met target. Zero incidents or complaints on employee discrimination</p>	<p>To maintain zero incidents or complaints on employee discrimination</p>
<p>7. Achieve zero major injury and fatal accidents</p>	<p>Met target. Zero major injury and fatal accidents</p>	<p>To achieve zero major injury and fatal accidents</p>
<p>8. Provide at least an average of 7 training hours per employee</p>	<p>Met target. Attained 18.4 training hours per employee (+36.6% compared to FY2023)</p>	<p>To provide at least an average of 7 training hours per employee</p>
<p>9. Continue our contributions to the community through creating employment and other economic opportunities, as well as supporting underprivileged groups and community development programmes</p>	<p>Met target. Contributed a total of RM54,500 towards various community projects and assistance schemes.</p>	<p>To continue our contributions to the community through creating employment and other economic opportunities, as well as supporting underprivileged groups and community development programmes</p>
<p>Governance disclosures</p>		
<p>10. Continue to comply with Singapore's Code of Corporate Governance and meet all governance requirements that are expected of the Group by all stakeholders</p>	<p>Met target. Complied with the principles and provisions as set out in the Code of Corporate Governance 2018 and Practice Guidance where applicable.</p>	<p>To continue to comply with Singapore's Code of Corporate Governance and meet all governance requirements that are expected of the Group by all stakeholders</p>

SUSTAINABILITY REPORT

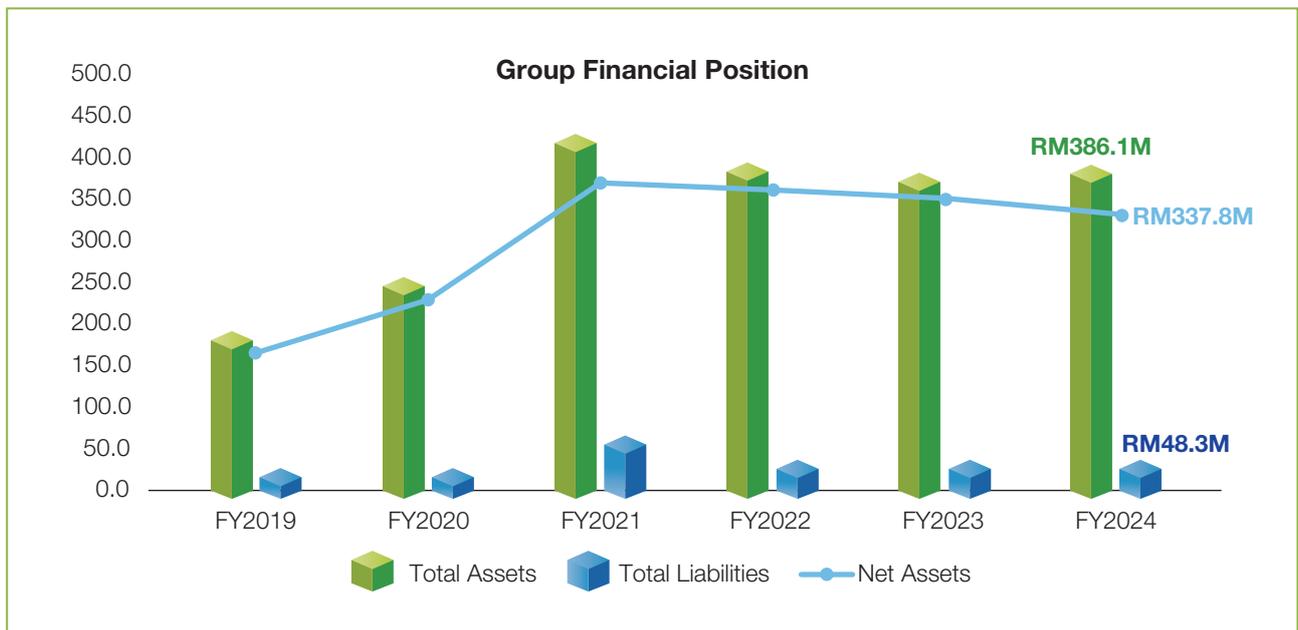
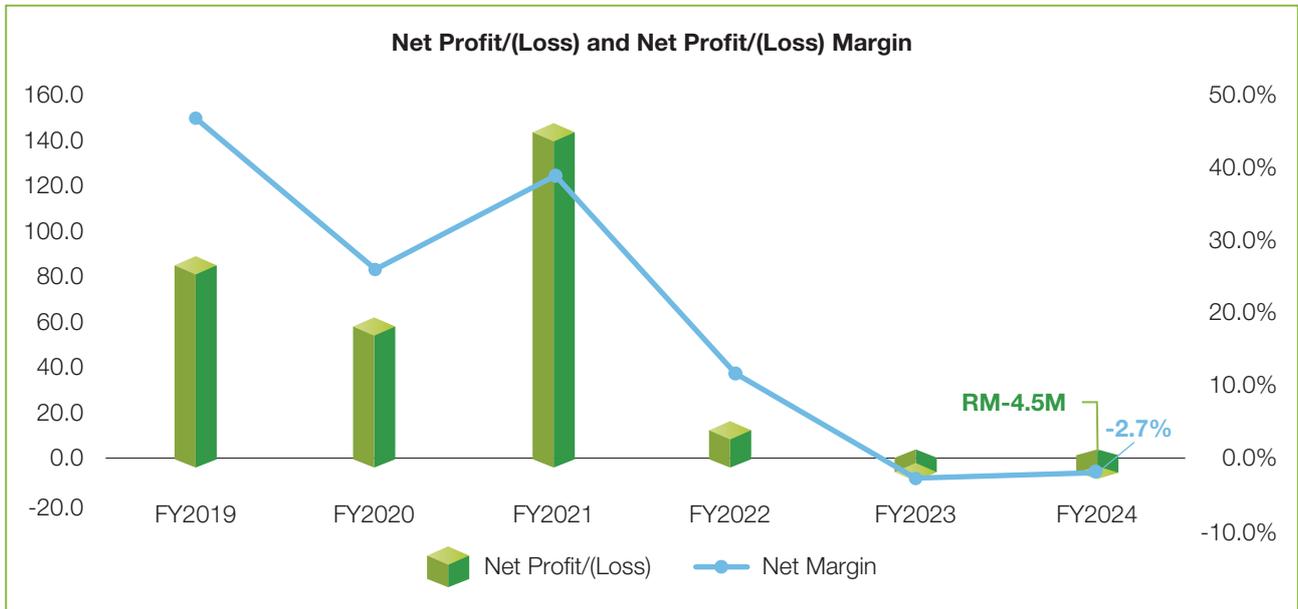
FY2024 Targets	FY2024 Performance	FY2025 Targets
11. Conduct annual review of risk management and internal control systems to ensure that all relevant risks are identified, communicated and managed on a timely basis	Met target. Updated the Enterprise Risk Management framework to help the Board to identify, assess and treat the Group's enterprise risks	To conduct annual review of risk management and internal control systems to ensure that all relevant risks are identified, communicated and managed on a timely basis
12. Continue implementation of phased approach for climate-related disclosures	Met target. This is the second year of climate-related disclosures referencing SGX's recommended phased approach	To comply with SGX's latest requirements for climate-related disclosures
13. Maintain zero incidents of non-compliance, corruption, bribery or other form of dishonest practices	Met target	To maintain zero incidents of non-compliance, corruption, bribery or other form of dishonest practices
14. Ensure that any whistleblowing report is promptly investigated and dealt with in accordance with the whistleblowing policy	Not applicable as there were no whistleblowing reported in FY2024	To ensure that any whistleblowing report is promptly investigated and dealt with in accordance with the whistleblowing policy

ECONOMIC DISCLOSURES

Economic Performance



SUSTAINABILITY REPORT



The Group views economic sustainability in terms of sustained, long-term growth as well as generating surpluses to reinvest into the business and reward our stakeholders. The Group improved its financial performance in FY2024 compared to FY2023 by posting a positive gross profit and reduced net loss. Our financial position remained strong with adequate sufficient liquidity and low gearing to meet financial obligations, weather short-term economic shocks and explore investment opportunities.

SUSTAINABILITY REPORT

Since the Company's incorporation in 2001, the Group has grown into a listed company with market capitalisation of S\$219.94 million as of 31 July 2024. As a company headquartered in Pahang, Malaysia with its iron ore mine located in Johor, Malaysia, we view our economic impact in terms of:

- Generating positive spinoffs to the economy, such as through investment in new mining equipment and digitalisation, as well as purchasing from local suppliers.
- Creating jobs and generating income for our employees to support their families.
- Reducing import of iron ore concentrate for domestic use, thus reducing the outflow of Malaysian Ringgit, which will help to reduce the country's trade deficit and strengthen the currency.

Iron ore prices witnessed fluctuations due to the economic uncertainties associated with the largest consumer, China, as well as the overall global slowdown in commodity demand. Fitch Ratings previously raised its iron ore price forecast for 2023 from USD110 per tonne to USD118 per tonne but for the year 2024, it established a price forecast of USD105 per tonne³. For the long term, the ratings agency forecasted a decline in iron ore prices to USD70 per tonne beyond 2028, due to a slowdown in supply and demand growth.

In FY2024, the Group continued to explore avenues to diversify into other base metals and gold through the exploration programme at the Tenggaroh Prospect. This would grow the revenue base and make the business more resilient.

Please refer to the Managing Director's Message and Key Financial Highlights in the Annual Report for details about the Group's FY2024 financial performance.

[Our Target for FY2025](#)



- We aim to improve our financial performance for FY2025.

Procurement Practices

We strive to make a positive impact on the communities where we operate. Wherever possible, we support local businesses by engaging them as suppliers, provided they can meet the Group's specifications and deliver on commercially acceptable terms.

For FY2024, the Group did not meet the target of 90% of our purchases from local suppliers as certain services had to be imported. The local purchases for the year amounted to RM130.35M, i.e. 88.9% of our total purchases of RM146.65M.

Since FY2022, the Group has put in place a Supplier Code of Conduct – administered by the purchasing department – that sets out the minimum standards of ethical, social and environmental responsibilities required of all suppliers. This Code of Conduct covers anti-bribery and corruption, conflicts of interest, ethical business practices, regulatory compliance, human rights and good employment practices, health and safety, environment, and proper record keeping. Non-compliance with the code could lead to termination or suspension of the relationship with the supplier. The Code of Conduct is disseminated to and acknowledged by all the Group's suppliers as an ongoing exercise.

[Our Target for FY2025](#)



- To maintain local procurement of at least 90% of total purchases.

ENVIRONMENTAL DISCLOSURES

Energy and Emissions

Energy in the form of electricity and diesel is essential to power the Group's daily operations. Electricity is used in processing plants, offices and staff facilities. Diesel fuel is used for excavators, dump trucks, drilling machines, lorries and all generator sets. We constantly monitor and optimise our energy consumption – both electricity and diesel – to ensure that we use our resources economically and responsibly. We also encourage employees to play their part, such as turning off equipment and devices when not in use.

³ Fitch Ratings Updates [Several Global Metals and Mining Price Assumptions](#) (September 2024)

SUSTAINABILITY REPORT



Equipment and vehicles deployed at the Chaah Mine



Our energy and diesel consumption for FY2021 to FY2024 are as follows:

	FY2021	FY2022	FY2023	FY2024
Electricity consumption in kilowatt-hour ("kWh")	9,723,000*	19,171,000 (+97.2%)	21,699,000 (+13.2%)	24,804,000 (+14.3%)
Diesel consumption in litres	12,563,000**	6,794,000 (-45.9%)	5,767,000 (-15.1%)	2,324,000 (-59.7%)

* For FY2021, the electricity consumption was from March to July 2021 only as access to the Malaysian National Grid was completed in March 2021. Prior to that, we were using diesel.

** In FY2021, diesel use for company vehicles was not tracked and the data presented in the table above reflect the diesel used to run on-site equipment, machinery and generator sets. Diesel use for company vehicles accounted for 1.0%, 2.4% and 6.4% of overall diesel usage in FY2022, FY2023 and FY2024 respectively.

Our production to energy consumption ratios for FY2021 to FY2024 are as follows:

	FY2021	FY2022	FY2023	FY2024
Iron ore concentrate production to electricity consumption in metric tonnes per kWh	0.03***	0.02 (-33.3%)	0.01 (-50.0%)	0.01 (no change)
Material extraction to diesel consumption in metric tonnes per litre	1.09	1.68 (+54.1%)	1.23 (-26.8%)	0.38 (-69.1%)

*** For FY2021, the iron ore concentrate production to electricity consumption ratio is calculated based on 5 months' data, i.e. March to July 2021.

For FY2024, the Group did not meet the iron ore concentrate production to electricity consumption target due to lesser ore processed, i.e. below the optimum level. The Group did not meet the material extraction to diesel consumption target due to the change in mining method from open pit mining to full underground mining. In view of this change in mining method, the Group will be using the 0.38MT of material extraction per litre of diesel as the target for FY2025.

From FY2021 onwards, the Group started to report greenhouse gas ("GHG") emissions as part of our corporate responsibility to support international efforts in climate action and meet SGX's new requirements for climate risk disclosures. We have referenced the GHG Protocol in computing the emissions.

Our estimated Scope 1 (direct) and Scope 2 (indirect) emissions for FY2021 to FY2024 are as follows:

	FY2021	FY2022	FY2023	FY2024
Scope 1 CO ₂ emissions from diesel usage in metric tonnes	33,620	18,180	15,432	6,764
Scope 2 CO ₂ emissions from purchase of electricity from the National Grid in metric tonnes	7,370	14,531	16,447	18,802
Total of Scope 1 and Scope 2 CO ₂ emissions in metric tonnes****	40,990	32,711 (-20.2%)	31,879 (-2.5%)	25,565 (-19.8%)

**** Emission factors for diesel (2.910 kgCO₂/litre) and grid electricity (0.758 kgCO₂/kWh) are sourced from the GHG Protocol and Malaysian Energy Commission respectively. Scope 2 emissions for FY2021 to FY2023 have been restated using the revised grid emission factor for data comparability. Pursuant to application of the revised grid emission factor, reported Scope 2 emissions have increased 18.6% each year for FY2021 to FY2023.

SUSTAINABILITY REPORT

Starting in March 2021, our processing plant transitioned from using diesel to grid electricity, which accounted for the decline in diesel consumption and uptake in electricity consumption in FY2022 onwards. The progressive shift from diesel to grid electricity has resulted in year-on-year reduction in the total of Scope 1 and Scope 2 emissions from FY2021 to FY2024.

[Our Target for FY2025](#)



- Subject to the quality of the run of mine, we target to achieve the production to energy consumption ratio of not less than 0.02MT concentrates per 1kWh of electricity usage and the material extraction to diesel consumption ratio of not less than 0.38MT of materials (both ores and waste) extracted per litre of diesel usage.
- Continue efforts to track and mitigate direct and indirect emissions from our operations.

Climate-Related Risks and Opportunities

The Group started to identify climate-related risks and opportunities relevant to our business in FY2023. The Group has adopted a progressive approach in our climate-related policies and disclosures in line with the SGX's requirements and market practices.

Climate change would expose our operations to physical risks and transition risks. Physical risks include physical damage from extreme weather events (e.g. water damage from floods and infrastructural damage from tornados), business disruption due to facility shutdown, and costs/provisions for repairs. Transition risks are business-related risks that follow societal and economic shifts toward a low-carbon future. These risks can include policy and regulatory risks, rising compliance and insurance costs, obsolete infrastructure, technological risks, market risks and reputational risks. At the same time, climate change can present new business opportunities for the Group to invest in innovation, improving efficiency and market differentiation.

In FY2024, we worked with an external consultant to adopt scenario analysis to review the climate-related risks and opportunities. The analysis considered two divergent scenarios based on the Representative Concentration Pathways ("RCPs") as spelt out in the Fifth Assessment Report on Climate Change by the Intergovernmental Panel on Climate Change ("IPCC"):

- An optimistic scenario (RCP 2.6) whereby global CO₂ emissions would progressively decline and global temperature rise would be capped below 2°C by 2100, in line with the Paris Agreement. The impacts of climate change would be relatively less severe. Extreme weather events become less frequent and less severe, reducing the physical risks associated with climate change for businesses. Additionally, companies that have proactively invested in climate resilience measures and sustainable practices benefit from enhanced operational efficiency and reduced exposure to regulatory and reputational risks. In this scenario, ongoing investment in the mitigation of risks will provide companies with strong competitive advantages.
- A pessimistic scenario (RCP 8.5) whereby emissions would rise throughout the 21st century and global temperature rise would far exceed the 2°C limit by 2100, exacerbating climate-related risks such as sea-level rise, extreme temperatures and natural disasters. Companies would face escalating physical risks from climate change, including damage to infrastructure, disruption of supply chains and loss of assets. Regulatory pressures would intensify as governments impose stricter emissions regulations, carbon taxes and other measures to curb environmental damage. Businesses that fail to adapt to these changing regulations and mitigate climate risks face financial losses, lawsuits, and reputational damage. In this scenario, companies will need substantial investments in mitigating the physical and transition risks.

SUSTAINABILITY REPORT

The tables below present an overview of the Group’s climate-related risks and opportunities in terms of the timeframe, potential impact and possible mitigation measures. Both optimistic and pessimistic scenarios were considered in assessing the potential impact and mitigation measures. Short-term refers to within 5 years, medium-term refers to 5-10 years, and long-term refers to beyond 10 years.

Climate-related Physical Risks	Time Period	Potential Impact	Mitigation Measures
1. Catastrophic extreme weather events – Such as heavy rain and flash floods, hurricanes and wildfires	Short term	<ul style="list-style-type: none"> • Extreme weather and knock-on effects • Disruption to operations • Adverse impacts are often unpredictable and location-specific • Costs to repair or replace damaged or destroyed assets, value impairment • Property downtime and business disruption • Potential for increased insurance costs or reduced/no insurance availability 	<ul style="list-style-type: none"> • Ongoing monitoring of our mining operations’ exposure under the two different scenarios. • In the pessimistic scenario, we will need to re-evaluate our risk assessment matrix on the increased likelihood of such events happening • Close monitoring of weather forecasts to ensure worker safety and adequate preparation • Increase resilience through contingency plans and insurance arrangements
2. Gradual changes in weather patterns – Such as higher temperatures, increasing frequency of heavy rain and wind, volatile rainfall levels and water stress	Medium to long term	<ul style="list-style-type: none"> • Increased heat-related safety risks for workers, especially those working outdoors • Disruption in water supply can impact mining operations • Increased wear and tear or damage to assets, leading to increasing maintenance costs • Increased operating costs due to the need for additional or alternative resources (energy and/or water) to operate infrastructure and machinery • Cost of investment in adaptation measures, such as elevating buildings or incorporating additional cooling methods • Potential for increased insurance costs or reduced insurance availability 	<ul style="list-style-type: none"> • In both scenarios, we will need to prioritise climate-resilient infrastructure and equipment • Implement energy-efficient processes and adopt renewable energy sources to improve operational resilience

SUSTAINABILITY REPORT

Climate-related Transition Risks	Time Period	Potential Impact	Mitigation Measures
1. Policy and regulation risks – E.g. climate risk disclosure, tougher environmental standards, carbon pricing and emissions caps	Medium to long term	<ul style="list-style-type: none"> Increased cost of doing business due to new disclosure requirements and compliance measures Increased ongoing taxes, e.g. if carbon pricing were to be implemented by the government Additional capital investment to comply with stricter regulation 	<ul style="list-style-type: none"> Stay informed of regulatory developments Look out for suppliers that are conversant with new product specifications and regulations In the pessimistic scenario, the regulatory changes may happen quickly. We will need to adapt our business processes to be flexible
2. Resource and technology risks – Changes in the availability, pricing and supply volatility of key resources, as well as technology-related risks	Short to long term	<ul style="list-style-type: none"> Increased costs and reduced net operating income due to higher prices for energy, water and mining equipment Additional capital expenditures to adapt buildings/assets to operate with reduced/alternative resources 	<ul style="list-style-type: none"> Build up knowledge and capability to monitor, assess and deploy lower carbon technologies and processes to enhance ore extraction and processing efficiency Explore collaborating with technology providers and research institutions to develop new methods that reduce the environmental impact of mining activities
3. Market risks – The possibility that businesses and industries vulnerable to climate change will become less attractive to investors over time. This can lead to rising capital costs for building and maintaining infrastructure to manage climate risks	Medium to long-term	<ul style="list-style-type: none"> Mining companies that are perceived as not taking sufficient steps to address climate change could face reputational damage and reduced access to capital Reduced asset values Changing customer requirements and contract risks 	<ul style="list-style-type: none"> Invest in sustainable practices and technologies to meet the growing demand for environmentally responsible products, which could improve market positioning Focus on higher-grade or specialized iron ore products that are in demand for low-carbon steel production, which could command premium pricing Diversify our business beyond iron ore mining
4. Financial risks – Financial institutions may be less likely to provide financing to businesses that do not manage their climate risks proactively	Medium to long term	<ul style="list-style-type: none"> Reduced access to capital, higher borrowing rates and increased financing costs 	<ul style="list-style-type: none"> Improve sustainability practices to align with investor and lender expectations, making the company more attractive to financial institutions Explore green bonds, sustainability-linked loans, and other financial instruments that reward climate-friendly practices, reducing the cost of capital Invest in climate-resilient infrastructure and technologies to reduce operational risks and enhance long-term viability, reassuring potential investors and lenders
5. Reputational risks – Growing stakeholder preference to work with companies incorporating climate risk into investment decisions and operations	Medium to long-term	<ul style="list-style-type: none"> Risk to brand and market perception if the company is not on par with industry peers in managing climate risks Lower liquidity and/or reduced attractiveness of assets that have not incorporated climate mitigation 	<ul style="list-style-type: none"> Maintain a focus on environmental responsibility and ensure it is well documented and transparently communicated internally and externally Engage with stakeholders, customers, and investors to share our action plans

SUSTAINABILITY REPORT

Climate-related Opportunities	Time Period	Potential Benefits	Possible Measures
1. Resource efficiency	Short to medium term	<ul style="list-style-type: none"> Implementing technologies and practices that improve resource efficiency can reduce waste generation and energy consumption, leading to cost savings and environmental benefits 	<ul style="list-style-type: none"> Upgrade equipment and implement energy management systems
2. Renewable energy adoption	Short to long term	<ul style="list-style-type: none"> Integrating renewable energy sources into the operations can reduce greenhouse gas emissions and energy costs while enhancing long-term sustainability 	<ul style="list-style-type: none"> Explore the technical and operational feasibility of on-site renewable energy projects
3. Diversification	Short to long term	<ul style="list-style-type: none"> The Group is exploring diversification into extraction of other base metals, gold and rare-earth elements, recognising changing market demands as the world shifts towards cleaner technologies 	<ul style="list-style-type: none"> Diversification is an ongoing sustainability and corporate strategy
4. Circular economy	Short to medium term	<ul style="list-style-type: none"> The Group can explore opportunities to recycle and reuse equipment and materials in our operations, which will minimise waste and reduce purchasing expenses. 	<ul style="list-style-type: none"> We have implemented closed-loop water use for iron ore processing and can explore other on-site circular practices such as waste recycling, equipment reuse and energy recovery
5. Green bonds and financing	Short to medium term	<ul style="list-style-type: none"> The Group is exploring tapping into the growing market for green financing, which provides capital for projects with positive environmental impacts 	<ul style="list-style-type: none"> Enhance sustainability performance and reporting to meet the criteria of green investors and financial institutions Pursue green certifications and standards to demonstrate commitment to sustainability

In line with SGX's Practice Note 7F Sustainability Reporting Guide, the Group is following the TCFD recommendations in reporting our climate-related disclosures around the four areas of governance, strategies, risk management, and metrics and targets. In FY2024, we have started to review the new ISSB requirements on climate-related disclosures and will comply with the SGX's requirements and timeline for issuers to adopt these standards.

We are using Scope 1 and Scope 2 GHG emissions as the primary metrics to assess climate-related risks and opportunities. This is because an increase in emissions would expose the Group to higher levels of climate-related risks as articulated in the preceding section of the report. Scope 1 and Scope 2 emissions are in turn contributed by the use of fossil fuels and purchased electricity. Thus, the annual goal is to optimise our use of resources, such as the ongoing effort to switch from using fossil fuels to electrifying our mine operations. Our long-term goal is to switch to greener fuels and renewable energy, taking into consideration availability, cost-effectiveness, government regulations, market norms and operational needs.

SUSTAINABILITY REPORT

Environmental Compliance

The Group complies with all applicable environmental regulations and guidelines to minimise environmental pollution, resource depletion as well as adverse impacts on local communities and ecosystems. This includes the following regulatory requirements:

- National Land Code 1965
- Mineral Development Act, 1994 and regulations
- Mineral Enactment (Johor), 2003 and regulations
- Environment Quality Act, 1974 and regulations

In FY2024, we engaged external environmental consultants to conduct environmental monitoring checks at our mining site regularly for water quality (monthly), ambient noise (quarterly) and ambient air (quarterly). The water test samples were taken from different locations, including an existing stream at the catchment pond. Results were within the permitted range of Malaysia's National Water Quality Standards, which indicated that the mining activities did not have an adverse impact on water quality in the surrounding area. Ambient noise and ambient air quality readings were taken within the Chaah mining site area and near worker quarters. Results showed that all readings were within permitted levels.

There were no reported incidents of environmental non-compliance with the relevant regulations and no penalty imposed from local authorities in FY2024.

Our Target for FY2025



- To maintain zero incidents of environmental non-compliance in FY2025.

Waste and Water Management

The overburden, i.e. waste rock excavated, for FY2021 to FY2024 are as follows:

	FY2021	FY2022	FY2023	FY2024
Waste excavated (MT)	5,765,012	9,830,981	6,213,261	139,400
(YOY change %)		(+70.5%)	(-36.8%)	(-97.8%)

This waste is removed from the mining site and sent to designated dumping areas. The decrease in waste excavation by 97.8% in FY2024 is attributed to our adoption of the underground mining method, which commenced in February 2023 and implemented fully in September 2023. This reduced the waste removal from

the operations site compared to the open pit mining method used previously, which involved ore extraction and waste removal on a large scale.

There were no issues of legal or regulatory non-compliance related to our mining waste management activities in FY2024.

Most of the water for the iron ore processing at the Chaah Mine is recycled from settling ponds at the tailings facilities and supplemented by pumping from a local water supply dam and also recycled from the tailings storage facilities. There is no piped water at the Chaah site and water for workers' daily use is collected from natural streams replenished by rain. The water usage is not tracked because of practical constraints in measuring recycled sources. Sewage is collected in subterranean tanks and collected periodically by a sewage disposal truck.

SOCIAL DISCLOSURES

Focus on Employees and Community

In pursuit of social sustainability, we direct our attention to both our employees and the broader community. Our employees represent the Group's most valuable asset. We strive to cultivate a nurturing work environment characterised by growth and respect. This objective is achieved through various programmes designed to recruit, develop, reward, and motivate all our employees. These efforts not only foster loyalty but also enhance the Group's reputation as an employer of choice.

Discrimination has no place in our hiring practices and operations. We uphold the principle of fair treatment for all employees, irrespective of their race, nationality, gender, sexual orientation, language, religion, age, or marital status. In turn, we expect our employees to interact with their colleagues, clients and the community in a fair and transparent manner.

Safety of our employees is top of our Group's agenda. With our Chaah Mine transforming from open pit mining to underground mining, more safety measures are put in place and enforced. The safety measures include developing standard operating procedures for underground mining operations, hazard identification, issuance and proper use of personal protective equipment, safety checklists, control of access and egress, fire prevention and control, ventilation requirements, air monitoring and dust control, and emergency management.

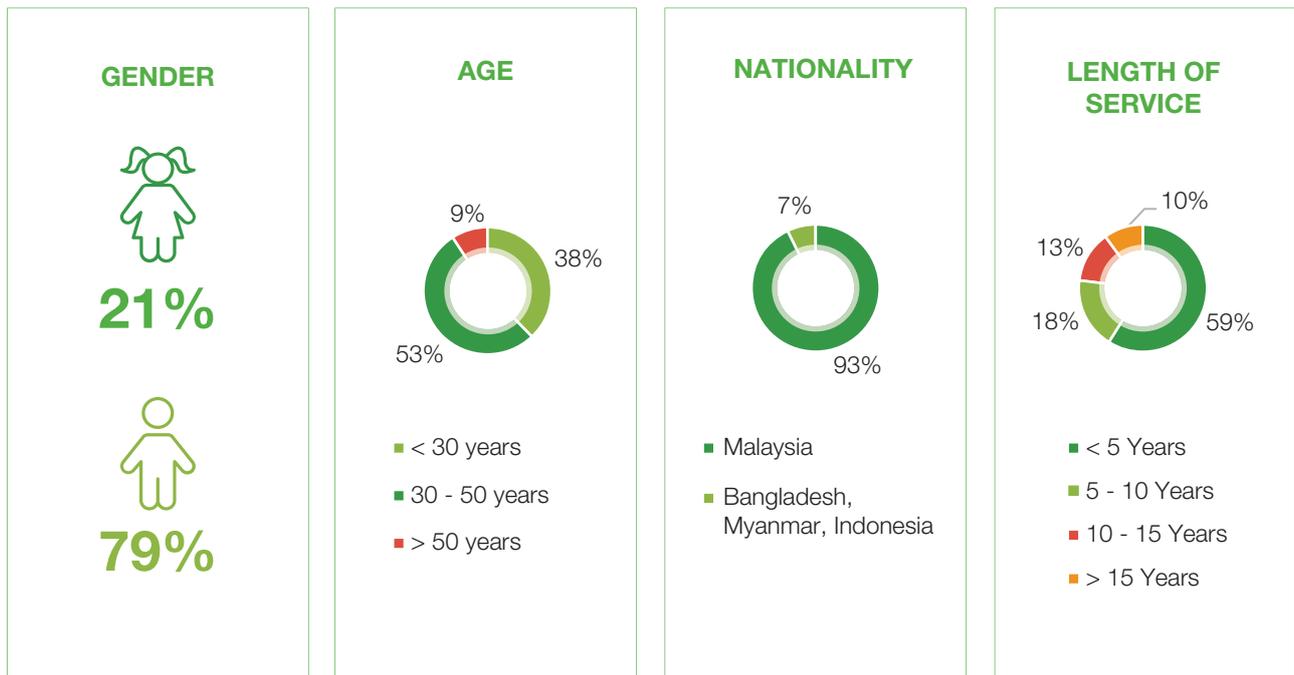
For the community, the Group aspires to be a responsible corporate citizen and partner. We fully respect human rights and adhere to labour laws, including the prohibition against child labour. We take a leadership role in providing a safe and healthy environment for the community in the vicinity of our operations.

SUSTAINABILITY REPORT

Workforce Overview

In FY2024, the Group recruited 22 new employees and ended the year with a total of 166 employees, as compared to 213 employees in FY2023. There was turnover of 47 employees (25%) in FY2024, slightly higher than turnover of 37 employees (19%) in FY2023. The female-to-male gender ratio was 21% to 79% in FY2024, comparable to 17% to 83% in FY2023.

Our workforce (includes management but exclude board members) is distributed as follows:



The Group publishes an Employee Handbook given to every employee. This document explains the employment contract and terms, compensation and benefits, as well as workplace policies and practices.

The Group maintains a remuneration policy to ensure the total compensation offered to all employees remains competitive and sufficient to attract, retain and motivate good performers. We communicate to all employees that remuneration is linked to the achievement of both organizational and individual performance objectives, and it is benchmarked against relevant market or industry compensation standards.

We prioritise diversity within the Group, considering factors such as gender, age, nationality and years of service. All employees can learn from one another regardless of their cultural backgrounds. We actively promote diversity in the workplace to enrich the collective experience and knowledge. Employees

are provided with equal opportunities including fair treatment, access to training and other organisational resources, and they are not subjected to prejudices or bias. Our staff recruitment and annual appraisals are conducted based on performance, work attitude, cooperation with fellow staff and external partners, as well as efficiency and effectiveness of work.

For FY2024, there were no reported incidents or complaints of employee discrimination.

Our Target for FY2025



- To maintain zero incidents or complaints on employee discrimination.

SUSTAINABILITY REPORT

In FY2024, the Group held a team-building session for staff at Cameron Highlands Resort on 27 July 2024.



Staff team building at Cameron Highlands Resort

On 4 May 2024, the Group, in collaboration with the Malaysian Nature Society, organized a mangrove planting project followed by a coastal cleanup. This initiative, which engaged both vendors and customers, aimed to restore and protect the mangrove ecosystem while enhancing its genetic diversity. The event was designed to raise awareness not only among staff of SAM but also among stakeholders, including customers and vendors, about the crucial functions and significance of mangroves.



Mangrove Planting Project at Pantai Chempaka, Penor, Pahang

SUSTAINABILITY REPORT

Occupational Health and Safety

Safeguarding our employees' safety and health against workplace hazards is one of our top priorities. The Group has established a Health and Safety Committee ("**HSE Committee**") led by the Chief Operating Officer and Mine Manager. The HSE Committee includes a secretary, representatives from the employer and representatives from the employees. The HSE Committee oversees the development and updating of health and safety policies, standards, rules and operating measures to maintain and continuously improve the overall safety environment for all our employees and stakeholders. Having employees' representation is crucial as they provide valuable insights regarding the current safety practices in the field and suggestions to address any implementation gaps.

All staff are aware that any accident/incident in the workplace, including near-miss events, must be reported immediately to the designated Safety Officer. The incident site will be barricaded or sealed to preserve evidence. The machine or equipment involved will be cordoned off. A preliminary incident notification will be sent to relevant key personnel. The parties involved will be summoned for interviews or questionnaires in the presence of their superiors. Statements will be recorded, and consent will be obtained from the individuals. Thereafter, a site investigation will be conducted with the right team, including evidence collection and witness statements. Once all necessary information is gathered, a cause tree analysis will be conducted to identify the root cause/s. After pinpointing the root cause/s, a detailed report will be formulated and presented to management, along with a proposal for preventing the recurrence of such incidents.

A Basic Occupational First Aid ("**BOFA**") training took place on 5-7 December 2023 at the Chaah Mine to equip employees and contractors with the necessary skills to provide immediate and effective first aid in the event of workplace injuries or emergencies. 13 employees participated in the training facilitated by an external certified and experienced Occupational First Aid instructor. The training covered key BOFA aspects such as the recognition and assessment of common workplace injuries, immediate response and emergency action principles, proper use of first aid equipment and supplies, communication and coordination during emergencies, and scenario-based practical exercises. All 13 participants passed the examination on Advanced First Aid, Cardiopulmonary Resuscitation ("**CPR**") and Automated External Defibrillator ("**AED**") training.



Basic Occupational First Aid ("**BOFA**") training at the Chaah Mine

SUSTAINABILITY REPORT

Ambient air monitoring and environmental noise monitoring were conducted quarterly by an external consultant at the Chaah mining site in accordance with the New Malaysia Ambient Air Quality Standard (2020) and Guidelines for Environmental Noise Limits and Control by the Department of Environment (“**DOE**”), 2019. For air quality, the measured PM₁₀ and PM_{2.5}⁴ particulate matter levels over a 24-hour period were within the prescribed limits. The noise monitoring measured the environmental noise from the combination of operational mining activities as well as the movement of vehicles and trucks in the vicinity. The results were within the permissible sound levels, indicating a controlled environment that supports the health and well-being of our employees.

Other measures adopted to promote occupational safety and health include:

- Monthly workplace inspection to identify hazards/potential hazards to mitigate risks.
- Having quarterly HSE Committee meetings and obtaining feedback from all levels of employee to gather their views to keep improving safety at the workplace.
- Setting safety key performance indicators (“**KPIs**”) to involve everyone in promoting safety awareness and shared responsibility.
- Conducting daily departmental safety toolbox briefing to inculcate a safe system of work and strong safety culture.
- Regular and refresher training sessions and briefings for all new and existing employees on potential health and safety risks they may face at the workplace, which includes defensive driving training for heavy machinery operators. This equips them with the necessary knowledge to deal with such risks.

In FY2024, we had one minor work injury accident and two major work injury accidents. The workers affected received medical treatment and were given medical leave to recover from their injuries. Investigations were conducted in full compliance with the Department of Occupational Safety and Health (“**DOSH**”)’s guidelines. Procedures and protocols were revised and improved where necessary.

Our Target for FY2025



- To achieve zero major injury and fatal accidents.

Training and Education

SAM provides all employees with regular and timely training to enable them to perform their tasks competently and safely, upgrade their skillsets and professionalism, and keep pace with the Group’s growth and industry developments. Every year, our Human Resource (“**HR**”) department engages the respective heads of departments to identify staff development needs and review suitable training providers and programmes.

For FY2024, we conducted a comprehensive range of training courses. These included Safety Induction, Toolbox Training, Mining Safety Training, Wellness Workshop, Anti-Bribery and Anti-Corruption Training, Risk Management Training, Sustainability E-training, Climate Impact Disclosures Training, and Employment Laws.

The average training hours per employee for FY2024 was 18.42 hours, representing a 36.6% increase over FY2023’s average of 13.48 hours per employee. The total hours of training conducted in FY2024 amounted to 3,057 hours, marking a 6.45% increase over the 2,872 hours of training in FY2023.

Our Target for FY2025



- Provide at least an average of 7 training hours per employee.

Local Communities

Long-term sustainability is founded on a mutually beneficial partnership with the local communities. The Group, including our onsite mining operations in Johor, generates jobs and other economic opportunities for the local residents. The Group adheres to all environmental regulations to minimise negative environmental impacts on residential and other areas adjacent to the mining operations.

⁴ PM₁₀ is particulate matter 10 micrometres or less in diameter, PM_{2.5} is particulate matter 2.5 micrometres or less in diameter.

SUSTAINABILITY REPORT

The Group has a community support policy of rendering relevant assistance to underprivileged groups and conducting periodic community development programmes. In FY2024, the Group contributed a total of RM54,500 towards various community projects and assistance schemes. This contribution included supporting charity runs and sports programmes for local communities.

[Our Target for FY2025](#)



- Continue our contributions to the community through creating employment and other economic opportunities, as well as supporting underprivileged groups and community development programmes.

GOVERNANCE DISCLOSURES

Corporate Governance

The Board and Management of the Group are committed to practising good corporate governance and adhering to best practices to ensure sustainability of the Group's operations. We aim to establish transparent, accountable and equitable systems and processes, thereby enhancing the value of the Company for its shareholders and other stakeholders.

In FY2024, we complied fully with Singapore's Code of Corporate Governance. Please refer to the FY2024 Annual Report for the Group's Corporate Governance Report.

[Our Target for FY2025](#)



- Continue to comply with Singapore's Code of Corporate Governance and meet all governance requirements that are expected of the Group by all stakeholders.

Risk Management

The Board is responsible for the governance of risk and ensuring that the Management Team maintains a robust system of risk management and internal controls to safeguard the interest of shareholders and the Group's assets.

Matters related to risks are referred to the Audit Committee ("AC"). The Board, with the support of the AC, is responsible for the overall governance of the risk management of the Group, establishing risk management policies and tolerance strategies for the Group, and overseeing the effective implementation of the risk management framework.

In FY2024, the Enterprise Risk Management ("ERM") framework was updated to help the Board identify, assess and treat the Groups' enterprise risks. This included establishing the risk register and risk map covering financial, operational, compliance and information technology risks. These risks will be prioritised based on the risk appetite and risk tolerance levels adopted by the Board. For detailed disclosures on Risk Management, please refer to the "Corporate Governance Report" section in our Annual Report 2024.

The Group started its climate risk assessment reporting journey in FY2023 by identifying climate-related risks and reporting our Scope 1 and Scope 2 emissions. To strengthen oversight, climate-related risks are being integrated into the enterprise risk management framework for ongoing monitoring and management.

The SGX announced in March 2024 that for financial years starting 1 January 2025, issuers would have to refer to the ISSB's International Financial Reporting Standards ("IFRS") S1 and IFRS S2 in preparing climate-related disclosures. This would apply to the Group's Sustainability Report ending 31 July 2026 onwards. In FY2024, the Group started to review the ISSB requirements to better manage climate-related risks and ensure compliance with SGX's reporting requirements.

[Our Target for FY2025](#)



- Conduct an annual review of risk management and internal control systems to ensure that all relevant risks are identified, communicated and managed on a timely basis.
- Comply with SGX's latest requirements for climate-related disclosures.

SUSTAINABILITY REPORT

Business Ethics and Compliance

All staff are reminded regularly and clearly of the importance of upholding the highest standards in business ethics. The Group promptly updates relevant staff on any applicable developments in international and local regulations.

There were no fines or non-monetary sanctions for non-compliance with laws and regulations in FY2024.

Anti-Corruption

SAM does not tolerate corruption in any form, and strives to conduct business with utmost integrity and transparency. This commitment has been communicated clearly to all the Group's Directors, officers, employees, suppliers and business partners. We have established a whistleblowing email account so that anyone wishing to report corruption-related issues can do so confidentially. All reports of corruption shall be escalated to the attention of the AC.

We have in place risk mitigation actions that include:

- Providing periodic training and awareness.
- Internal and external communication of Anti-Bribery, Anti-Corruption and Whistleblowing policy.
- Setting of approval limits on gifts, hospitality, donation, sponsorship and referral payments and the periodic reporting thereof.
- Oversight of tender selection and approval procedures.
- Implementation of reliable whistleblowing reporting and protection procedures for whistleblowers.

In FY2024, there were no reported incidents of corruption.

Whistleblowing Policy

The Group has a whistleblowing policy that provides an avenue for employees and external parties to raise concerns about misconduct or improprieties within the Group. It assures them that they will be protected from any reprisal or victimisation for whistleblowing in good faith.

Reports can be lodged directly with the AC Chairman or the Lead Independent Director via email to honestsam@whistleblower.com.my, which is administered by the Group's Internal Auditor. The Group has made available the whistleblowing policy, processes and email address to staff and business partners for the safe and confidential reporting of any suspected fraud, corruption or any form of dishonest practices.

The Company has confidentiality clauses in place to protect the identity of the whistleblower and ensure that it remains confidential. The Company is also committed to ensuring the protection of the whistleblower against any detrimental or unfair treatment. The AC is responsible for the oversight and monitoring of whistleblowing.

The AC is satisfied that proper arrangements and procedures are in place to ensure independent investigation of such matters and that appropriate follow-up actions are taken.

There were no whistleblowing cases in FY2024.

Our Target for FY2025



- Maintain zero incidents of non-compliance, corruption, bribery or other form of dishonest practices.
- Ensure that any whistleblowing report is promptly investigated and dealt with in accordance with the whistleblowing policy.

SUSTAINABILITY REPORT

GRI CONTENT INDEX

Southern Alliance Mining Ltd has reported in accordance with the GRI Standards 2021 for the period 1 August 2023 to 31 July 2024.

GRI Standard	Disclosure	Reference	Page
GRI 2: General Disclosures 2021			
2-1	Organizational details	Corporate Website (https://southernallianceminig.com/)	N.A.
2-2	Entities included in the organization's sustainability reporting	Board Statement	16
2-3	Reporting period, frequency and contact point	About This Report	16
2-4	Restatements of information	Scope 2 emissions for FY2021 to FY2023 in the "Energy and Emissions" section have been restated because of a change in the grid emission factor used	26
2-5	External assurance	Nil	N.A.
2-6	Activities, value chain and other business relationships	Corporate Website	N.A.
2-7	Employees	Workforce Overview	33
2-8	Workers who are not employees	Workforce Overview	33
2-9	Governance structure and composition	Corporate Governance Report, Annual Report	44
2-10	Nomination and selection of the highest governance body	Corporate Governance Report, Annual Report	44
2-11	Chair of the highest governance body	Corporate Governance Report, Annual Report	44
2-12	Roles of the highest governance body in overseeing the management of impacts	Sustainability Governance	18
2-13	Delegation of responsibility for managing impacts	Sustainability Governance	18
2-14	Roles of the highest governance body in sustainability reporting	Sustainability Governance	18
2-15	Conflicts of interest	Corporate Governance Report, Annual Report	44
2-16	Communication of critical concerns	Corporate Governance Report, Annual Report	44
2-17	Collective knowledge of the highest governance body	Corporate Governance Report, Annual Report	44
2-18	Evaluation of the performance of the highest governance body	Corporate Governance, Annual Report	44
2-19	Remuneration policies	Corporate Governance Report, Annual Report	44
2-20	Process to determine remuneration	Corporate Governance Report, Annual Report Workforce Overview	33, 44
2-21	Annual total compensation ratio	Not disclosed for confidentiality reasons	N.A.
2-22	Statement on sustainable development strategy	Our Sustainability Methodology	17

SUSTAINABILITY REPORT

GRI Standard	Disclosure	Reference	Page
2-23	Policy commitments	Our Sustainability Methodology	17
2-24	Embedding policy commitments	Our Sustainability Methodology	17
2-25	Processes to remediate negative impacts	Our Sustainability Methodology Feedback	17
2-26	Mechanisms for seeking advice and raising concerns	Whistleblowing Policy	38
2-27	Compliance with laws and regulations	Environmental Compliance Business Ethics and Compliance	38
2-28	Membership associations	Nil	N.A.
2-29	Approach to stakeholder engagement	Stakeholders Engagement	19
2-30	Collective bargaining agreements	Southern Alliance Mining Ltd's employees are not covered under any collective bargaining agreement	N.A.
Material Topics			
3-1	Process to determine material topics	Materiality Assessment	21
3-2	List of material topics	Materiality Assessment	21
3-3	Management of material topics	Materiality Assessment	21
GRI 204: Procurement Practices			
204-1	Proportion of spending on local suppliers	Procurement Practices	26
GRI 205: Anti-corruption			
205-1	Operations assessed for risks related to corruption	Anti-Corruption	38
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption	38
205-3	Confirmed incidents of corruption and actions taken	Anti-Corruption	38
GRI 302: Energy			
302-1	Energy consumption within the organization	Energy and Emissions	26
GRI 303: Water and Effluents			
303-1	Interactions with water as a shared resource	Waste and Water Management	32
GRI 305: Emissions			
305-1	Direct (Scope 1) GHG emissions	Energy and Emissions	26
305-2	Energy indirect (Scope 2) GHG emissions	Energy and Emissions	26
GRI 306: Waste			
306-1	Waste generation and significant waste-related impacts	Waste and Water Management	32
306-3	Waste generated	Waste and Water Management	32
GRI 401: Employment			
401-1	New employee hires and employee turnover	Workforce Overview	33

SUSTAINABILITY REPORT

GRI Standard	Disclosure	Reference	Page
GRI 403: Occupational Health and Safety			
403-1	Occupational health and safety management system	Occupational Health and Safety	35
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	35
403-3	Occupational health services	Occupational Health and Safety	35
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	35
403-5	Worker training on occupational health and safety	Occupational Health and Safety	35
403-9	Work-related injuries	Occupational Health and Safety	35
GRI 404: Training and Education			
404-2	Programs for upgrading employee skills and transition assistance programs	Training and Education	36
GRI 406: Non-Discrimination			
406-1	Incidents of discrimination and corrective actions taken	Workforce Overview	33
GRI 413: Local Communities			
413-1	Operations with local community engagement, impact assessments, and development programs	Local Communities	36

SUSTAINABILITY REPORT

TCFD DISCLOSURES

TCFD Thematic Areas	Recommended Disclosures	References and Remarks	Page
1. Governance Disclose the organization's governance around climate-related risks and opportunities	a) Describe the board's oversight of climate-related risks and opportunities	The Board oversees the corporate governance structure and sustainability strategy of the Group, including climate-related issues. See the Sustainability Governance section.	18
	b) Describe management's role in assessing and managing climate-related risks and opportunities	The Management implements, monitors and reports on ESG performance, including climate-related issues. See the Sustainability Governance section.	18
2. Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Southern Alliance Mining Ltd is adopting a progressive strategy towards managing climate-related risks. See the Climate-related Risks and Opportunities section.	28
	b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning	Southern Alliance Mining Ltd is adopting a progressive strategy towards managing climate-related risks. See the Climate-related Risks and Opportunities section.	28
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Southern Alliance Mining Ltd has identified and taken into consideration two divergent climate-related scenarios. See the Climate-related Risks and Opportunities section.	28
3. Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks	a) Describe the organization's processes for identifying and assessing climate-related risks	See the Risk Management section.	37
	b) Describe the organization's processes for managing climate-related risks	The Audit Committee tracks and manages all enterprise risks, including climate-related risks. More details of the Committee's responsibilities can be found in the Group's Annual Report 2024.	73
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	The Audit Committee will progressively incorporate climate-related risks into its overall risk universe for ongoing monitoring and management.	N.A.

SUSTAINABILITY REPORT

TCFD Thematic Areas	Recommended Disclosures	References and Remarks	Page
<p>4. Metrics and Targets</p> <p>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>	<p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process</p>	<p>See the Climate-related Risks and Opportunities section.</p>	<p>28</p>
	<p>b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</p>	<p>See the Energy and Emissions section.</p>	<p>26</p>
	<p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets</p>	<p>See the Climate-related Risks and Opportunities section.</p>	<p>28</p>

CORPORATE GOVERNANCE REPORT

The Board of Directors (the “**Board**”) of Southern Alliance Mining Ltd. (the “**Company**”, and together with its subsidiaries, the “**Group**”) is committed to ensure that high standards of corporate governance are practiced throughout the Group, as a fundamental part of its responsibilities to protect and enhance shareholders’ value and the financial performance of the Group.

This corporate governance report (“**Report**”) outlines the Group’s corporate governance practices that were in place during the financial year ended 31 July 2024 (“**FY2024**”) with specific reference made to the Principles of Code of Corporate Governance 2018 (“**Code 2018**”) and its related practice guidance issued on 7 February 2020 (“**Practice Guidance**”), which forms part of the continuing obligations of the SGX-ST Listing Manual Section B: Rules of Catalyst (“**Catalist Rules**”).

The Group also ensures that all applicable laws, rules and regulations including the Securities and Futures Act 2001 of Singapore (“**Securities and Futures Act**”) are duly complied with.

Provision	Code Description	Company’s Compliance or Explanation
General	(a) Has the Company complied with all the principles and provisions of the Code 2018? If not, please state the specific deviations and alternative corporate governance practices adopted by the Company in lieu of the recommendations in the Code 2018.	The Company has complied with the principles and provisions as set out in Code 2018 and the Practice Guidance where applicable. There are no alternative Corporate Governance were practiced in FY2024.
	(b) In what respect do these alternative corporate governance practices achieve the objectives of the principles and confirm to the provisions of the Code?	There are no alternative Corporate Governance were practiced in FY2024.
BOARD MATTERS The Board’s Conduct of Affairs <i>Principle 1: The Company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the Company.</i>		
1.1	Board Composition and Role of the Board	All Directors objectively discharge their duties and responsibilities as fiduciaries and make decisions in the best interests of the Group at all times. The Board puts in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organizational culture and ensures proper accountability within the Group. The Board also ensures that good corporate governance practices are in place to protect the interests of shareholders.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation																											
		<p>The Board has clear policies and procedures for dealing with conflicts of interest. Where a Director faces a conflict of interest, he is required to notify the Company promptly of all conflicts of interest as soon as practicable as well as when required and refresh the required declarations annually. The Director would also recuse himself from discussions and decisions involving the issues of conflict.</p> <p>The Board is entrusted to lead and oversee the Company, with the fundamental principle to act in the best interests of the Company. In addition to its statutory duties, the Board oversees the management staff of the Company (the "Management"), affairs of the Group's business and oversees processes for evaluating the adequacy and effectiveness of the Group's internal controls and risk management systems. It focuses on the strategies and policies, with particular attention paid to growth and financial performance. The Board works with the Management to achieve this and the Management remains accountable to the Board. Each individual Director has objectively discharged his duties and responsibilities at all times as fiduciaries in the interests of the Company.</p> <p>As at the date of this Report, the Board comprises seven (7) members as follows:</p> <table border="1"> <thead> <tr> <th colspan="3">Table 1.1 – Composition of the Board</th> </tr> <tr> <th>Name of Director</th> <th>Designation</th> <th>Date of last Appointment</th> </tr> </thead> <tbody> <tr> <td>Dato' Teh Teck Tee</td> <td>Non-Executive Non-Independent Chairman</td> <td>26 November 2021⁽²⁾</td> </tr> <tr> <td>Dato' Sri Pek Kok Sam</td> <td>Managing Director*</td> <td>26 November 2021⁽³⁾</td> </tr> <tr> <td>Mr Lim Wei Hung</td> <td>Executive Director and Chief Operating Officer</td> <td>1 November 2022⁽⁴⁾</td> </tr> <tr> <td>Dato' Sri Mohd Jamidan Abdullah⁽¹⁾</td> <td>Lead Independent Director</td> <td>28 November 2022⁽⁵⁾</td> </tr> <tr> <td>Dato' Gainneos Jacob Goldie</td> <td>Independent Director</td> <td>28 November 2022⁽⁵⁾</td> </tr> <tr> <td>Mr Chin Chee Choon</td> <td>Independent Director</td> <td>23 November 2023⁽⁵⁾</td> </tr> <tr> <td>Mr Sim Chin Hoe</td> <td>Independent Director</td> <td>23 November 2023⁽⁵⁾</td> </tr> </tbody> </table> <p>Notes:</p> <p>(1) Dato' Sri Mohd Jamidan Abdullah will resign as the Lead Independent Director of the Company with effect from 28 November 2024, at the conclusion of AGM 2024.</p> <p>(2) The initial appointment of Dato' Teh Teck Tee was on 27 April 2020.</p> <p>(3) The initial appointment of Dato' Sri Pek Kok Sam was on 19 September 2019.</p> <p>(4) The initial appointment of Mr Lim Wei Hung was on 1 November 2022.</p> <p>(5) The initial appointment of Dato' Sri Mohd Jamidan Abdullah, Dato Gainneos Jacob Goldie, Mr Chin Chee Choon and Mr Sim Chin Hoe were on 27 April 2020.</p>	Table 1.1 – Composition of the Board			Name of Director	Designation	Date of last Appointment	Dato' Teh Teck Tee	Non-Executive Non-Independent Chairman	26 November 2021 ⁽²⁾	Dato' Sri Pek Kok Sam	Managing Director*	26 November 2021 ⁽³⁾	Mr Lim Wei Hung	Executive Director and Chief Operating Officer	1 November 2022 ⁽⁴⁾	Dato' Sri Mohd Jamidan Abdullah ⁽¹⁾	Lead Independent Director	28 November 2022 ⁽⁵⁾	Dato' Gainneos Jacob Goldie	Independent Director	28 November 2022 ⁽⁵⁾	Mr Chin Chee Choon	Independent Director	23 November 2023 ⁽⁵⁾	Mr Sim Chin Hoe	Independent Director	23 November 2023 ⁽⁵⁾
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Mr Chin Chee Choon	Independent Director	23 November 2023 ⁽⁵⁾																											
Mr Sim Chin Hoe	Independent Director	23 November 2023 ⁽⁵⁾																											

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
1.2	Induction, Training and Development	<p>The Company provides a comprehensive orientation programme to familiarize the new Directors with the Group's businesses, accounting control policies, procedures and internal control policies and procedures, including an overview of the written policies and procedures in relation to the financial, operational and compliance controls; as well as the Group's history, core values, strategic direction and industry-specific knowledge so as to assimilate them into their new roles. All our Directors have been provided with the orientation programme. The Company will also arrange for first-time directors to attend the relevant training on the roles and responsibilities of a director of a listed issuer as prescribed by the SGX-ST within one (1) year of their appointment and if necessary, in areas such as accounting, legal and industry specific knowledge as appropriate. The training of Directors will be arranged and funded by the Company.</p> <p>All Directors have completed the training courses and mandatory sustainability modules conducted by the Singapore Institute of Directors ("SID"), as prescribed by the SGX-ST pursuant to Practice Note 4D of the Catalist Rules.</p> <p>In order to contribute to the Board and serve effectively, the Board recognises the importance of ongoing trainings as part of their continual professional development during the term of their appointment. Such trainings may relate to a particular subject area, committee membership, key developments in the Company's operating environment or specific trainings that are provided by accredited training providers such as SID.</p> <p>The Directors are continually and regularly updated on the Group's businesses and governance practices, including changes in laws and regulations, financial reporting standards and code of corporate governance so as to enable Directors to effectively discharge their duties. New releases issued by the SGX-ST and the Accounting and Corporate Regulatory Authority ("ACRA") which are relevant to the Group and/or Directors are circulated to the Board. All Directors are also encouraged to be members of SID to receive journal updates and training from SID.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation													
		<p>At the Board meetings of the Company and on an ongoing basis, the external auditors (“EA”) will brief the Audit Committee and the Board on changes and amendments to the accounting standards while the Company Secretary will brief the Board on any regulatory changes, such as changes to the Companies Act, Catalist Rules and the Code 2018. The Company Secretary would also inform the Directors of the upcoming conferences and seminars relevant to their roles as Directors of the Company. The Directors are encouraged to attend seminars and trainings to update themselves to assist in the discharge of Directors’ duties and responsibilities, at the expense of the Company. Changes to regulations and accounting standards are monitored closely by the Management. In addition, the Management regularly updates and familiarizes the Directors on the business activities of the Company during Board and Board Committees’ meetings. Courses, conferences and seminars attended by the Director in FY2024 include:</p> <table border="1" data-bbox="651 1021 1430 1841"> <thead> <tr> <th colspan="3" data-bbox="657 1025 1423 1070">Table 1.2(b) – Training(s) attended by Director in FY2024</th> </tr> <tr> <th data-bbox="657 1070 906 1115">Attendee</th> <th data-bbox="906 1070 1168 1115">Course Organizer</th> <th data-bbox="1168 1070 1423 1115">Course Name</th> </tr> </thead> <tbody> <tr> <td data-bbox="657 1115 906 1841" rowspan="4">Mr Lim Wei Hung</td> <td data-bbox="906 1115 1168 1397" rowspan="2">Malaysian Institute of Accountants (MIA)</td> <td data-bbox="1168 1115 1423 1205">Fraud Risk Management</td> </tr> <tr> <td data-bbox="1168 1205 1423 1397">The Arrival of ISSB Standards and the Continued Relevance of Integrated Reporting Webinar</td> </tr> <tr> <td data-bbox="906 1397 1168 1841" rowspan="2">Singapore Exchange</td> <td data-bbox="1168 1397 1423 1518">Climate Reporting Fundamentals for ListCos</td> </tr> <tr> <td data-bbox="1168 1518 1423 1841">Asean Capital Market Forum – International Sustainability board’s Virtual Technical on the IFRS Sustainability Disclosure Standards for Corporate Prepares</td> </tr> </tbody> </table>	Table 1.2(b) – Training(s) attended by Director in FY2024			Attendee	Course Organizer	Course Name	Mr Lim Wei Hung	Malaysian Institute of Accountants (MIA)	Fraud Risk Management	The Arrival of ISSB Standards and the Continued Relevance of Integrated Reporting Webinar	Singapore Exchange	Climate Reporting Fundamentals for ListCos	Asean Capital Market Forum – International Sustainability board’s Virtual Technical on the IFRS Sustainability Disclosure Standards for Corporate Prepares
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		The Arrival of ISSB Standards and the Continued Relevance of Integrated Reporting Webinar													
	Singapore Exchange	Climate Reporting Fundamentals for ListCos													
		Asean Capital Market Forum – International Sustainability board’s Virtual Technical on the IFRS Sustainability Disclosure Standards for Corporate Prepares													

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
1.3	Matters requiring Board's approval	<p>The Board has put in place internal guidelines in relation to matters reserved for the Board's approval. Specifically, matters and transactions that require the Board's approval include, among others, the following:</p> <ul style="list-style-type: none"> • release of the half year and full year results announcements; • annual report and financial statements; • annual budgets and financial plans of the Company; • business, strategy and capital expenditure budgets; • convening of shareholders' meetings, circulars to shareholders and related announcements to be submitted to the SGX-ST; • overall corporate strategy and changes to the corporate structure; • acquisitions, investments and disposals of assets exceeding a certain threshold; • share issuances; • recommendation/declaration of dividends; • appointment of Directors, key executives and Company Secretary of the Company; • terms of reference for the Board Committees; • review of Directors and key executives' performance and remuneration packages; • interested person transactions; • material regulatory matters or litigation; and • compliance matters associated with the Catalist Rules, Securities and Futures Act or other relevant laws and regulations. <p>The Board decides on matters requiring its approval and clearly communicates this to the Management in writing.</p>
1.4/ Rule 406(3)(e) of the Catalist Rules	Board Committees	<p>To assist in the execution of its responsibilities, the Board is supported by four board committees, namely the Audit Committee ("AC"), Nominating Committee ("NC"), Remuneration Committee ("RC") and Sustainability Committee ("SC") (collectively the "Board Committees"). The Sustainability Committee was established in January 2024.</p> <p>As the Board retains the ultimate responsibility on all decisions made, all matters discussed at the Board Committee meetings are presented and reported to the Board for approval prior to its implementation. The Board Committees function within clearly defined terms of reference and operating procedures, and play an important role in ensuring good corporate governance in the Company and within the Group. The terms of reference of the Board Committees are reviewed by the Board on a regular basis to enhance the effectiveness of these Board Committees. The terms of reference of the respective Board Committees, as well as other relevant information on the Board Committees, can be found in the subsequent sections of this Report.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation																																			
		<p>The composition of the Board Committees as at the date of this Report are as follows:</p> <table border="1"> <thead> <tr> <th colspan="5">Table 1.4 – Composition of the Board Committees</th> </tr> <tr> <th></th> <th>AC⁽¹⁾</th> <th>NC⁽²⁾</th> <th>RC⁽³⁾</th> <th>SC⁽⁴⁾</th> </tr> </thead> <tbody> <tr> <td>Chairman</td> <td>Mr Chin Chee Choon</td> <td>Dato' Gainneos Jacob Goldie</td> <td>Dato' Gainneos Jacob Goldie</td> <td>Mr Sim Chin Hoe</td> </tr> <tr> <td>Member</td> <td>Dato' Sri Mohd Jamidan Abdullah</td> <td>Dato' Sri Pek Kok Sam</td> <td>Dato' Teh Teck Tee</td> <td>Dato' Sri Pek Kok Sam</td> </tr> <tr> <td>Member</td> <td>Dato' Gainneos Jacob Goldie</td> <td>Dato' Sri Mohd Jamidan Abdullah</td> <td>Dato' Sri Mohd Jamidan Abdullah</td> <td>Mr Chin Chee Choon</td> </tr> <tr> <td>Member</td> <td>Mr Sim Chin Hoe</td> <td>Mr Sim Chin Hoe</td> <td>Mr Sim Chin Hoe</td> <td>Dato' Gainneos Jacob Goldie</td> </tr> <tr> <td>Member</td> <td>–</td> <td>Mr Chin Chee Choon</td> <td>Mr Chin Chee Choon</td> <td>–</td> </tr> </tbody> </table> <p>Notes:</p> <p>(1) The AC comprised four (4) members, all of whom (including the Chairman) are independent.</p> <p>(2) The NC comprised five (5) members, the majority of whom (including the Chairman) are independent.</p> <p>(3) The RC comprised five (5) members, all non-executive and the majority of whom (including the Chairman) are independent.</p> <p>(4) The SC comprised three (3) members, the majority of whom (including the Chairman) are independent.</p>	Table 1.4 – Composition of the Board Committees						AC⁽¹⁾	NC⁽²⁾	RC⁽³⁾	SC⁽⁴⁾	Chairman	Mr Chin Chee Choon	Dato' Gainneos Jacob Goldie	Dato' Gainneos Jacob Goldie	Mr Sim Chin Hoe	Member	Dato' Sri Mohd Jamidan Abdullah	Dato' Sri Pek Kok Sam	Dato' Teh Teck Tee	Dato' Sri Pek Kok Sam	Member	Dato' Gainneos Jacob Goldie	Dato' Sri Mohd Jamidan Abdullah	Dato' Sri Mohd Jamidan Abdullah	Mr Chin Chee Choon	Member	Mr Sim Chin Hoe	Mr Sim Chin Hoe	Mr Sim Chin Hoe	Dato' Gainneos Jacob Goldie	Member	–	Mr Chin Chee Choon	Mr Chin Chee Choon	–
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	AC⁽¹⁾	NC⁽²⁾	RC⁽³⁾	SC⁽⁴⁾																																	
Chairman	Mr Chin Chee Choon	Dato' Gainneos Jacob Goldie	Dato' Gainneos Jacob Goldie	Mr Sim Chin Hoe																																	
Member	Dato' Sri Mohd Jamidan Abdullah	Dato' Sri Pek Kok Sam	Dato' Teh Teck Tee	Dato' Sri Pek Kok Sam																																	
Member	Dato' Gainneos Jacob Goldie	Dato' Sri Mohd Jamidan Abdullah	Dato' Sri Mohd Jamidan Abdullah	Mr Chin Chee Choon																																	
Member	Mr Sim Chin Hoe	Mr Sim Chin Hoe	Mr Sim Chin Hoe	Dato' Gainneos Jacob Goldie																																	
Member	–	Mr Chin Chee Choon	Mr Chin Chee Choon	–																																	
1.5	Board and Board Committees Meetings	<p>The Board meets on a quarterly and on an ad-hoc basis, if required, as deemed appropriate by the Board members, to review and discuss matters of the Group as well as to oversee the business affairs of the Group. The calendar of all the Board and Board Committees meetings are scheduled in advance. The Board is free to seek clarification and information from the Management on all matters within their purview. Ad-hoc meetings are convened as may be necessary to address any specific significant matters that may arise. The Constitution of the Company and terms of reference for each individual Board Committee allow the Directors to participate in Board and Board Committees meetings to be held by means of telephonic, video conferencing or other communication facilities to communicate with each other simultaneously and instantaneously. Important matters concerning the Group are also put to the Board for its decision by way of written resolutions.</p>																																			

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation																																																																		
		<p>In FY2024, the number of Board and Board Committee meetings held, and the attendance of each Board member are shown below.</p> <table border="1"> <thead> <tr> <th colspan="6">Table 1.5 – Directors' Attendance</th> </tr> <tr> <th></th> <th></th> <th colspan="4">Board Committees</th> </tr> <tr> <th></th> <th>Board</th> <th>AC</th> <th>NC</th> <th>RC</th> <th>SC</th> </tr> </thead> <tbody> <tr> <td>Number of meetings held</td> <td>3</td> <td>3</td> <td>2</td> <td>1</td> <td>2</td> </tr> <tr> <td>Dato' Teh Teck Tee</td> <td>3</td> <td>3*</td> <td>2*</td> <td>1</td> <td>2*</td> </tr> <tr> <td>Dato' Sri Pek Kok Sam</td> <td>3</td> <td>3*</td> <td>2</td> <td>1*</td> <td>2</td> </tr> <tr> <td>Mr Lim Wei Hung</td> <td>3</td> <td>3*</td> <td>2*</td> <td>1*</td> <td>2*</td> </tr> <tr> <td>Dato' Sri Mohd Jamidan Abdullah</td> <td>2**</td> <td>2**</td> <td>2</td> <td>1</td> <td>2*</td> </tr> <tr> <td>Dato' Gainneos Jacob Goldie</td> <td>3</td> <td>3</td> <td>2</td> <td>1</td> <td>2</td> </tr> <tr> <td>Mr Chin Chee Choon</td> <td>3</td> <td>3</td> <td>2</td> <td>1</td> <td>2</td> </tr> <tr> <td>Mr Sim Chin Hoe</td> <td>3</td> <td>3</td> <td>2</td> <td>1</td> <td>2</td> </tr> </tbody> </table> <p>* By invitation ** Dato' Sri Mohd Jamidan Abdullah was absent on one occasion due to personal reason.</p> <p>All Directors (including those with multiple board representations) ensure that sufficient time and attention are given to the affairs of the Company.</p>	Table 1.5 – Directors' Attendance								Board Committees					Board	AC	NC	RC	SC	Number of meetings held	3	3	2	1	2	Dato' Teh Teck Tee	3	3*	2*	1	2*	Dato' Sri Pek Kok Sam	3	3*	2	1*	2	Mr Lim Wei Hung	3	3*	2*	1*	2*	Dato' Sri Mohd Jamidan Abdullah	2**	2**	2	1	2*	Dato' Gainneos Jacob Goldie	3	3	2	1	2	Mr Chin Chee Choon	3	3	2	1	2	Mr Sim Chin Hoe	3	3	2	1	2
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Mr Chin Chee Choon	3	3	2	1	2																																																															
Mr Sim Chin Hoe	3	3	2	1	2																																																															
1.6	Access to Information	<p>The Management provides the Board with key information that is complete, adequate and in advance to enable the Directors to make timely decisions, effectively discharge their duties and make a balanced and informed assessment of the performance, position and prospects of the Company. Key information comprises, among others, properly organized board papers (with background or explanatory information relating to the matters brought before the Board, where necessary), updates to Group operations and the markets in which the Group operates in, budgets and/or forecasts, management accounts, External Auditor (EA) Reports and reports on on-going or planned corporate actions.</p>																																																																		

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>All scheduled Board and Board Committees' meetings are planned ahead. Board papers are sent to Directors prior to each Board and Board Committee meeting in a timely manner. Management recognises the importance of circulating information on a timely basis to ensure that the Board has adequate time to review the materials to facilitate a constructive and effective discussion during the scheduled meetings. As such, Management endeavours to circulate information at least one week prior to the meetings to allow sufficient time for review by the Directors. Such board papers usually include budgets, forecasts and periodic management accounts. In respect of budgets, any material variances between the projections and actual results are disclosed and explained to the Board.</p> <p>Directors are also informed on a regular basis as and when there are any significant developments or events relating to the Group's business operations. Management will also provide any additional material information that is requested by Directors or that is necessary to enable the Board to make a balanced and informed assessment of the Group's performance, position and prospects. Management will also on best endeavour, encrypt documents which bear material price sensitive information when circulating documents electronically.</p>
1.7	<p>Access to Management and Company Secretary</p>	<p>The Board has separate and independent access to the Financial Controller ("Key Management Personnel"), external advisers (where necessary) and the Company Secretary at all times.</p> <p>The Company Secretary and/or her representative(s) attend all Board and Board Committees meetings. The responsibilities of the Company Secretary include advising the Board on governance matters, facilitating the process of appointment of new Directors and assisting the Chairman of the Board in ensuring information flow within the Board and its Board Committees and between the Management and the Directors. The Company Secretary will also provide the Board with updates to regulations and legislations that the Company is required to comply with, as required. The appointment and removal of the Company Secretary is to be decided by the Board as a whole.</p> <p>Where decisions to be taken by the Board require specialised knowledge or expert opinion, the Directors may direct the Company to appoint external advisers to enable the Board and/or the Independent Directors to discharge their responsibilities effectively, the cost of which will be borne by the Company.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
Board Composition and Guidance <i>Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.</i>		
2.1/ Rule 1204 (10B) of the Catalist Rules	Board Composition and Independence Assessment of Directors	<p>The Company complies with Provision 2.3 of Code 2018 as while the Chairman of the Board (the "Chairman") is not independent, Independent Directors and Non-Executive Directors make up a majority of the Board. The Chairman is a Non-Executive Non-Independent Director and not part of the Management team.</p> <p>The Board comprises seven (7) members, out of which one (1) is a Managing Director, one (1) is an Executive Director, four (4) are Independent Directors and one (1) is a Non-Executive Non-Independent Director.</p> <p>Dato' Teh Teck Tee – Non-Executive Non-Independent Chairman Dato' Sri Pek Kok Sam – Managing Director ("MD") Mr Lim Wei Hung – Executive Director ("ED") and Chief Operating Officer ("COO") Dato' Sri Mohd Jamidan Abdullah – Lead Independent Director Dato' Gainneos Jacob Goldie – Independent Director Mr Chin Chee Choon – Independent Director Mr Sim Chin Hoe – Independent Director</p> <p>The Board assesses the independence of each Director in accordance with the guidance provided in Code 2018 as well as Rule 406(3)(d) of the Catalist Rules. An Independent Director is one who is independent in conduct, character and judgment and has no relationship with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of his independent business judgment in the best interests of the Company.</p> <p>On an annual basis, each Independent Director is required to complete a "Confirmation of Independence" form to confirm his independence. The said form was drawn up based on the definitions and guidelines set forth in the Code 2018. The Directors are required to disclose to the Board any such relationship as and when it arises and the Board will state the reasons if it determines that a director is independent notwithstanding the existence of a relationship or circumstances which may appear relevant to the Board's determination.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>The NC will also examine the different relationships identified by the Catalist Rules, the Code 2018 and the circumstances set out in the Practice Guidance that might impair each Independent Director's independence and objectivity and conclude whether each Independent Director is able to exercise independent business judgment in the best interests of the Company and its shareholders.</p> <p>The Independent Directors have confirmed their independence in accordance with the Code 2018 and Rule 406(3)(d) of the Catalist Rules.</p> <p>As the date of this Report, the NC has reviewed the independence of the Independent Directors and is satisfied that Dato' Sri Mohd Jamidan Abdullah, Dato' Gainneos Jacob Goldie, Mr Chin Chee Choon and Mr Sim Chin Hoe are independent in accordance with the Provision 2.1 of the Code 2018 and Rule 406(3)(d) of the Catalist Rules. Pursuant to Regulations 96 and 97 of the Company's Constitution, Dato' Teh Teck Tee, Dato' Sri Mohd Jamidan Abdullah and Dato' Gainneos Jacob Goldie will retire in AGM FY2024.</p> <p>There is no Director who is deemed independent by the Board, notwithstanding the existence of a relationship as stated in the Code 2018 and the Catalist Rules that would otherwise deem him not to be independent. There is currently no Independent Director who has served on the Board for more than nine (9) years since the date of his first appointment.</p>
2.2	Independent Directors	The current Board composition complies with Provision 2.2 of Code 2018 where Independent Directors make up a majority of the Board where the Chairman is not independent.
2.3	Non-Executive Directors	To facilitate a more effective review of Management, the Non-Executive Directors will communicate on an ad-hoc basis without the presence of the Management and Executive Directors to discuss the performance of the Management and any matters of concern. The current Board composition complies with Provision 2.3 of Code 2018 where Non-Executive Directors make up a majority of the Board.
2.4	Board Size and Diversity	The size and composition of the Board is reviewed at least annually to ensure that the Board has the appropriate mix of expertise, skills, knowledge, experience and other aspects of diversity such as gender and age so as to avoid groupthink and foster constructive debate. The Board, in concurrence with the NC, is of the view that the current number of seven (7) Directors and the composition are appropriate and effective, taking into consideration the scope and nature of the Company's operations. No individual or small group of individuals dominates the Board's decision-making.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>The Board is committed to ensuring diversity on the Board including but not limited to appropriate balance and mix of skills, knowledge, experience, gender, age and the core competencies of accounting or finance, legal and regulatory, business or management experience, industry knowledge, and strategic planning to avoid groupthink and foster constructive debate.</p> <p>As of the date of this report, the Company has adopted a Board Diversity Policy ("Policy") which focuses on an appropriate balance of skills, experience, knowledge, and other aspects of diversity (e.g., gender and age) in building an effective Board with the ability to guide and support the achievement of the Group strategy objectives and for sustainable development and growth. Under the Policy, the NC is responsible in reviewing the Board's composition, consider relevant aspects of the diversity and the needs of the Company. All Board appointments shall be based on merit, and will be considered against objective criteria and having due regard for the benefits of diversity on the Board and the Company's needs.</p> <p>The current Board comprises seven (7) male Directors with an age group ranging from 51 to 72 years old. Each Director has been appointed based on the strength of his calibre, experience, grasp of corporate strategy and potential to contribute to the Company and its businesses. The Board provides diversity of expertise and knowledge in areas such as accounting, finance, strategic planning, investment, business management and administration, industry knowledge, engineering technology and economics. This diversity facilitates constructive debate on the business activities of the Company and enables Management to benefit from a diverse and objective set of perspectives on issues that are brought before the Board. The Board, in concurrence of the NC, is of the view that the current Directors possess the necessary competencies to provide the Management with a diverse and objective perspective on issues so as to lead and govern the Company effectively.</p> <p>The Board's policy in identifying directors is primarily to have an appropriate mix of members with complementary skills, core competencies and experience that could effectively contribute to the Group, regardless of gender.</p> <p>The Board will seek to incorporate diversity aspect to have a director with skill and experience in various environmental, social and governance ("ESG") areas, preferably pertaining to the mining industry as and when the opportunity arises, instead of adhering to a fixed timeline for diversity targets. The Board will ensure that it has the flexibility to improve its diversity without compromising board efficiency.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>As the date of this Report, the Board, taking into account the views of the NC, considers that the current composition of the Board and Board committees comprise a balance and mix of skills, experience and individual attributes which promote effectiveness of the Board as a whole and that of its Board committees.</p> <p>The key information of the Directors, including their appointment dates, academic and professional qualifications, Board Committees served on, principal commitment(s) and directorships in other listed company(ies) are set out on pages 86 to 95 of this annual report.</p>
2.5	Meeting in the Absence of the Management	<p>Where appropriate, the Independent and Non-Executive Directors, led by the Lead Independent Director, meet periodically without the presence of the Executive Directors and Management to discuss concerns or matters such as the effectiveness of the Management. The Lead Independent Director would then provide feedback to the Board and/or the Chairman, as appropriate, after such meetings.</p> <p>During FY2024, the Independent Directors met at least once in the absence of Management.</p> <p>Independent Directors fulfil a pivotal role in corporate accountability. Their presence is particularly important as they provide unbiased and independent views, advice and judgment to take care of the interests, not only of the Company but also of the shareholders, employees, customers, suppliers and the many communities with which the Company conducts business with.</p>
<p>Chairman and Managing Director Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.</p>		
3.1 3.2 3.3	Role of Chairman, MD and Lead Independent Director	<p>Dato' Teh Teck Tee is the Chairman, Dato' Sri Pek Kok Sam is the MD of the Company, and Dato' Sri Mohd Jamidan Abdullah is the Lead Independent Director.</p> <p>The Chairman and MD are not related and none of our Directors are related to each other.</p> <p>The roles of the Chairman and the MD are separate and distinct, each having their own areas of responsibilities. The distinctive separation of responsibilities between the Chairman and the MD had ensured an appropriate balance of power, increased accountability and sufficient capacity for the Board to exercise independent decision-making. There is a clear division of responsibilities, as set out in writing and agreed by the Board, between the leadership of the Board and the executives responsible for managing the Company's business.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>The Chairman is responsible for ensuring the effectiveness and integrity of the governance process. He exercises control over the quality, quantity and timeliness of information flow between the Board and the Management and effective communication with the shareholders. His responsibilities in respect of the Board proceedings include:</p> <ul style="list-style-type: none"> (a) in consultation with the MD, setting the agenda (with the assistance of the Company Secretary) and ensuring that adequate time is available for discussion of all agenda items; (b) ensuring that all agenda items are adequately and openly debated at the Board meetings; (c) ensuring that all Directors receive complete, adequate and timely information; and (d) assisting in ensuring that the Group complies with Code 2018 and maintains high standards of corporate governance. <p>The MD is responsible for the overall management, operations, strategic planning and business expansion of the Group. He oversees the execution of the Group's corporate and business strategies and the day-to-day operations of the Group. His performance and appointment to the Board will be reviewed periodically by the NC and his remuneration package is reviewed by the RC.</p> <p>Dato' Sri Mohd Jamidan Abdullah is the Company's Lead Independent Director and he provides leadership in situations where the Chairman is conflicted. He is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman or Management are inappropriate or inadequate, at the following email address: LeadID@SAMiningLtd.com, which is also published on our website at www.southernalliancemining.com.</p> <p>The Lead Independent Director may also chair Board meetings in the absence of the Chairman, and provides a channel for Non-Executive Directors to resolve conflicts of interests as and when necessary. He will also, as the member of and together with the NC, conduct annual performance evaluation and develop succession plans for the Chairman and MD and help the RC design and assess the Chairman's remuneration.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
Board Membership		
Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.		
4.1	Role of the Nominating Committee	<p>The NC is guided by key terms of reference as follows:</p> <ul style="list-style-type: none"> (a) reviewing and recommending the appointment of new directors and executive officers and re-nomination of the Directors having regard to each Director's contribution, performance and ability to commit sufficient time, resources and attention to the affairs of the Group, and each Director's respective commitments outside the Group including his principal occupation and board representations on other companies, if any; (b) determining annually, and as and when circumstances require, whether or not a Director is independent, in accordance with the Code 2018 and any other salient factors; (c) deciding whether or not a Director is able to and has been adequately carrying out his duties as a Director; (d) developing a process for evaluating the performance of the Board as a whole and its Board Committees, and for assessing the contribution of each Director to the effectiveness of the Directors; (e) reviewing the composition of the Board to ensure that the committees comprise an appropriate mix of skills, experience, core competencies and knowledge of the Group that the Directors require to function competently and efficiently; (f) reviewing succession plans for the Executive Director; (g) reviewing the training and professional development programs for the Board and its Directors; (h) determining and recommending to the Directors the maximum number of listed company board representations which any Director may hold and disclosing this in the annual report; (i) reviewing and approving the employment of persons related to the Directors, MD or Substantial Shareholder and the proposed terms of their employment;

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>(j) following any processes implemented by the Board for assessing effectiveness of the Directors as a whole, and for assessing the contribution of each individual Director to the effectiveness of the Board of Directors; and</p> <p>(k) deciding how the Directors' performance is to be evaluated and will propose objective performance criteria, subject to the approval of the Directors, which address how the Directors have enhanced long-term Shareholders' value.</p>
4.2	Composition of the Nominating Committee	<p>The NC comprises four (4) Independent Directors and one (1) Managing Director who have been tasked with the authority and responsibility to devise an appropriate process to review and evaluate the performance of the Board as a whole and each of the Board Committees. The Chairman of the NC is Dato' Gainneos Jacob Goldie, who is an Independent Director. The Lead Independent Director is a member of the NC.</p> <p>The composition of the NC is as follows: Dato' Gainneos Jacob Goldie – Chairman Dato' Sri Pek Kok Sam – Member Dato' Sri Mohd Jamidan Abdullah – Member Mr Sim Chin Hoe – Member Mr Chin Chee Choon – Member</p>
4.3 4.4 Rule 720(4) of the Catalist Rules	Selecting, Appointment and Re-appointment of Directors	<p>The NC conducts an annual review of the balance, diversity and size of the Board to determine whether any changes are required in relation to the Board composition. Where new directors are required, the NC will identify the current needs and inadequacies the Board requires and the key attributes that an incoming director should have to complement and strengthen the Board, which is based on a matrix of the attributes of the existing Board and the requirements of the Group.</p> <p>After the Board endorsed the key attributes, the NC taps on the resources of the Directors' contacts and/or engage external consultants to source for potential candidates. The NC will review and interview shortlisted candidates to assess their suitability before providing a recommendation for the Board's consideration and approval.</p> <p>For the re-appointment of Directors, the NC would assess the performance of the Director in accordance with the performance criteria set by the Board while considering the current needs of the Board before recommending the re-appointment of the Director to the Board for its consideration and approval, subject to his satisfactory assessment.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>The NC also conducts an annual review of the independence of Independent Directors having regard to the circumstances set forth in Provision 2.1 of the Code 2018, Rule 406(3)(d) of the Catalist Rules and the Practice Guidance.</p> <p>Sufficient information will accompany all resolutions for the Directors' appointments and re-appointments to enable the Board to make informed decisions. After reviewing and considering the NC's recommendations, the Board would make the decision to appoint the new director and/or propose the re-election of the incumbent director for shareholders' approval.</p> <p>Pursuant to Rule 720(4) of the Catalist Rules, all Directors must submit themselves for re-nomination and re-appointment at least once every three (3) years. Pursuant to Regulations 96 and 97 of the Company's Constitution, at each annual general meeting of the Company ("AGM"), at least one-third of the Directors, or if their number is not three or a multiple of three, the number nearest to one-third but not less than one-third, shall retire by rotation and that all Directors shall retire at least once every three (3) years and such retiring Director shall be eligible for re-election.</p> <p>The NC, with the respective members interested in the discussion having abstained from the deliberations, recommended that be nominated for re-election at the forthcoming AGM. The Board had accepted the NC's recommendation and had tabled the re-election of Dato' Teh Teck Tee and Dato' Gainneos Jacob Goldie as Directors of the Company for shareholders' approval at the forthcoming AGM. Please refer to the Notice of AGM for the resolutions put forth in relation to the respective re-elections and details of required under Appendix 7F of the Catalist Rules disclosed on pages 86 to 95 of this annual report.</p> <p>Dato' Teh Teck Tee will, upon re-election as a Director, remain as the Non-Executive Non-Independent Chairman of the Company, and member of the RC.</p> <p>Dato' Gainneos Jacob Goldie will, upon re-election as a Director, remain as an Independent Director of the Company, Chairman of the NC and RC, and member of the AC and SC.</p> <p>The Board considers Dato' Sri Mohd Jamidan Abdullah who retires under regulation 96 of the Company's Constitution, although eligible, has expressed his intention to retire at the conclusion of the AGM and will not be seeking for re-election. Dato' Sri Mohd Jamidan Bin Abdullah will retire from the Board of Directors at the conclusion of the AGM and will also concurrently cease to be a member of Audit, Remuneration and Nominating Committees. An announcement on the change to Board composition and Board committees shall be made after the conclusion of AGM in due course, and the Board considers Dato' Gainneos Jacob Goldie to be independent for the purposes of the Rule 704(7) of the Catalist Rules.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
4.5	Multiple Directorships	<p>The NC is responsible for reviewing the ability of Directors to devote sufficient time and attention to the affairs of the Company and in particular, to take into account multiple directorships and significant principal commitments held by the Directors.</p> <p>The NC requires each Director to declare any new additional directorships or significant principal commitments during the financial year to enable the ongoing monitoring of the time commitment, attendance and contributions of the Directors to the Company. The Board has not imposed any limit to the maximum number of listed company board representations each Director may hold as it is of the view that the number of directorships and principal commitments that an individual may hold should be considered on a case-by-case basis, as a person's available time and attention may be affected by many different factors. The NC also does not wish to omit from considering outstanding individuals who, despite the demands on their time, have the capacity to participate and contribute as members of the Board. Directors with multiple Board representations would ensure that sufficient time and attention are given to the affairs of the Company.</p> <p>Based on its assessment, the NC and the Board concluded that the nature of the organisations in which the Directors with multiple directorships hold appointments in and the Board Committees on which they serve are of different complexities. Accordingly, each Director would personally determine the demands of his competing directorships and obligations and assess the number of listed directorships they could hold and serve effectively.</p> <p>During FY2024, save for Dato' Sri Mohd Jamidan Abdullah, the Directors and Board Committee members had also attended all Board and Board Committees meetings respectively. In addition to the meetings, they have dedicated sufficient time and attention and also discharged their responsibilities towards the affairs of the Company particularly by participating in various discussions via the Company's internal correspondence channel.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation																
		<p>The NC is satisfied that the other directorships and principal commitments of the Directors did not impede their respective performance nor hindered them from carrying out their duties as Directors of the Company and all the Directors were able to and had diligently and adequately carried out their duties as Directors of the Company in FY2024. In coming to such conclusion, the NC had reviewed the declarations by each Director of their other principal commitments and listed company directorships (if any), and the confirmations made by each Director annually on his ability to devote sufficient time and attention to the Company's affairs, having regard to his other commitments, and also taking into consideration their attendance record at the relevant Board and committee meetings, and the results of the Board assessment questionnaire described under section 5 below.</p> <p>The key information of the Directors, including their appointment dates, academic and professional qualifications, Board Committees served on, principal commitment(s) and directorships in other listed company(ies) is set out on pages 86 to 95 of this annual report.</p>																
Practice Guidance 4	Alternate Directors	The Company does not have any alternate Directors.																
<p>Board Performance <i>Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual directors.</i></p>																		
5.1	Performance Criteria	<p>The NC has implemented a self-assessment questionnaire that requires each Director to assess the performance and effectiveness of the Board as a whole, each of the Board Committees and the contribution by the Chairman and each individual Director to the effectiveness of the Board, for each financial year. The table below sets out the performance criteria used in the questionnaire, recommended by the NC and approved by the Board, to evaluate the effectiveness of the Board as a whole and assess the contribution by each Director.</p> <table border="1"> <thead> <tr> <th colspan="2">Table 5.1 – Performance Criteria</th> </tr> <tr> <th>Board</th> <th>Individual Directors</th> </tr> </thead> <tbody> <tr> <td>1. Size and composition</td> <td>1. Commitment of time</td> </tr> <tr> <td>2. Information to the Board</td> <td>2. Knowledge and abilities</td> </tr> <tr> <td>3. Board procedures</td> <td>3. Teamwork</td> </tr> <tr> <td>4. Board risk management and internal control</td> <td>4. Independence and objectivity</td> </tr> <tr> <td>5. Strategic planning</td> <td>5. Integrity</td> </tr> <tr> <td>6. Standard of conduct</td> <td>6. Overall effectiveness</td> </tr> </tbody> </table>	Table 5.1 – Performance Criteria		Board	Individual Directors	1. Size and composition	1. Commitment of time	2. Information to the Board	2. Knowledge and abilities	3. Board procedures	3. Teamwork	4. Board risk management and internal control	4. Independence and objectivity	5. Strategic planning	5. Integrity	6. Standard of conduct	6. Overall effectiveness
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5. Strategic planning	5. Integrity																	
6. Standard of conduct	6. Overall effectiveness																	

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>The NC would review the questionnaire periodically to ensure that the questionnaire is able to provide an accurate and effective performance assessment taking into consideration industry standards and the economic climate with the objective to enhance long term shareholders value, thereafter propose amendments if any, to the Board for approval.</p> <p>The NC did not propose any changes to the performance criteria for FY2024 as compared to the previous financial year as the Board composition and the Group's principal business activities remained the same.</p>
5.2	Performance Review	<p>The Board assessment questionnaire has been developed for the Board to implement a formal annual process to assess the effectiveness of the Board as a whole and the contribution of each Board Committee and each individual Director to the effectiveness of the Board.</p> <p>The Company Secretary will collate the results and the summary of the assessment will be presented to the Chairman and the NC for review and collective discussion with other Board members to address or recommend any areas for improvement and follow-up actions.</p> <p>NC makes recommendations to the Board aimed at helping the Board to discharge its duties effectively. The Chairman of the Board acts on the results of the performance evaluation and the recommendation of the NC, and where appropriate, in consultation with the NC, and new members may be appointed or resignation of directors may be sought. The NC has full authority to engage external facilitator to assist the NC to carry out the evaluation process, if the need arises.</p> <p>The NC has reviewed the overall performance of the Board, Board Committees and individual Directors for FY2024 and is satisfied that the Board as a whole and each Board Committee have met the performance evaluation criteria and objectives and each Director has contributed effectively and demonstrated commitment to their respective roles, including commitment of time for the Board and Board Committee meetings and any other duties in FY2024.</p> <p>All NC members have abstained from the voting or review process of any matters in connection with the assessment of his performance or re-appointment as a Director of the Company.</p> <p>The Board has not considered the use of external facilitators as it is of the view that there was no need to engage an external facilitator for FY2024 as the NC has a sufficient level of objectivity in its evaluation process.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
REMUNERATION MATTERS		
Procedures for developing remuneration policies		
<i>Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and Key Management Personnel. No director is involved in deciding his or her own remuneration.</i>		
6.1	Role of Remuneration Committee	<p>The RC is established for the purposes of ensuring that there is a formal and transparent process for fixing the remuneration packages of individual Directors and Key Management Personnel and makes recommendations to the Board on all remuneration matters. The RC has a formal set of terms of reference approved by the Board. A summary of the RC's key responsibilities includes recommending to the Directors a framework of remuneration for the Directors, MD and executive officers, and determining specific remuneration packages for each Executive Director. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses, options and benefits shall be reviewed by the RC. Each RC member will abstain from participating in the deliberations of and voting on any resolution in respect of his remuneration package or that of employees related to him.</p> <p>The RC is guided by key terms of reference as follows:</p> <ul style="list-style-type: none"> (a) recommending to the Directors a framework of remuneration for the Directors, MD and executive officers, and determine specific remuneration packages for each Executive Director. The recommendations of the RC will be submitted for endorsement by the Directors. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses, options and other benefits shall be reviewed by the RC; (b) administering the Southern Alliance Mining Performance Share Plan; (c) reviewing the remuneration of employees who are related to the Directors, MD or Substantial Shareholder who hold managerial positions annually to ensure that their remuneration packages are in line with our staff remuneration guidelines and commensurate with their respective job scopes and level of responsibilities; (d) reviewing and approving any bonuses, pay increments and/or promotions for related employees who hold managerial positions; and (e) reviewing and approving the employment and proposed term of employment of related staff. In the event that a member of the RC is related to the staff under review, he will abstain from the review.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
6.2	Composition of Remuneration Committee	<p>The RC comprises four (4) Independent Directors and one (1) Non-Executive Director who have been tasked with the authority and responsibility to devise an appropriate process and policy in fixing the remuneration packages of Directors and Key Management Personnel.</p> <p>The Chairman of the RC is Dato' Gainneos Jacob Goldie, who is an Independent Director.</p> <p>The composition of the RC is as follows: Dato' Gainneos Jacob Goldie – Chairman Dato' Teh Teck Tee – Member Dato' Sri Mohd Jamidan Abdullah – Member Mr Sim Chin Hoe – Member Mr Chin Chee Choon – Member</p>
6.3	Termination Clauses	<p>The RC reviews and considers all aspects of remuneration including termination terms, to ensure they are fair and not overly generous.</p> <p>Termination clauses are included in the service agreements for Directors and Key Management Personnel. The RC has reviewed and recommended to the Board and the Board concurred that the termination clauses are fair and reasonable, and are not overly generous. There was no termination of any Directors and Key Management Personnel during FY2024.</p>
6.4	Engagement of Remuneration Consultants	<p>The RC has access to expert professional advice on human resource matters whenever there is a need to consult externally. In its deliberations, the RC takes into consideration industry practices and norms in compensation, in addition to the Group's relative performance to the industry and the performance of the individual Directors. The Company has not engaged any remuneration consultants for FY2024 will continue to monitor the need to engage external remuneration consultants going forward and where applicable, will review the independence of the external firm before any engagement.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
<p>Level and Mix of Remuneration</p> <p><i>Principle 7: The level and structure of remuneration of the Board and Key Management Personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.</i></p>		
7.1 7.3	<p>Remuneration Framework</p>	<p>The Company's remuneration policy (which covers all aspects of remuneration, including directors' fees, salaries, allowances and bonuses, grant of share options, and other benefits) is to ensure that the remuneration offered is competitive and sufficient to attract, retain and motivate Directors and Key Management Personnel of the required experience and expertise. The policy articulates to staff that total compensation has been linked to be the achievement of organizational and individual performance objectives, and benchmarked against relevant and comparative compensation in the market or the industry.</p> <p>In determining such remuneration packages, the RC will ensure that they are adequate by considering, in consultation with the Chairman, the respective individual's responsibilities, skills, expertise and contribution to the Company's performance, and whether they are competitive and sufficient to ensure that the Company is able to attract and retain the best available executive talent, without being excessively generous and be able to motivate the Directors to provide good stewardship of the Company and Key Management Personnel to successfully manage the Company for the long term. The Board believes that the current remuneration framework allows the Company to attract sufficiently qualified talent.</p> <p>The remuneration package of Key Management Personnel comprises a base fixed cash component, including the base salary and compulsory employer contribution to the Key Management Personnel's employee pension funds account, and a variable cash component. The variable cash component is dependent on a Key Management Personnel's ability to achieve the performance targets, both personal and that of the Group. This aligns the compensation of Key Management Personnel with that of the shareholders in terms of value creation. Key performance indicators for Key Management Personnel are aligned to the interests and value creation to all stakeholders.</p> <p>The following key performance indicators were chosen to align the short-term compensation of Executive Director, such as variable bonus, with the value creation and interests of all stakeholders:</p> <p>A. Quantitative performance criteria:</p> <ol style="list-style-type: none"> 1. Consolidated profit before income tax (before non-recurring exceptional items and minority interests for the relevant financial year) of the Group

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>B. Qualitative performance criteria:</p> <ol style="list-style-type: none"> 1. Macro-economic factors; 2. Current market and industry practices; 3. Leadership; and 4. Teamwork and commitments. <p>The RC has reviewed and noted that the quantitative performance criteria were not met for FY2024. In view of the transition from open-pit mining to adoption of full underground mining during FY2024, resulting in a consolidated loss before tax, the quantitative performance criteria have not been met for FY2024. Save for the aforementioned, the remaining performance criteria were satisfied.</p> <p>Dato' Sri Pek Kok Sam, the MD of the Company, has a service agreement with the Company for an initial period of three (3) years upon listing of the Company ("Service Agreement") and subsequently renewed on yearly basis. The variable component of Dato' Sri Pek Kok Sam's remuneration is tied solely to the consolidated profit before income tax (before non-recurring exceptional items and minority interests for the relevant financial year) of the Group ("Consolidated PBT") and does not take into account of any qualitative performance criteria. For further information on the remuneration of Dato' Sri Pek Kok Sam, please refer to the section entitled "Directors, Management and Staff – Service Agreement and Appointment" of the Company's offer document dated 16 June 2020 ("Offer Document").</p> <p>Mr Lim Wei Hung, the ED of the Company, has a service agreement that is valid for a period of three (3) years from the date of his appointment and currently remaining of 1 year and subject to renewal. His remuneration package has disclosed under Provision 8.1(a) Remuneration breakdown of Directors and MD.</p> <p>The Company has also adopted the Southern Alliance Mining Performance Share Plan ("Plan") as a long-term incentive of the Group, which serves to encourage the Board and Management to develop a more robust business plan and invest in mines that will not only create but also enhance the value of the Group to benefit all stakeholders. Please refer to the next section for more information on the Plan.</p> <p>Save for the above, there are no bonus or profit sharing plans or any other profit-linked agreements or arrangements between the Company and any of the Directors or Key Management Personnel.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
	<p>Long-term Incentives</p>	<p>The Plan had been approved by the Shareholders pursuant to the written resolutions passed on 27 April 2020. The objectives of the Plan include fostering an ownership culture within the Group which aligns the interests of participants with the interests of Shareholders, motivating participants to achieve key financial and operational goals of the Company and/or their respective business divisions and encourage greater dedication and loyalty to the Group.</p> <p>The focus of the Plan is to target selected management in key positions who are able to drive the growth of the Company through creativity, firm leadership and excellent performance. Under the rules of the Plan, full time employees of the Group and Group Directors who have attained the age of 21 years on or before any grant of award under the Plan shall be eligible to participate in the Plan. Employees who are a Controlling Shareholder or associates of a Controlling Shareholder, and who are also Group Executives shall be eligible to participate in the Plan subject to, <i>inter alia</i>, their participation and the terms of each grant of award under the Plan and actual number of shares having been approved by independent shareholders at a general meeting of the Company. The eligibility of any participation in the Plan shall be at the absolute discretion of the RC. Controlling Shareholders and their associates who are eligible to participate or are granted shares/award under the Plan are required to abstain from voting on any Shareholders' resolution relating to the Plan.</p> <p>Under the Plan, the aggregate number of shares over which options or awards are granted under any share option schemes or share schemes of our Company shall not exceed 15% of the total issued share capital (excluding treasury shares and subsidiary holdings) on the day preceding the date of shares are awarded and will be in force for a maximum period of ten (10) years.</p> <p>The aggregate number of shares which may be issued or transferred pursuant to awards granted under the Plan to:</p> <ol style="list-style-type: none"> (1) participants who are Controlling Shareholders and their Associates (including adjustments made in accordance with Rule 9 of the Plan); (2) each participant who is a Controlling Shareholder or his Associate (including adjustments made in accordance with Rule 9 of the Plan); or (3) a participant who is a Non-Executive Director <p>shall not exceed 25.0%, 10.0% or 10.0% of the total number of shares available under the Plan respectively.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>The selection of a participant and the number of shares to be granted in accordance to the Plan is determined in the absolute discretion of the RC, taking into consideration criteria such as his/her rank, job performance during the performance period, potential for future development, his/her future contribution to the success and development of the Group and the extent of effort to achieve the performance target(s) within the performance period. Details of the Plan are available in the Offer Document.</p> <p>No awards or award shares have been granted pursuant to the Plan since its adoption and as at the date of issuance of this annual report.</p>
7.2	<p>Remuneration Structure of Non-Executive Directors</p>	<p>The RC has adopted a framework which consists of a base fee to remunerate Independent Directors and Non-Executive Non-Independent Directors, based on their appointments and roles in the respective Board Committees, taking into account the level of contribution and factors such as effort, time spent and responsibilities and the fees paid by comparable companies.</p> <p>Directors' fees to be paid to the Independent Directors and Non-Independent Non-Executive Directors will be tabled for shareholders' approval at the AGM. The Directors' fees are reviewed annually to ensure that the Independent Directors and Non-Executive Directors are not overcompensated to the extent that their independence may be compromised.</p> <p>The RC has reviewed and assessed that the remuneration of the Independent Directors and Non-Independent Non-Executive Directors for FY2024 is appropriate, considering the effort, time spent and responsibilities.</p>
	<p>Contractual Provisions to Reclaim Incentives</p>	<p>The Company does not have and is of the view that there is presently no urgent need to initiate any contractual provisions in the terms of employment that allow for the reclaiming of incentive components from the Executive Directors and Key Management Personnel in the exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Group. The Executive Directors and Key Management Personnel owe fiduciary duties to the Company.</p> <p>Furthermore, the Company believes that there are alternative legal avenues to these specific contractual provisions that will enable the Company to recover financial losses arising from such exceptional events from the Executive Directors and Key Management Personnel.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation																																																																								
<p>Disclosure on Remuneration Principle 8: The Company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.</p>																																																																										
8.1(a) and 8.3	<p>Remuneration Breakdown of Directors and MD</p>	<p>A breakdown, showing the level and mix of each individual Director's remuneration for FY2024 is as follows:</p> <table border="1"> <thead> <tr> <th colspan="6">Table 8.1 (a) – Remuneration of Directors</th> </tr> <tr> <th>Name</th> <th>Base/Fixed Salary and statutory contributions (%)</th> <th>Bonus/ variable performance bonus (%)</th> <th>Directors Fees (%)</th> <th>Other Benefits (%)</th> <th>Total (%)</th> </tr> </thead> <tbody> <tr> <td colspan="6">Remuneration Band (Between S\$750,000 – S\$1,000,000)</td> </tr> <tr> <td>Dato' Sri Pek Kok Sam</td> <td>100</td> <td>–</td> <td>–</td> <td>–</td> <td>100</td> </tr> <tr> <td colspan="6">Remuneration Band (Between S\$250,000 – S\$500,000)</td> </tr> <tr> <td>Mr Lim Wei Hung</td> <td>100</td> <td>–</td> <td>–</td> <td>–</td> <td>100</td> </tr> <tr> <td colspan="6">Remuneration Band (Less than S\$250,000)</td> </tr> <tr> <td>Dato' Teh Teck Tee</td> <td>–</td> <td>–</td> <td>100</td> <td>–</td> <td>100</td> </tr> <tr> <td>Dato' Sri Mohd Jamidan Abdullah</td> <td>–</td> <td>–</td> <td>100</td> <td>–</td> <td>100</td> </tr> <tr> <td>Dato' Gainneos Jacob Goldie</td> <td>–</td> <td>–</td> <td>100</td> <td>–</td> <td>100</td> </tr> <tr> <td>Mr Chin Chee Choon</td> <td>–</td> <td>–</td> <td>100</td> <td>–</td> <td>100</td> </tr> <tr> <td>Mr Sim Chin Hoe</td> <td>–</td> <td>–</td> <td>100</td> <td>–</td> <td>100</td> </tr> </tbody> </table> <p>The bonus for Dato' Sri Pek Kok Sam was calculated in accordance with his Service Agreement, pursuant to which he is entitled to receive an annual incentive bonus of a sum calculated based on the consolidated profit before income tax (before non-recurring exceptional items and minority interests for the relevant financial year) of the Group. As the Group incurred a consolidated loss before tax for FY2024, there will be no incentive payment to Dato' Sri Pek Kok Sam.</p>	Table 8.1 (a) – Remuneration of Directors						Name	Base/Fixed Salary and statutory contributions (%)	Bonus/ variable performance bonus (%)	Directors Fees (%)	Other Benefits (%)	Total (%)	Remuneration Band (Between S\$750,000 – S\$1,000,000)						Dato' Sri Pek Kok Sam	100	–	–	–	100	Remuneration Band (Between S\$250,000 – S\$500,000)						Mr Lim Wei Hung	100	–	–	–	100	Remuneration Band (Less than S\$250,000)						Dato' Teh Teck Tee	–	–	100	–	100	Dato' Sri Mohd Jamidan Abdullah	–	–	100	–	100	Dato' Gainneos Jacob Goldie	–	–	100	–	100	Mr Chin Chee Choon	–	–	100	–	100	Mr Sim Chin Hoe	–	–	100	–	100
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CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation																				
		<p>The RC recommends Directors' fees for the Board's endorsement and approval by shareholders at the Company's AGM and the fees are determined having regard to the scope and extent of the responsibilities and obligation to the Company. Directors' fees amounting S\$274,600 for the financial year 2025 will be paid after approval is obtained from shareholders at the forthcoming AGM.</p> <p>No Director is involved in deciding his own remuneration. Each RC member has abstained from participating in the deliberations of and voting on any resolution in respect of his remuneration package or that of employees related to him.</p> <p>There were no termination, post-employment and retirement benefits granted to the Directors in FY2024.</p>																				
8.1(b) and 8.3	Remuneration Breakdown of Key Management Personnel	<p>As at the date of this annual report, the Company has only one (1) key management personnel i.e. the Financial Controller, Ms Chong Yee Ching. The disclosure for the remuneration of the Company's Key Management Personnel (who are not Directors or the MD) for FY2024 is as follows:</p> <table border="1"> <thead> <tr> <th colspan="5">Table 8.1 (b) – Remuneration of Key Management Personnel</th> </tr> <tr> <th>Name</th> <th>Base/Fixed Salary and Statutory Contributions (%)</th> <th>Variable or Performance Related Income/Bonuses (%)</th> <th>Other Benefits (%)</th> <th>Total (%)</th> </tr> </thead> <tbody> <tr> <td colspan="5">Remuneration Band below S\$250,000</td> </tr> <tr> <td>Ms Chong Yee Ching</td> <td>92.3</td> <td>7.7</td> <td>–</td> <td>100</td> </tr> </tbody> </table> <p>The Company believes that it should not disclose the remuneration paid to Key Management Personnel in absolute amount due to the highly competitive market and in the interest of maintaining good morale and team work within the Group.</p> <p>There were no termination and retirement and post-employment benefits granted to the top Key Management Personnel during FY2024.</p>	Table 8.1 (b) – Remuneration of Key Management Personnel					Name	Base/Fixed Salary and Statutory Contributions (%)	Variable or Performance Related Income/Bonuses (%)	Other Benefits (%)	Total (%)	Remuneration Band below S\$250,000					Ms Chong Yee Ching	92.3	7.7	–	100
Table 8.1 (b) – Remuneration of Key Management Personnel																						
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CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation										
8.2	Remuneration of Related Employees	<p>Ms. Pek Siew Mei, the sister of our MD, Dato' Sri Pek Kok Sam, is an Office Manager of Honest Sam Development Sdn Bhd ("HSDSB").</p> <p>Mr. Pek Kok Hing, the brother of our MD, Dato' Sri Pek Kok Sam, is a Director of HSDSB.</p> <p>The remuneration of the aforementioned related employees for FY2024 are as follows:</p> <table border="1"> <thead> <tr> <th colspan="2">Table 8.2 – Remuneration of Related Employees</th> </tr> <tr> <th>Name</th> <th>Relationship</th> </tr> </thead> <tbody> <tr> <td colspan="2">Remuneration Band between S\$50,000 to S\$100,000</td> </tr> <tr> <td>Ms. Pek Siew Mei</td> <td>Sister of Dato' Sri Pek Kok Sam, the MD</td> </tr> <tr> <td>Mr. Pek Kok Hing⁽¹⁾</td> <td>Brother of Dato' Sri Pek Kok Sam, the MD</td> </tr> </tbody> </table> <p>Note: (1) Mr Pek Kok Hing had been a Director of HSDSB since 2001 and during FY2024, he relinquished his role as the information technology manager of HSDSB.</p> <p>Save as disclosed, there is no employee of the Group who is a substantial shareholder, an immediate family member of a Director, MD or substantial shareholder whose remuneration exceeded S\$100,000 during FY2024.</p>	Table 8.2 – Remuneration of Related Employees		Name	Relationship	Remuneration Band between S\$50,000 to S\$100,000		Ms. Pek Siew Mei	Sister of Dato' Sri Pek Kok Sam, the MD	Mr. Pek Kok Hing ⁽¹⁾	Brother of Dato' Sri Pek Kok Sam, the MD
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Ms. Pek Siew Mei	Sister of Dato' Sri Pek Kok Sam, the MD											
Mr. Pek Kok Hing ⁽¹⁾	Brother of Dato' Sri Pek Kok Sam, the MD											
8.3	Employee Share Scheme(s)	Information on the Plan is set out under Principle 7 above and on pages 67 to 68 of this annual report and further information can be found in the Offer Document.										
<p>ACCOUNTABILITY AND AUDIT</p> <p>Risk Management and Internal Controls</p> <p>Principle 9: The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the Company and its shareholders.</p>												
9.1	Risk Governance	The Company does not have a Board Risk Committee. The Board, with the support of the AC, is responsible for the overall governance of the risk management of the Company, establishing risk management policies and tolerance strategies that set the direction for the Group and overseeing the implementation of risk management framework to ensure that risks are identified and managed.										

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>IA Essential Pte. Ltd. ("IA Essential") as the consultant of the Group and Enterprise Risk Management framework has been updated by IA Essential in FY2024. The updated ERM framework shall help the Board formally identify, assess and treat the Group's enterprise risks to establish risk register and risk map covering financial, operational, compliance and information technology risks. These risks will be prioritized based on risk appetite and risk tolerance levels that the Board adopts. Key risks will be escalated to, and discussed at the Board level while all the other risks are handled at Management level and reported to the Board on an exceptional basis. This Enterprise Risk Management framework has been reviewed by the AC and approved by the Board. The AC and the Board are satisfied that our internal controls are adequate and all future internal audit reviews by the internal auditor, IA Essential will be conducted in accordance with the Enterprise Risk Management framework, which will be reviewed by the AC and the Board every half yearly.</p> <p>The Management and the internal auditor, IA Essential, conduct reviews and audits on a regular basis that involve testing the adequacy and effectiveness of material internal controls on key risks. Any material non-compliance or lapses in internal controls and its corresponding mitigating actions will be reported to the AC. At least annually, the Board, with the assistance from the AC, will review the adequacy and effectiveness of the Company's risk management and internal control systems, including financial, operational, compliance and information technology risks.</p>
9.2	MD and ED Assurance	<p>For FY2024, the Board has received assurance from the MD and the ED:</p> <ul style="list-style-type: none"> (a) that the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and (b) on the adequacy and the effectiveness of the Group's risk management systems and internal control systems, including financial, operational, compliance and information technology controls.
	Board Conclusion	<p>In addition, the external auditors will also highlight internal control weaknesses which have come to their attention in the course of their statutory audit. All external and internal audit findings and recommendations will be reported to the AC and discussions will be held between the AC and auditors in the absence of the Key Management Personnel to review and address any potential concerns. The Board noted there were no major adverse findings on risk management and internal control systems relating to the agreed internal audit scope.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>Based on the assurance from the MD and the ED referred to in the preceding paragraph, the internal controls established and maintained by the Group, the review performed by the Management and the AC, the work performed by the internal auditors, the review undertaken by the external auditors as part of their statutory audit, and the Enterprise Risk Management framework that has been developed, the Board, with the concurrence of the AC, is of the opinion that the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management systems, were adequate and effective for FY2024.</p>
<p>Audit Committee Principle 10: The Board has an Audit Committee which discharges its duties objectively.</p>		
10.1	<p>Role of the Audit Committee</p>	<p>In performing its functions in accordance with a set of terms of reference, the AC's principal responsibilities include, amongst others the following:</p> <ul style="list-style-type: none"> (a) review, with the internal and external auditors, the audit plans, scope of work, their evaluation of our system of internal controls, audit reports, their management letters and our Management's response, and the results of audits compiled by our internal and external auditors, and will review, at regular intervals with the Management, the implementation of the internal control recommendations made by our internal and external auditors by our Group; (b) review the periodic consolidated financial statements and any formal announcements relating to the Group's financial performance before submission to the Directors for approval, focusing in particular on changes in accounting policies and practices, major risk areas, significant adjustments arising from the audit, compliance with accounting standards, compliance with the Catalist Rules and any other statutory and regulatory requirements, concerns and issues arising from their audits including any matters which the auditors may wish to discuss in the absence of the Management, where necessary, before submission to the Directors for approval; (c) review and report to the Directors, at least annually, the effectiveness and adequacy of our internal control procedures addressing financial, operational, information technology and compliance risks and discuss issues and concerns, if any, arising from the internal audits; (d) review and discuss with our independent and internal auditors, any suspected fraud, irregularity or infringement of any relevant laws, rules and regulations, which has or is likely to have a material impact on the Group's results of operation, financial performance or financial position and our Management's response;

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>(e) review our key financial risk areas, with a view to provide an independent oversight on our Group's financial reporting, the outcome of such review to be disclosed in the annual reports or if the findings are material, to be immediately announced via SGXNET;</p> <p>(f) review and approve any interested person transactions falling within the scope of Chapter 9 of the Catalist Rules and review procedures thereof, including the general mandate adopted by the Company in relation to ongoing and recurrent interested person transactions;</p> <p>(g) review our Company's Corruption Preventive Policy Framework, which includes the Anti-Bribery Guidelines and Whistleblowing Policy and Procedures set out in Appendix M of the Offer Document by which employees of our Group may, in confidence, report to the chairman of our AC, possible improprieties in matters of financial reporting or other matters and ensure that there are arrangements in place for independent investigation and follow-up actions thereto;</p> <p>(h) review transactions falling within the scope of Chapter 10 of the Catalist Rules, if any;</p> <p>(i) review the adequacy, effectiveness, independence, scope and results of the external audit and our Group's internal audit function;</p> <p>(j) review the effectiveness and adequacy of our Group's administrative, operating, internal accounting and financial control procedures; and</p> <p>(k) undertake generally such other functions and duties as may be required by law or the Catalist Rules, and by such amendments made thereto from time to time.</p> <p>The AC has authority to investigate any matter within its term of reference and have been given full access to the Management and reasonable resources to enable it to discharge its functions properly. The AC has full discretion to invite any Director or Key Management Personnel to attend its meetings.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
		<p>The Group's Whistleblowing Policy provides mechanisms which ensure a secure and confidential channel that allows employees and external parties to report possible improprieties and disclose any wrongdoings such as fraud, misconduct, breach of any laws or any other illegal acts directly to the AC Chairman or the Lead Independent Director. Reports can be lodged via email to honestsam@whistleblower.com.my which is administered by the internal auditor. In addition, there are policies and reporting mechanisms for employees and customers to raise concerns to the Management, who will escalate significant issues to the Board as required. The Company has confidentiality clauses that protect the identification of the whistleblower and ensures that the identity of the whistleblower is kept confidential. The Company is also committed to ensure the protection of the whistleblower against any detrimental or unfair treatment. The AC is responsible for the oversight and monitoring of whistleblowing. The AC is satisfied that arrangements are in place to ensure independent investigation of such matters and for appropriate follow-up actions to be taken. There were no complaints, concerns of issues, and whistleblowing reports received by the AC in FY2024.</p>
10.2 10.3	<p>Composition of the Audit Committee</p>	<p>All members of the AC are Independent Directors who do not have any management and business relationships with the Company or any substantial shareholder of the Company. None of the AC members were previously partners or directors of the Company's external audit firm within a period of two (2) years commencing on the date of him ceasing to be a partner or director of the external audit firm or hold any financial interest in the external audit firm.</p> <p>The composition of the AC is as follows: Mr Chin Chee Choon – Chairman Dato' Sri Mohd Jamidan Abdullah – Member Dato' Gainneos Jacob Goldie – Member Mr Sim Chin Hoe – Member</p> <p>Our AC does not comprise at least two (2) members who have recent and relevant accounting or related financial management expertise or experience. Notwithstanding this, the Board of Directors is of the view that our AC is able to discharge its duties sufficiently as our AC Chairman, Mr Chin Chee Choon, has relevant accounting and related financial management background and experience. Further, Dato' Gainneos Jacob Goldie has extensive contract and mining law knowledge which are important for the AC to tap on. In addition, Dato' Sri Mohd Jamidan Abdullah and Mr Sim Chin Hoe both have extensive management and operational experience (which, as part of their managerial experience in their various capacities during their employment history, include financial management experience) to provide the necessary insights as members of the AC.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
10.4	Internal Audit Function	<p>The Group has engaged IA Essential as the internal auditors of the Company, who reports directly to the AC and administratively to the Executive Director and Financial Controller. The AC is responsible for the hiring, removal, evaluation and compensation of the accounting or auditing firm or corporation which the internal audit function of the Company is outsourced to and the AC has approved the engagement, evaluation, and compensation of IA Essential as the internal auditors of the Company. The role of IA Essential is to provide independent assurance to the AC that the Group maintains adequate and effective risk management and internal control systems.</p> <p>The AC reviews and approves the internal audit plan to ensure the adequacy of the scope of audit. The internal audit plan complements that of the external auditors and together forms a robust risk-based audit approach to facilitate the AC's review of the adequacy and effectiveness of the Group's risk management and internal control systems.</p> <p>For FY2024, the AC is satisfied that IA Essential had been able to discharge its duties effectively as the internal auditor. IA Essential has unfettered access to all documents, records, properties and personnel, including access to the AC. IA Essential has adequate resources to perform its functions effectively and it is independent from the activities that it audits and has appropriate standing within the Group. In assessing the engagement of IA Essential for the internal audit function, the Board and the AC ensured that the internal audit function is sufficiently resourced and internal audits are to be performed by competent professional staff with the relevant qualifications and experience.</p> <p>The Enterprise Risk Management framework was developed by IA Essential Pte Ltd and is subsequently reassessed by the Management on half yearly basis to determine its adequacy. This framework will be used as a guide to determine the scope of the internal audit. The scope also covers key aspects of the Group's internal controls established to address financial, operational, compliance and information technology risks. In addition, the internal auditor's activities (including the periodic update of the aforementioned Enterprise Risk Management framework, where appropriate) are also guided by IA Essential's global internal auditing methodology which is in line with the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.</p>
10.5	Meeting Auditors in the Absence of the Management	<p>The AC meets with the internal and external auditors at least once annually to discuss audit findings and recommendations, without the presence of the Management. For FY2024, the AC has met with the IA and EA once without the presence of the Management.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
	Summary of Audit Committee and Risk Management Activities	<p>The AC has reviewed the annual financial statements of the Group, the quality and reliability of information for inclusion in financial reports, policies and practices put in place by the Management, reviewed all interested person transactions, nominated and recommended the reappointment of the external auditors and reviewed the adequacy, effectiveness and independence of the internal and external auditors. The AC has assisted the Board in reviewing the adequacy and effectiveness of the risk management and internal control systems, addressing financial, operational, compliance and information technology risks of the Group.</p> <p>Changes to the accounting standards and issues that have direct impact on financial statements were reported to and discussed with the AC by the external auditors, in order for the AC members to keep abreast of changes to such accounting standards and issues.</p> <p>In the review of the Group's financial statements, the AC had discussed with the Management on the accounting principles that were applied and considered the clarity of key disclosures in the financial statements. The AC had also reviewed and discussed the FY2024 key audit matter ("KAM") with Management and the external auditors. In assessing the KAM, the AC took into consideration the approach, accounting treatment, methodology and key assumptions applied. The AC concurred with the basis and conclusions included in the FY2024 Independent Auditors' Report with respect to the KAM.</p>
<p>SHAREHOLDER RIGHTS AND ENGAGEMENT</p> <p>Shareholder Rights and Conduct of General Meetings</p> <p><i>Principle 11: The Company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the Company. The Company gives shareholders a balanced and understandable assessment of its performance, position and prospects.</i></p>		
11.1	Shareholders' Participation at General Meetings	<p>All Shareholders are treated fairly and equitably, and the Group strives to disclose information on all major developments that could materially impact the Group in a timely manner. Shareholders are entitled to attend the general meetings of shareholders and are afforded the opportunity to participate effectively in and vote at general meetings of shareholders. Shareholders will be briefed on the rules governing such meetings and voting procedures of the general meetings. Scrutineer is appointed by the Company for general meetings who will explain the voting procedures that govern the general meetings of shareholders. Result of voting are announcement on timely manner via SGXNET.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
11.2	Bundling of Resolutions	Each distinct issue is proposed as a separate resolution at general meetings unless they are closely related and are more appropriately tabled together. Reasons, and implications of why resolutions are bundled will be set out in the notice of meeting sent out. All resolutions proposed at general meetings shall be put to vote by way of a poll pursuant to Rule 730A(2) of the Catalist Rules. All votes cast, for or against or abstain, and the respective percentages, in respect of each resolution are tallied and disclosed at the meeting and an announcement with the detailed results showing the numbers of votes cast for and against for each resolution and the respective percentage will be released via SGXNET after the general meetings.
11.3	Attendance at General Meetings	The Board welcomes questions from shareholders who have an opportunity to raise issues either informally or formally before or at the general meetings of shareholders. All Directors, in particular the Chairman, the respective Chairmans of the AC, NC, RC and SC will be present and available to address shareholders' queries at the general meetings. The external auditor will also be present to address queries regarding the conduct of the audit and the preparation and content of the auditor's report.
11.4	Voting Procedures	<p>At general meetings, all shareholders are encouraged to attend, participate effectively and vote in person or by proxy. The Company's Constitution provides for a shareholder or a depositor to appoint not more than two (2) proxies to attend and vote at the general meetings of the Company. Where the member is Central Depository (Pte) Ltd (or its nominee as notified in writing to the Company), it can appoint more than two (2) proxies. Proxies need not be a shareholder of the Company. Shareholders are informed of such meetings through notice in its annual report and announcements released via SGXNET, at least 14 days before the meeting. Shareholders will be briefed on the rules governing such meetings and voting procedures of the general meetings. An independent polling agent is appointed by the Company for general meetings who will explain the voting procedures that govern the general meetings of shareholders. Results of voting are announced on a timely manner via SGXNET.</p> <p>Voting in absentia by email, mail or fax is not implemented due to authentication and other security related concerns.</p>
11.5	Minutes of General Meetings	Minutes of general meetings recording the substantial and relevant comments or queries raised by shareholders in relation to the meeting agenda and the responses from the Board and/or Management, will be made available to shareholders via SGXNET and on the Company's website at www.investor.southernallianceminig.com/ within one month from the date of the general meeting.

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
11.6	Dividend Policy	<p>The Company does not have a fixed dividend policy. The form, frequency and amount of future dividends on the Company's shares will depend on the Group's earnings, general financial condition, results of operations, capital requirements, cash flow, general business condition, development plans and other factors as the Directors may, in their absolute discretion, deem appropriate ("Dividend Factors"). Therefore, there is no assurance that dividends will be paid in the future or of the amount or timing of any future dividends. The Company may declare an annual dividend subject to the approval of the shareholders in a general meeting but the amount of such dividend shall not exceed the amount recommended by our Directors. The Directors may also declare an interim dividend without the approval of our shareholders.</p> <p>There is no dividend declared and recommended for the year ended 31 July 2024 as the Company intends to conserve cash in line with the Group's business expansion strategy.</p>
<p>Engagement with Shareholders Principle 12: The Company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the Company.</p>		
12.1	Communication with Shareholders	<p>The Company believes in high standards of transparent corporate disclosure and is committed to disclose to its shareholders, the information in a timely and fair manner via SGXNET and the Company's website at www.southernallianceminig.com/. Where there is inadvertent disclosure made to a selected group, the Company would make the same disclosure publicly to all stakeholders as soon as practicable. Communication with shareholders is managed by the Executive Director. Communication is made through:</p> <ul style="list-style-type: none"> (a) Annual reports prepared and issued to all shareholders. The Board ensures that the annual report includes all relevant information of the Company and the Group, including future developments, if any, and other disclosures required by the Companies Act 1967 of Singapore and Singapore Financial Reporting Standards and the Catalist Rules; (b) Half-yearly announcements containing a summary of the financial information and affairs of the Group for the reported period; (c) Press releases on major developments of the Group; (d) Analyst briefings and roadshow; and (e) Shareholders and investors can send their inquiries via email to general@SAMiningltd.com, which is administered by the Company. <p>The shareholders can access the financial information, corporation announcements, press releases, annual reports and profile of the Group on the Company's website at www.southernallianceminig.com/.</p>

CORPORATE GOVERNANCE REPORT

Provision	Code Description	Company's Compliance or Explanation
12.2	Investor Relations Policy	<p>The Company solicits feedback from and addresses the concerns of shareholders (including institutional and retail investors) via investors/analyst briefings and the corporate email address on its website. The Company held one (1) investor briefing in FY2024.</p> <p>The Group will provide shareholders and prospective investors with pertinent information necessary to make well-informed investment decisions. By providing shareholders with reliable and timely information, the Company is able to strengthen the relationship with its shareholders based on trust and accessibility. The Company's investor relations (IR) team is led by the Executive Director who is responsible for integrating operations, finance, accounting, corporate communications and legal compliance to enable effective communication between the Company and the investors.</p>
12.3	Investor Engagement	<p>The Company conducts briefings to present its financial results to the media and analysts. Apart from the financial result announcement periods, the IR team will meet investors and analysts who wish to seek a better understanding of the Group's business and operations when necessary and appropriate. The Company will also conduct media interviews and media-pitch to industry related media as and when appropriate to give shareholders and the public deeper insights of the Group's business and strategies when opportunities present themselves. These efforts enable the Company to solicit feedback from the investment community on a range of strategic and topical issues which provide valuable insights to the Company from investors' views. Shareholders may raise questions to the Company through the Company's website and through which the Company may respond to such questions.</p>
<p>MANAGING STAKEHOLDERS RELATIONSHIPS Engagement with Stakeholders Principle 13: The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.</p>		
13.1, 13.2 and 13.3	Stakeholders Management	<p>The Board considers the Company's obligations to its shareholders and also the interests of its material stakeholders as the relationships with material stakeholders may have an impact on the Company's long-term sustainability.</p> <p>Stakeholders are parties who may be affected by the Company's activities or whose actions can affect the ability of the Company to conduct its activities. The Board has identified its stakeholders as customers, employees, suppliers, landlords, investors, media, government institutions and the communities. The Company also assesses the material environmental, social and governance factors that affects the Group.</p> <p>The Company maintains its Company's website to communicate and engage with the stakeholders to ensure that the business interests of the Group are balanced against the needs and interests of its stakeholders. Please refer to the Group's sustainability report for FY2024 for details on the commitment made by the Company in fostering the creation of long-term value for the stakeholders and sustainable development of the global economy.</p>

CORPORATE GOVERNANCE REPORT

COMPLIANCE WITH APPLICABLE CATALIST RULES		
711A	Sustainability Report	<p>The Group has issued its sustainability report for financial year ended 31 July 2024, details of which is set out in pages 16 to 43 of this annual report to keep stakeholders informed on the commitment made by the Company in fostering the creation of long-term value for the stakeholders and sustainable development of the global economy.</p>
	Role of Sustainability Committee (“SC”)	<p>The SC comprises three (3) Independent Directors and one (1) Managing Director who have been tasked with the authority and responsibility to oversee the company’s strategic direction, ensure regulatory compliance, and provide guidance on key business decisions.</p> <p>The chairman of the SC is Mr Sim Chin Hoe, who is an Independent Director.</p> <p>The composition of the SC is as follows: Mr Sim Chin Hoe – Chairman Dato’ Sri Pek Kok Sam – Member Dato’ Gainneos Jacob Goldie – Member Mr Chin Chee Choon – Member</p> <p>In performing its functions in accordance with a set of terms of reference, the SC’s principal responsibilities include, amongst others the following:</p> <ul style="list-style-type: none"> (a) Review and recommend to the Board for approval the Group’s Environmental, Social, Governance (“ESG”) framework and strategy including related policies, targets, priorities and Key Performance Indicators (“KPIs”) to measure the Group’s performance taking into account the environment in which the Group operates and the requirement of all stakeholders. (b) Provide oversight and monitor the execution and effectiveness of the Group’s ESG framework and strategy, and the Group’s progress on its long-term sustainability and climate goals and targets, including progress in relation to sustainability material matters and achieving the net-zero commitment no later than 2040. (c) Review issues relating to sustainability arising from independent audits and assurance reports as well as any matters pertaining to sustainability highlighted by regulators or relevant consultants. (d) Receive half yearly update from Management on the progress towards achieving the Group’s sustainability targets.

CORPORATE GOVERNANCE REPORT

COMPLIANCE WITH APPLICABLE CATALIST RULES		
		<p>(e) Review and recommend to the Board for approval the Sustainability Report for Annual Report to ensure that the Group's sustainability initiatives and outcomes are effectively communicated to investors and other stakeholders.</p> <p>(f) Review and recommend for the Board's approval additional disclosures to be made Sustainability Report for Annual Report.</p> <p>(g) To monitor the Sustainability KPIs of the SAM Group and their implementation in accordance to the blueprint and roadmaps.</p>
1204(6)(A)	Non-audit Fees	The aggregate amount of fees paid/payable to the external auditors for audit services rendered for the audit of the financial statements of the Group for FY2024 is RM691,694 (88.3%). The non-audit fees paid/payable to the external auditors for the FY2024 is RM91,775 (11.7%).
1204(6)(B)	Confirmation by AC	<p>The AC is satisfied that the independence of the external auditors is not prejudiced as the non-audit services rendered during FY2024 were not substantial.</p> <p>Having reviewed, amongst other, the scope and quality of the audit and independence of the external auditor, the AC has recommended and the Board has approved the nomination for re-appointment of Ernst & Young LLP as the external auditors of the Company at the forthcoming AGM.</p>
1204(6)(C)	Appointment of Auditors	The Company confirms its compliance with Catalist Rules 712 and 715.
1204(8)	Material Contracts	Save for service agreements, there were no material contracts entered into by the Group involving the interest of the MD, any Director, or controlling shareholder, which are either still subsisting at the end of FY2024 or if not then subsisting, entered into since the end of the previous financial year.
1204(10)	Adequacy of Internal Controls	The Board, with the concurrence of the AC, is of the opinion that the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management systems, were adequate and effective as at FY2024 based on the assurance from the MD and the ED set out in page 72 of this annual report, the internal controls established and maintained by the Group, the review performed by the Management and the AC, the work performed by the internal auditors and no internal controls matters being raised by the external auditors during the course of the statutory audit.

CORPORATE GOVERNANCE REPORT

COMPLIANCE WITH APPLICABLE CATALIST RULES																							
1204(17)	Interested Persons Transaction (“IPT”)	<p>The Company has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the AC and that the transactions are conducted at arm’s length basis and on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders.</p> <p>The Group has obtained a general mandate from shareholders for the following IPTs including:</p> <ol style="list-style-type: none"> a. The procurement of hiring and transportation services by our Group from Multiline Trading; b. The purchase of lubricants by our Group from HChem Marketing; c. The procurement of spare parts and equipment by our Group from Multiline Trading; and d. The procurement of Shared Services by our Group from Aras Kuasa pursuant to the Shared Services Agreement. <p>Save as disclosed in the table below, there were no interested person transactions of S\$100,000 and above during FY2024.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Name of interested person</th> <th style="text-align: left;">Nature of relationship</th> <th style="text-align: center;">Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholders’ mandate pursuant to Rule 920)</th> <th style="text-align: center;">Aggregate value of all interested person transactions conducted under shareholders’ mandate pursuant to Rule 920 (excluding transactions less than \$100,000)</th> </tr> <tr> <th colspan="2"></th> <th style="text-align: center;">RM’000</th> <th style="text-align: center;">RM’000</th> </tr> </thead> <tbody> <tr> <td>Multiline Trading Sdn Bhd</td> <td>Related party Entity of Managing Director, Dato’ Sri Pek Kok Sam</td> <td style="text-align: center;">–</td> <td style="text-align: center;">6,096</td> </tr> <tr> <td>Hchem Marketing (M) Sdn Bhd</td> <td>Related party Entity of Managing Director, Dato’ Sri Pek Kok Sam</td> <td style="text-align: center;">–</td> <td style="text-align: center;">814</td> </tr> <tr> <td>Paramount Synergy Sdn Bhd</td> <td>Related party Entity of Managing Director, Dato’ Sri Pek Kok Sam</td> <td style="text-align: center;">7,420</td> <td style="text-align: center;">–</td> </tr> </tbody> </table>		Name of interested person	Nature of relationship	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholders’ mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under shareholders’ mandate pursuant to Rule 920 (excluding transactions less than \$100,000)			RM’000	RM’000	Multiline Trading Sdn Bhd	Related party Entity of Managing Director, Dato’ Sri Pek Kok Sam	–	6,096	Hchem Marketing (M) Sdn Bhd	Related party Entity of Managing Director, Dato’ Sri Pek Kok Sam	–	814	Paramount Synergy Sdn Bhd	Related party Entity of Managing Director, Dato’ Sri Pek Kok Sam	7,420	–
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CORPORATE GOVERNANCE REPORT

COMPLIANCE WITH APPLICABLE CATALIST RULES		
		<p>The Company will prepare relevant information to assist the AC in its review and will keep a register recording all interested person transactions. The register shall also record the basis for entry into the transactions, including the quotations and other evidence obtained to support such basis. The AC will include the review of interested person transactions as part of its procedures while examining the adequacy of our internal controls. Further, if during these periodic reviews, the AC believes that the guidelines and procedures as stated above are not sufficient to ensure that the interests of minority Shareholders are not prejudiced, the Company will adopt new guidelines and procedures. The AC may request for an independent financial adviser's opinion if it deems fit.</p> <p>The AC shall review all IPTs at least on a quarterly basis to ensure that they are carried out on normal commercial terms and in accordance with the procedures and to ensure that the prevailing rules and regulations in particular, Chapter 9 of the Catalist Rules are complied with.</p>
1204(19)	Dealing in Securities	<p>The Company has adopted an internal compliance code of conduct to guide and advise Directors and all executives of the Company with regard to dealings in the Company's securities in compliance with Rule 1204(19) of the Catalist Rules. The Company, Directors and executives shall not deal in the Company's shares on short-term considerations or if they are in possession of price sensitive information and during the period commencing one (1) month prior to release of the half-year and full-year financial results announcement and ending on the date of the announcement of the results. Directors and senior management are also expected to observe insider-trading laws at all times even when dealing in securities within permitted trading periods while in possession or price-sensitive information.</p> <p>In general, the Group's policy encourages Directors, officers and employees of the Group to not deal in Company's securities on short term considerations. The policy is to ensure that the Company's Directors, officers, employees of the Group are aware of their legal obligations towards the dealing of securities of the Company. Persons who are in possession of unpublished material price sensitive information and use such information for their own material gain are committing an offence of insider trading.</p>
1204(21)	Non-sponsor Fees	There were S\$210,000 non-sponsor fees paid/payable to the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. during FY2024.
1204(22)	Use of Proceeds	Pursuant to the IPO on 26 June 2020, the Company received IPO Net Proceeds of S\$11.9 million.

CORPORATE GOVERNANCE REPORT

COMPLIANCE WITH APPLICABLE CATALIST RULES																											
		As at the date of this Report, the status on the use of the IPO Net Proceeds is as follows:																									
		<table border="1"> <thead> <tr> <th>Use of IPO Net Proceeds</th> <th>Amount re-allocated on 22 January 2021 S\$'000</th> <th>Utilised S\$'000</th> <th>Balance S\$'000</th> </tr> </thead> <tbody> <tr> <td>Further exploration activities</td> <td>4,000</td> <td>(4,000)</td> <td>–</td> </tr> <tr> <td>Investment into mining equipment and infrastructure</td> <td>3,000</td> <td>(3,000)</td> <td>–</td> </tr> <tr> <td>Acquisitions, joint ventures, strategic alliances and/or development of new mines</td> <td>1,000</td> <td>(1,000)</td> <td>–</td> </tr> <tr> <td>General working capital purposes</td> <td>3,937</td> <td>(3,937)⁽¹⁾</td> <td>–</td> </tr> <tr> <td>Total</td> <td>11,937</td> <td>(11,937)</td> <td>–</td> </tr> </tbody> </table>		Use of IPO Net Proceeds	Amount re-allocated on 22 January 2021 S\$'000	Utilised S\$'000	Balance S\$'000	Further exploration activities	4,000	(4,000)	–	Investment into mining equipment and infrastructure	3,000	(3,000)	–	Acquisitions, joint ventures, strategic alliances and/or development of new mines	1,000	(1,000)	–	General working capital purposes	3,937	(3,937) ⁽¹⁾	–	Total	11,937	(11,937)	–
Use of IPO Net Proceeds	Amount re-allocated on 22 January 2021 S\$'000	Utilised S\$'000	Balance S\$'000																								
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Total	11,937	(11,937)	–																								
		<p>Notes:</p> <p>(1) S\$3.9 million was utilised as working capital of the Company to pay its ongoing professional expenses, directors' insurance and training fees and bank charges.</p>																									
		<table border="1"> <thead> <tr> <th>Nature of Working Capital</th> <th>Amount Utilised S\$000</th> </tr> </thead> <tbody> <tr> <td>Professional fees</td> <td>2,067</td> </tr> <tr> <td>Administrative expenses</td> <td>1,728</td> </tr> <tr> <td>Directors' insurance and training</td> <td>142</td> </tr> <tr> <td></td> <td><u>3,937</u></td> </tr> </tbody> </table>		Nature of Working Capital	Amount Utilised S\$000	Professional fees	2,067	Administrative expenses	1,728	Directors' insurance and training	142		<u>3,937</u>														
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		<p>The above utilisation of the IPO Net Proceeds is in accordance with the intended use as stated in the Offer Document and re-allocated in accordance with the Company's announcement dated 22 January 2021.</p> <p>The Company will continue to make periodic announcements on the utilisation of the balance of the IPO Net Proceeds as and when the proceeds are materially disbursed and provide a status report on such use in its annual report and its half year and full year financial statements. Pending such disbursement, funds have been placed in interest bearing deposits with licenced banks in Singapore.</p>																									

ADDITIONAL INFORMATION

The dates of initial appointment of each Director to be re-elected at the forthcoming AGM are set out as follows:

Name of Directors	Dato' Teh Teck Tee	Dato' Gainneos Jacob Goldie
Appointment	Non-Executive Non-Independent Chairman	Independent Director
Date of initial appointment	27 April 2020	27 April 2020
Date of last re-election	26 November 2021	28 November 2022
Directorship in other listed companies – Present	N/A	N/A
Directorship in other listed companies and/or other principal commitments – Past (in the last three preceding years)	Please refer to the “Principle commitments” as set out in the table for Dato' Teh Teck Tee's re-election as set out in the table disclosing the requirements of Appendix 7F of the Catalist Rules below.	N/A
Present principal commitments		CJ&J Property Trading Limited Jacob Goldie S.S Chew Advocates & Solicitors (“JGSSC”)

ADDITIONAL INFORMATION

Please refer to the table below for additional information on Directors to be re-elected at the forthcoming AGM:

	Dato' Teh Teck Tee
Date of Appointment	27 April 2020
Age	72
Country of principal residence	Malaysia
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board of Directors of the Company has considered, among others, the recommendation of the NC and assessed the qualifications and experience and suitability of Dato' Teh Teck Tee for re-election as a Director and member of the RC of the Company. The Board have reviewed and concluded that Dato' Teh Teck Tee possess the requisite experience, knowledge and capabilities to assume the duties and responsibilities as a Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	No
Job Title	Non-Executive Non-Independent Chairman
Professional qualifications	N/A
Working experience and occupation(s) during the past 10 years	Dato' Teh Teck Tee has approximately 17 years of experience in the mining and exploration of iron ore. Prior to establishing our Group, he was the managing director of TTS Transport, a company in the logistics industry from 1977 to 2011 and the managing director of TTS Engineering Sdn. Bhd., a company in the engineering and fabrication industry from 1985 to 2011.
Shareholding interest in the listed issuer and its subsidiaries	Dato' Teh Teck Tee hold a direct interest in 22,600,000 shares in the Company.
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No
Conflict of interest (including any competing business)	No, except for the Company's principal subsidiary's former holding Company, Aras Kuasa Sdn. Bhd.. However, the Company have entered into a Non-Compete Undertakings with the Director. The Non-Compete Undertakings shall be effective immediately upon the admission of the Company to the Catalist of the SGX-ST. Refer to the Company's offer document dated 16 June 2020 under 'Potential Conflict of Interest'.
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes

ADDITIONAL INFORMATION

Other Principal Commitments (for the last 5 years)	<p>Akar Sinarmas Sdn. Bhd. BIMM Venture Pte. Ltd. Daratan Gallan Sdn. Bhd. Equal Greens Sdn. Bhd. Gubahan Embun Sdn. Bhd. Hundred Gold Properties Sdn. Bhd. Lakaran Samudera Sdn. Bhd. One World Mining Sdn. Bhd. Pembalakan L & P Rigid Topland Sdn. Bhd. Serta Cemerlang Sdn. Bhd. Sunpride Resources Sdn. Bhd.</p>
Present	<p>AK Guillin Geology & Mining Sdn. Bhd. AK Timber Sdn. Bhd. Aras Kuasa Geological Sdn. Bhd. Aras Kuasa Resources (Terengganu) Sdn. Bhd. Aras Kuasa Sdn. Bhd. Bimm Venture Sdn. Bhd. Citra Kaya Sdn. Bhd. Goldfield Paradise Sdn. Bhd. Infra Daya Sdn. Bhd. Jalur Eureka Sdn. Bhd. Jalur Galian Sdn. Bhd. Junjung Bumi Sdn. Bhd. Lebar Jasa Sdn. Bhd. MCRE Resources Sdn. Bhd. Memori Bintang Sdn. Bhd. Mutiara Galian Sdn. Bhd. Quality Town Sdn. Bhd. Rigid Global Sdn. Bhd. Rigid Paragon City Sdn. Bhd. Saba Citra Sdn. Bhd. Sri Raya Auto Sdn. Bhd. Sunbay Ferror Alloy Manganese Sdn. Bhd. Tanjung Tunggal Sdn. Bhd. Teras Megajaya Sdn. Bhd. Triple Revenue Sdn. Bhd. Tulus Mentari Holdings Sdn. Bhd. Tunas Mestika Sdn. Bhd. World Megalink Sdn. Bhd.</p>

ADDITIONAL INFORMATION

Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is “yes”, full details must be given.	
a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No
b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No
c) Whether there is any unsatisfied judgment against him?	No
d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No
e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No

ADDITIONAL INFORMATION

f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No
g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No
h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No
i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No
j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-	No
i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	
ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	
iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	

ADDITIONAL INFORMATION

<p>iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,</p>	
<p>in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>	
<p>k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?</p>	<p>No</p>
<p>Disclosure applicable to the appointment of Director only</p>	
<p>Any prior experience as a director of an issuer listed on the Exchange?</p> <p>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.</p> <p>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.</p> <p>Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).</p>	<p>N/A. This is a re-election of director.</p>

ADDITIONAL INFORMATION

	Dato' Gainneos Jacob Goldie
Date of Appointment	27 April 2020
Age	57
Country of principal residence	Malaysia
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board of Directors of the Company has considered, among others, the recommendation of the NC and assessed the qualifications and experience and suitability of Dato' Gainneos Jacob Goldie for re-appointment as a Director, Chairman of the NC and RC, and member of the AC of the Company. The Board have reviewed and concluded that Dato' Gainneos Jacob Goldie possess the requisite experience, knowledge and capabilities to assume the duties and responsibilities as a Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	No
Job Title	Independent Director
Professional qualifications	N/A
Working experience and occupation(s) during the past 10 years	Dato' Gainneos Jacob Goldie has been the managing partner of JGSSC since 2000 and is the head of litigation, specialising in civil and commercial litigation involving debt recovery, construction disputes, arbitration and matters pertaining to mining laws.
Shareholding interest in the listed issuer and its subsidiaries	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No
Conflict of interest (including any competing business)	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes
Other Principal Commitments (for the last 5 years)	N/A
Present	CJ&J Property Trading Limited Jacob Goldie S.S. Chew Advocates & Solicitors

ADDITIONAL INFORMATION

Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is “yes”, full details must be given.	
a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No
b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No
c) Whether there is any unsatisfied judgment against him?	No
d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No
e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No

ADDITIONAL INFORMATION

f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No
g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No
h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No
i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No
j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-	No
i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	
ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	
iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	

ADDITIONAL INFORMATION

<p>iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,</p>	
<p>in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>	
<p>k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?</p>	<p>No</p>
<p>Disclosure applicable to the appointment of Director only</p>	
<p>Any prior experience as a director of an issuer listed on the Exchange?</p> <p>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.</p> <p>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.</p> <p>Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).</p>	<p>N/A. This is a re-election of director.</p>

FINANCIAL CONTENTS

- 97** DIRECTORS' STATEMENT
- 101** INDEPENDENT AUDITOR'S REPORT
- 106** CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
- 107** STATEMENTS OF FINANCIAL POSITION
- 108** STATEMENTS OF CHANGES IN EQUITY
- 110** CONSOLIDATED STATEMENT OF CASH FLOWS
- 112** NOTES TO THE FINANCIAL STATEMENTS

DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Southern Alliance Mining Ltd. (the "Company") and its subsidiaries (collectively, the "Group") and the statement of financial position and statement of changes in equity of the Company for the financial year ended 31 July 2024.

1. Opinion of the directors

In the opinion of the directors,

- (i) the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 July 2024 and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and
- (ii) at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2. Directors

The directors of the Company in office at the date of this statement are:

Dato' Sri Pek Kok Sam
Dato' Teh Teck Tee
Dato' Sri Mohd Jamidan Abdullah
Dato' Gainneos Jacob Goldie
Chin Chee Choon
Sim Chin Hoe
Lim Wei Hung

3. Arrangements to enable directors to acquire shares or debentures

Except as described in paragraph five below, neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate.

4. Directors' interests in shares or debentures

The following directors, who held office at the end of the financial year, had, according to the register of directors' shareholdings required to be kept under Section 164 of the Singapore Companies Act 1967, an interest in shares of the Company and related corporations (other than wholly-owned subsidiaries) as stated below:

Name of director	Direct interest		Deemed interest	
	At the beginning of financial year	At the end of financial year	At the beginning of financial year	At the end of financial year
Ordinary shares of the Company				
Dato' Sri Pek Kok Sam	304,727,700	304,779,400	5,844,100	5,844,100
Dato' Teh Teck Tee	22,600,000	22,600,000	–	–

DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

4. Directors' interests in shares or debentures (continued)

By virtue of Section 7 of the Singapore Companies Act 1967, Dato' Sri Pek Kok Sam is deemed to have an interest in the shares of the subsidiaries to the extent held by the Company.

There was no change in any of the above-mentioned interests in the Company between the end of the financial year and 21 August 2024.

Except as disclosed in this report, no director who held office at the end of the financial year had interests in shares, share options, warrants or debentures of the Company, or of related corporations, either at the beginning of the financial year, or at the end of the financial year.

5. Options and Performance share plan

Southern Alliance Mining Performance Share Plan ("Southern Alliance Mining PSP")

The Group operates a Performance Share Plan, the Southern Alliance Mining PSP, which was approved pursuant to a written resolution passed by the shareholders on 27 April 2020.

The Southern Alliance Mining PSP is administered by the Remuneration Committee (the "RC"), whose members are:

- Dato' Gainneos Jacob Goldie (Chairman)
- Chin Chee Choon
- Dato' Teh Teck Tee
- Dato' Sri Mohd Jamidan Abdullah
- Sim Chin Hoe

Subject to the absolute discretion of the RC, awards may be granted to full-time employees and Directors of our Group who have attained the age of 21 years on or before the date of the grant of the Award and hold such rank as may be designated by the RC from time to time.

The maximum number of shares issuable or to be transferred by the Company under the Southern Alliance Mining PSP, when aggregated with the aggregate number of shares over which options or awards granted under any other share option schemes or schemes of the Company, will be 15% of the Company's total number of issued shares (excluding treasury shares) from time to time.

Since the commencement of the Southern Alliance Mining PSP till the date of the end of the financial year, there has been no grant of share awards.

During the financial year, no option to take up unissued shares of the Company was granted and there were no shares issued by virtue of the exercise of options to take up unissued shares of the Company.

At the end of the financial year, there were no unissued shares of the Company under option.

DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

6. Audit committee

The audit committee (the "AC") carried out its functions in accordance with Section 201B (5) of the Singapore Companies Act 1967, including the following:

- Reviewed the audit plans of the internal and external auditors of the Group and the Company, and reviewed the internal auditor's evaluation of the adequacy of the Company's system of internal accounting controls and the assistance given by the Group and the Company's management to the external and internal auditors
- Reviewed the annual financial statements and the independent auditor's report on the annual financial statements of the Group and the Company before their submission to the board of directors
- Reviewed effectiveness of the Group and the Company's material internal controls, including financial, operational and compliance controls and risk management via reviews carried out by the internal auditor
- Met with the internal and external auditor, other committees, and management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the AC
- Reviewed legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programmes and any reports received from regulators
- Reviewed the cost effectiveness and the independence and objectivity of the external auditor
- Reviewed the nature and extent of non-audit services provided by the external auditor
- Recommended to the board of directors the external auditor to be nominated, approved the compensation of the external auditor, and reviewed the scope and results of the audit
- Reported actions and minutes of the AC to the board of directors with such recommendations as the AC considered appropriate
- Reviewed interested person transactions in accordance with the requirements of the Singapore Exchange Securities Trading Limited's Listing Manual

The AC, having reviewed all non-audit services provided by the external auditor to the Group, is satisfied that the nature and extent of such services would not affect the independence of the external auditor. The AC has also conducted a review of interested person transactions.

The AC convened three meetings during the year with full attendance from all members, except for one occasion where one member was absent due to his personal reason. The AC has also met with internal and external auditors, without the presence of the Company's management, at least once a year. Further details regarding the AC are disclosed in the Report on Corporate Governance.

DIRECTORS' STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

7. Auditor

Ernst & Young LLP have expressed their willingness to accept re-appointment as auditor.

On behalf of the board of directors,

Dato' Sri Pek Kok Sam
Director

Dato' Teh Teck Tee
Director

Singapore

6 November 2024

INDEPENDENT AUDITOR'S REPORT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SOUTHERN ALLIANCE MINING LTD.

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Southern Alliance Mining Ltd. (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the statements of financial position of the Group and the Company as at 31 July 2024, the statements of changes in equity of the Group and the Company and the consolidated statement of comprehensive income and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group, the statement of financial position and the statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 July 2024 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and changes in equity of the Company for the year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (the "SSAs"). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (the "ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

INDEPENDENT AUDITOR'S REPORT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

Key audit matters (continued)

Revenue recognition for sale of iron ore

The Group's main revenue is sale of iron ore. Revenue from sale of iron ores are recognised at a point in time when control transfers upon satisfaction of performance obligation when goods are delivered to customers and all criteria for acceptance have been satisfied. The amount of revenue recognised is based on the estimated transaction price which comprises of the contractual price, net of quality adjustments.

For the financial year ended 31 July 2024, revenue from sale of iron ore amounted to RM 165,848,000. Revenue recognition is considered as a key audit matter because revenue is a key financial performance measure which could create an incentive for revenue to be recognised prematurely. Relevant areas from the revenue recognition perspective are accuracy of the recognised amounts, timing of revenue recognition and amount of quality adjustments.

As part of our audit procedures, we discussed with management to understand the Group's revenue recognition policy and process, including that of quality adjustments. We understood and performed test of controls on recording of revenue and cash receipts. Using data auditing techniques, we reperformed journal entry postings between revenue, trade receivables, contract assets and cash to understand and test transactions which are outside the expected range of a regular transaction. In order to rely on the data extracted, we reconciled journal entry transactional data provided from opening trial balance as of 1 August 2023 through to the closing trial balance as of 31 July 2024. We also performed testing, on a sample basis, to verify the accuracy of cash entries posted against trade receivables. This provided audit evidence for us to determine that the data extracted was reliable for the purposes of reperforming the journal entry postings between revenue, trade receivables, contract assets and cash. We performed sales cut off procedures by agreeing deliveries occurring before and after year end to supporting documentation, such as invoices, shipping documents and contracts with customer to establish that sales and corresponding trade receivables are properly recorded in the correct period. We performed review of credit notes, debit notes and invoices issued on a sample basis made subsequent to year end, checking that revenue are recorded appropriately in the correct period. We obtained trade receivable confirmations and evidence of receipts from the customers subsequent to the year end. We also compared the actual monthly average selling price per unit to the market value to investigate any unusual variance.

We also reviewed the adequacy of the Group's disclosures made in Note 2.17 and Note 4 to the financial statements.

Impairment assessment of Group's mining assets

The Group primarily operates mining and production of iron ore at Chaah Mine located in Johor, Malaysia. As at 31 July 2024, the assets related to mining assets of Chaah mine comprise the property, plant and equipment, right-of-use assets and mining properties. The total carrying amount of the assets related to mining assets of Chaah mine represent 31.1% of the Group's total assets. Management has identified impairment indicators at the reporting date for mining assets of Chaah Mine. Accordingly, Management has prepared a discounted cash flow model to determine the recoverable value of the assets using the value in use method. The audit procedures over management's test were significant to our audit because the assessment process is complex, involved significant management judgement and estimates, and is based on a number of key assumptions.

As part of our audit procedures, we obtained the cash flow forecasts approved by management and evaluated the reasonableness of the key assumptions and inputs used, including forecasted iron ore prices, production volume and production costs. We corroborated the production volume in the impairment assessment to the total resource volume indicated in the independent qualified person's report. Further, we assessed the appropriateness of the discount rates used by management with the assistance of our internal valuation specialist. We also performed sensitivity analysis on the value-in-use amounts to changes in discount rate, selling price and production volume.

We also reviewed the adequacy of the Group's disclosures in relation to the impairment assessments in Note 13 to the financial statements.

INDEPENDENT AUDITOR'S REPORT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

Other information

Management is responsible for other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with the SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

INDEPENDENT AUDITOR'S REPORT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

Auditor's responsibilities for the audit of the financial statements (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

INDEPENDENT AUDITOR'S REPORT

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by the subsidiaries corporation incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Alvin Phua.

Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore

6 November 2024

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

	Note	2024 RM'000	2023 RM'000
Revenue			
Revenue	4	165,848	124,089
Cost of sales		(156,764)	(124,922)
Gross profit/(loss)		9,084	(833)
Other income	5	8,378	6,645
Other operating expenses		(1,135)	(1,275)
General and administrative expenses		(16,696)	(12,673)
Share of loss of joint ventures		(1,575)	(877)
Gain on disposal of subsidiaries		118	–
Finance costs	6	(685)	(647)
Loss before tax	7	(2,511)	(9,660)
Income tax (expense)/benefit	9	(1,966)	1,883
Loss for the year, representing total comprehensive income for the year		(4,477)	(7,777)
Attributable to:			
Equity holders of the parent		(4,427)	(7,777)
Non-controlling interest		(50)	–
Loss per share			
Basic and diluted	10	(0.91)	(1.59)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 31 JULY 2024

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Non-current assets					
Property, plant and equipment	11	65,692	70,162	–	–
Mine properties	13	56,409	30,675	–	–
Exploration and evaluation assets	14	11,688	19,842	–	–
Investment in subsidiaries	15	–	–	188,065	183,949
Investment securities		54	92	–	–
Investment in joint ventures	16	17,507	9,078	3,024	–
Investment in redeemable preference shares	15	–	–	10,000	10,000
Other non-current assets	17	13,619	–	1,196	–
		164,969	129,849	202,285	193,949
Current assets					
Inventories	18	18,640	13,244	–	–
Trade and other receivables	19	21,973	40,122	166	10,047
Contract assets	4	2,336	3,168	–	–
Prepayments		10,191	7,161	4,880	1,804
Cash and bank balances	20	141,680	156,103	10,133	15,862
Income tax recoverable		26,318	31,597	30	3
		221,138	251,395	15,209	27,716
Total assets		386,107	381,244	217,494	221,665
Current liabilities					
Loans and borrowings	21	5,997	6,879	–	–
Trade and other payables	22	22,019	16,468	1,911	579
		28,016	23,347	1,911	579
Net current assets		193,122	228,048	13,298	27,137
Non-current liabilities					
Loans and borrowings	21	11,435	6,420	–	–
Deferred tax liabilities	9	8,854	4,749	–	–
		20,289	11,169	–	–
Total liabilities		48,305	34,516	1,911	579
Net assets		337,802	346,728	215,583	221,086
Equity attributable to owners of the Company					
Share capital	23	218,154	218,154	218,154	218,154
Treasury shares	23	(509)	(509)	(509)	(509)
Retained earnings		287,288	291,715	(2,062)	3,441
Merger reserve	25	(167,829)	(163,380)	–	–
		337,104	345,980	215,583	221,086
Preference shares	24	733	733	–	–
Non-controlling interest		(35)	15	–	–
Total equity		337,802	346,728	215,583	221,086

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

	Attributable to owners of the Company					Preference shares RM'000 (Note 24)	Non- controlling interests RM'000	Total equity RM'000
	Share capital RM'000 (Note 23)	Treasury shares RM'000 (Note 23)	Merger reserve RM'000 (Note 25)	Retained earnings RM'000	Total RM'000			
Group								
2024								
Opening balance at								
1 August 2023	218,154	(509)	(163,380)	291,715	345,980	733	15	346,728
Loss for the year representing total comprehensive income	-	-	-	(4,427)	(4,427)	-	(50)	(4,477)
Effects on under provision of previous years' deferred tax (Note 9(b))	-	-	(4,449)	-	(4,449)	-	-	(4,449)
Closing balance at								
31 July 2024	218,154	(509)	(167,829)	287,288	337,104	733	(35)	337,802
2023								
Opening balance at								
1 August 2022	218,154	(467)	(163,380)	303,111	357,418	733	15	358,166
Loss for the year representing total comprehensive income	-	-	-	(7,777)	(7,777)	-	-	(7,777)
<u>Transactions with owners</u>								
Purchase of treasury shares	-	(42)	-	-	(42)	-	-	(42)
Dividends on ordinary and preference shares (Note 31)	-	-	-	(3,619)	(3,619)	-	-	(3,619)
Total transactions with owners	-	(42)	-	(3,619)	(3,661)	-	-	(3,661)
Closing balance at								
31 July 2023	218,154	(509)	(163,380)	291,715	345,980	733	15	346,728

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

	Share capital RM'000 <u>(Note 23)</u>	Treasury shares RM'000 <u>(Note 23)</u>	Retained earnings RM'000	Total equity RM'000
Company				
2024				
Opening balance at 1 August 2023	218,154	(509)	3,441	221,086
Loss for the year representing total comprehensive income	-	-	(5,503)	(5,503)
Closing balance at 31 July 2024	218,154	(509)	(2,062)	215,583
2023				
Opening balance at 1 August 2022	218,154	(467)	1,568	219,255
Profit for the year representing total comprehensive income	-	-	5,392	5,392
<u>Transactions with owners</u>				
Purchase of treasury shares	-	(42)	-	(42)
Dividends on ordinary shares (Note 31)	-	-	(3,519)	(3,519)
Closing balance at 31 July 2023	218,154	(509)	3,441	221,086

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

	2024 RM'000	2023 RM'000
Operating activities		
Loss before tax	(2,511)	(9,660)
<u>Adjustments for:</u>		
Interest expenses	685	647
Interest income	(5,954)	(2,401)
Unrealised gain on foreign exchange	(932)	(3,310)
Depreciation of property, plant and equipment	19,392	16,146
Gain on disposal of property, plant and equipment	(713)	(222)
Amortisation of mine properties	6,063	5,646
Fair value loss/(gain) on investment securities	38	(53)
Share of loss of joint ventures	1,575	877
Gain on disposal of subsidiaries	(118)	-
Gain on lease modification	(11)	-
Asset written-off	1,425	102
Total adjustments	21,450	17,432
Operating cash flows before changes in working capital	18,939	7,772
<u>Changes in working capital</u>		
Increase in inventories	(5,396)	(7,776)
Increase in trade and other receivables and contract assets	(6,800)	(11,982)
Increase in prepayments	(3,030)	(5,122)
Increase/(decrease) in trade and other payables	4,812	(888)
Total working capital changes	(10,414)	(25,768)
Cash flows generated from/(used in) operations	8,525	(17,996)
Income taxes refunded/(paid)	2,969	(7,857)
Interest received	4,127	2,401
Interest paid	(685)	(647)
Net cash generated from/(used in) operating activities	14,936	(24,099)
Investing activities		
Investment in exploration and evaluation assets	(4,388)	(6,600)
Purchase of property, plant and equipment	(2,987)	(8,551)
Proceeds from disposal of property, plant and equipment	805	215
Uplift of term deposits	3,643	26,191
Investment in mine infrastructures	(15,713)	-
Expenditures on stripping activity assets	-	(8,784)
Investment in joint ventures	-	(10,159)
Net cash used in investing activities	(18,640)	(7,688)

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

	2024 RM'000	2023 RM'000
Financing activities		
Repayment of lease and hire-purchase liabilities	(7,361)	(6,916)
Purchase of treasury shares	-	(42)
Dividend paid on ordinary and preference shares	-	(3,619)
Net cash used in financing activities	(7,361)	(10,577)
Net decrease in cash and cash equivalents	(11,065)	(42,364)
Deconsolidation of subsidiaries	(999)	-
Effect of exchange rate changes on cash and cash equivalents	795	3,273
Cash and cash equivalents at beginning of financial year	145,803	184,894
Cash and cash equivalents at end of financial year	134,534	145,803

For the purpose of the statement of cash flows, cash and cash equivalents comprise of the following at the reporting date:

	2024 RM'000	2023 RM'000
Cash and bank balances (Note 20)	141,680	156,103
Less:		
Deposits more than three months	(7,146)	(10,300)
Cash and cash equivalents at end of financial year	134,534	145,803

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

1. GENERAL INFORMATION

1.1 The Company

The Company was incorporated on 19 September 2019 under the Singapore Companies Act 1967 as a private limited company domiciled in Singapore. On 27 April 2020, the Company was converted to a public company limited by shares. The Company is listed on the Catalist Board of Singapore Exchange Securities Trading Limited (the "SGX-ST") on 26 June 2020.

The registered office and principal place of business of the Company is located at 9 Raffles Place, #26-01, Republic Plaza, Singapore 048619 and Level 8 Menara Zenith, Jalan Putra Square 6, Putra Square, 25200 Kuantan, Malaysia respectively.

The principal activities of the Company are those of investment holding and provision of management services. The principal activities of the subsidiaries are disclosed in Note 15.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company have been prepared in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)"). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The consolidated financial statements are presented in Ringgit Malaysia ("RM") and rounded to the nearest thousand (RM'000), unless stated otherwise.

The consolidated financial statements of the Group have been prepared on the basis that it will continue to operate as a going concern.

2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and amended standards which are relevant to the Group and are effective for annual financial period beginning on 1 August 2023. The adoption of these standards did not have any material effect on the consolidation financial statements of the Group.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Standards issued but not yet effective

A number of new standards and amendments to standard that have been issued are not yet effective and have not been applied in preparing these consolidated financial statements.

The directors expect that the adoption of these new and amended standards will have no material impact on the consolidated financial statements in the year of initial application.

Description	Effective for annual periods beginning on or after
Amendments to SFRS(I) 1-1: Classification of Liabilities as Current or Non-current	1 January 2024
Amendments to SFRS(I) 16: Lease Liability in a Sale and Leaseback	1 January 2024
Amendments to SFRS(I) 1-1: Non-current Liabilities with Covenants	1 January 2024
Amendments to SFRS(I) 1-7 and SFRS(I) 7: Supplier Finance Arrangements	1 January 2024
Amendments to SFRS(I) 1-21: Lack of Exchangeability	1 January 2025
Amendments to SFRS(I) 10 and SFRS(I) 1-28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined

The directors expect that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.

2.4 Basis of consolidation and business combinations

(a) *Basis of consolidation*

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 31 July 2024. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect its returns

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Basis of consolidation and business combinations (continued)

(a) *Basis of consolidation (continued)*

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement(s) with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of OCI are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

(b) *Business combinations involving entities under common control*

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Basis of consolidation and business combinations (continued)

(b) *Business combinations involving entities under common control (continued)*

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of SFRS(I) 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with SFRS(I) 9. Other contingent consideration that is amounts due the scope of SFRS(I) 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

2.5 Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Company and its subsidiaries and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss.

2.6 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost of property, plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the property, plant and equipment.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.6 Property, plant and equipment (continued)

When significant parts of property, plant and equipment are required to be replaced in intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the property, plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Freehold land has an unlimited useful life and therefore is not depreciated.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets as follows:

	<u>Useful lives</u>
Buildings	– 10 years
Motor vehicles and heavy-duty mobile equipment	– 5 years
Plant and machinery	– 5-10 years
Furniture, fittings, containers, signboard, renovation and other equipment	– 10 years

Assets under construction included in plant and equipment are not depreciated as these assets are not yet available for use.

The residual value, useful lives and depreciation method are reviewed at least at the end of each financial period, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

2.7 Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, (or, where applicable, when an annual impairment testing for an asset is required), the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.7 Impairment of non-financial assets (continued)

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

2.8 Subsidiary

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. In the Company's statement of financial position, investment in subsidiaries is accounted for at cost, less impairment loss, if any.

2.9 Investment in a joint venture

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

To the extent the joint arrangement provides the Group with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation. To the extent the joint arrangement provides the Group with rights to the net assets of the arrangement, the arrangement is a joint venture.

The Group recognises its interest in joint venture as an investment and accounts for the investment using the equity method from the date on which it becomes a joint venture.

On acquisition of the investment, any excess of the cost of the investment over the Group's share of the net fair value of the investee's identifiable assets and liabilities represents goodwill and is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment is included as income in the determination of the entity's share of the joint venture's profit or loss in the period in which the investment is acquired.

Under the equity method, the investment in joint venture is carried in the consolidated statement of financial position at cost plus post-acquisition changes in the Group's share of net assets of the joint venture. The profit or loss reflects the share of results of the operations of the joint venture. Distributions received from the joint venture reduce the carrying amount of the investment. Where there has been a change recognised in other comprehensive income by the joint venture, the Group recognises its share of such changes in other comprehensive income. Unrealised gains and losses resulting from transactions between the Group and the joint venture are eliminated to the extent of the interest in the joint venture.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.9 Investment in a joint venture (continued)

When the Group's share of losses in the joint venture equals or exceeds the carrying amount of the investment, together with any long-term interests that form part thereof, the Group discontinues recognising its share of further losses.

After the Group's interest is reduced to zero, additional losses are provided for, and a liability is recognised, only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the joint venture. If the joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in joint venture. The Group determines at the end of each reporting period whether there is any objective evidence that the investment in the joint venture is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the joint venture and its carrying value and recognises the amount in profit or loss.

The consolidated financial statements of the joint venture are prepared as the same reporting date as the Group. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

2.10 Financial instruments

(a) *Financial assets*

Initial recognition and measurement

Financial assets are recognised when, and only when, the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of a third party, if the trade receivables do not contain a significant financing component at initial recognition.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.10 Financial instruments (continued)

(a) *Financial assets (continued)*

Subsequent measurement

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income (FVOCI) and FVPL. The Group only has debt instruments at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

Equity instruments

On initial recognition of an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in other comprehensive income which will not be reclassified subsequently to profit or loss. Dividends from such investments are to be recognised in profit or loss when the Group's right to receive payments is established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in other comprehensive income.

For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in other comprehensive income, changes in fair value are recognised in profit or loss.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.10 Financial instruments (continued)

(b) *Financial liabilities*

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at FVPL are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

(c) *Current/Non-current classification of borrowings*

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the reporting date. When an entity breaches an undertaking under a long-term loan agreement on or before the reporting date with the effect that the liability becomes payable on demand, the liability is classified as current, even if the lender has agreed, after the reporting date and before the authorisation of the financial statements for issue, not to demand payment as a consequence of the breach. The liability is classified as current because, at the reporting date, the entity does not have an unconditional right to defer its settlement for at least twelve months after that date.

Where the entity expects, and has the discretion, to re-finance or roll over an obligation for at least 12 months after the reporting period under an existing loan facility with the same lender, the liability is classified as non-current.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.11 Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group considers a financial asset in default on a case-by-case basis assessment which includes the counterparty going into bankruptcy or a request for a discounted repayment scheme is received due to financial difficulties. Additionally, the Group considers forward-looking factors specific to the debtors and the economic environment. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.12 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and at banks including short-term deposits generally mature within 3 months which are subjected to an insignificant risk of changes in value, less bank overdraft and pledged deposits.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.13 Inventories

Inventories comprise iron ores, consumables and spares. Inventories are stated at the lower of cost and net realisable value. Cost is determined by using the weighted average method. Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

- Cost of extracting, removing and transporting mineral ores plus relevant mining fees and duties paid/payable, or;
- The original purchase price of mineral ores plus cost incurred in bringing the inventories to their present location and condition.

Where necessary, allowance is provided for damaged, obsolete and slow-moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

2.14 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.15 Employee benefits

(a) *Short-term benefits*

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

(b) *Defined contribution plans*

The Group makes contributions to the Employee Provident Fund in Malaysia, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.16 Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(a) *As lessee*

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the Group is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.7.

(b) *Lease liabilities*

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period on which the event or condition that triggers the payment occurs.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.16 Leases (continued)

(b) *Lease liabilities (continued)*

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(c) *Short-term leases and leases of low-value assets*

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment and property that are considered of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2.17 Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties. Revenue is presented, net of value-added tax, rebates and discounts, and after eliminating revenue within the Group.

Revenue is recognised when the Group satisfies the performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) *Sale of iron ores*

Revenue from sale of iron ores are recognised at a point in time when control transfers upon satisfaction of performance obligation when goods are delivered to customers and all criteria for acceptance have been satisfied. The enforceable contract is each purchase order, which is an individual short-term contract.

The amount of revenue recognised is based on the estimated transaction price which comprises of the contractual price, net of quality adjustments. The majority of the Group's sale of iron ores allow for quality adjustments based on the quality of iron ore delivered to the customers. Adjustments to sales are made based on the quality of the iron ore and the period between provisional invoicing and the final invoice can be between one day and one month. Payment for the invoice for the sale of iron ores are typically due 14-60 days from the date of invoice.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.17 Revenue (continued)

(b) *Rendering of hiring and transportation services*

Revenue from services is recognised at a point in time net of service taxes and discounts as and when the services are performed and rendered.

2.18 Mine infrastructure

With the full implementation of the underground mining method in September 2023, the Group incurred development costs related to the ramp infrastructure and waste removal during the construction of the underground tunnels. Underground development activities can result in the mixture of the development of the underground mine and also production of inventory where costs are intermingled and developing an allocation method to be applied in segregating these costs requires judgement. The identification and segregation of costs attributable to these activities is treated as such that:

- (i) where costs result in the production of inventory, they form part of the inventory cost and are expensed to cost of goods sold once the inventory is sold; or
- (ii) where costs can be attributed to the development of the underground mine, and it is expected to bring future economic benefits as they provide both accessibility and connectivity to the ore body, they are capitalised.

The underground development asset is accounted for as an addition to, or an enhancement of, an existing asset, being the mine asset, and is presented as part of 'Mine properties' in the statement of financial position. This forms part of the total investment in the relevant cash generating unit(s), which are reviewed for impairment if events or changes of circumstances indicate that the carrying value may not be recoverable.

This mine infrastructure asset is subsequently amortised on a unit of production basis over the life of the identified ore body determined by the economically recoverable reserves. The mine infrastructure asset is then carried at cost less amortisation and any impairment losses.

2.19 Mine properties

Mine properties include all mining related development expenditure. This include development stripping cost. Mine properties have a finite useful life and are carried at cost less accumulated amortisation and any accumulated impairment losses. The cost depreciated on a unit of production basis based on expected production of ore over the life of the component. Mine properties are written off to profit or loss if the mine is abandoned.

Mine development costs are capitalised when the existence of a commercially viable mineral deposit has been established. Initial payments for the acquisition of intangible lease assets are capitalised and amortised over the term of the permit. Administration costs that are not directly attributable to a specific exploration area are charged to the income statement.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.20 Exploration and evaluation assets

Exploration and evaluation activity involve the search for mineral resources, the determination of technical feasibility and the assessment of the commercial viability of an identified resource. Costs incurred before the Group have obtained the legal rights to explore an area are recognised in profit or loss. Exploration and evaluation costs are capitalised in respect of each area of interest for which the rights to tenure are current and where:

- (i) the exploration and evaluation costs are expected to be recouped through successful development and exploitation of the area of interest; or alternatively, by its sale; or
- (ii) exploration and evaluation activities in the area of interest have not reached a stage which permits a reasonable assessment of the existence or otherwise of economically recoverable reserves, and active and significant operations in, or in relation to, the areas of interest are continuing.

Exploration and evaluation assets are stated at cost less accumulated impairment losses, if any. Exploration and evaluation costs include the cost of acquiring exploration rights, researching and analysing existing exploration data, gathering exploration data through topographical, geochemical and geophysical studies, exploratory drilling, trenching and sampling, determining and examining the volume and grade of the resource, examining and testing extraction and treatment methods, surveying transportation and infrastructure requirements, compiling pre-feasibility and feasibility studies, gaining access to areas of interest including occupancy and relocation compensation and/or amortisation and depreciation charges in respect of assets consumed during the exploration and evaluation activities.

General and administrative costs are allocated to, and included in, the cost of exploration and evaluation asset only to the extent that those costs can be related directly to operational activities in the area of interest to which the exploration and evaluation asset relates. In all other cases, these costs are expensed as incurred.

Exploration and evaluation assets are assessed for impairment when facts and circumstances suggest that the carrying amount of an exploration and evaluation assets may exceed its recoverable amount. Where a potential impairment is indicated, assessment is performed for each area of interest in conjunction with the group of operating assets (representing a cash-generating unit) to which the exploration and evaluation is attributable. To the extent that capitalised exploration and evaluation is not expected to be recovered, it is charged to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.21 Taxes

(a) *Current income tax*

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of the reporting period, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) *Deferred tax*

Deferred tax is provided using the liability method on temporary differences at the end of the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

(c) *Sales tax*

Revenues, expenses and assets are recognised net of the amount of sales tax except:

- Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of sales tax included.

(d) *Tributes*

Tributes are accounted for under SFRS(I) 1-12 when they have the characteristics of an income tax. This is considered to be the case when they are imposed under government authority and the amount payable is based on taxable income – rather than physical quantities produced or as a percentage of revenue – after adjustment for temporary differences. For such arrangements, current and deferred tax is provided on the same basis as described above for other forms of taxation. Obligations arising from tribute arrangements and other types of taxes that do not satisfy these criteria are recognised as current provisions and included in cost of sales. The tribute taxes payable by the Group does not meet the criteria to be treated as part of income taxes. Hence, it is included in cost of sales.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.22 Share capital

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

2.23 Convertible preference shares

The convertible preference shares are regarded as equity instruments. Preference shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Preference shares are classified as equity. Dividends on convertible preference shares are recognised in equity in the period in which they are declared.

2.24 Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
 - (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the balance sheet of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

2.25 Related parties

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Company if that person:
 - (i) has control or joint control over the Company;
 - (ii) has significant influence over the Company; or
 - (iii) is a member of the key management personnel of the Company or of a parent of the Company.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.25 Related parties (continued)

- (b) An entity is related to the Company if any of the following conditions applies:
- (i) the entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - (iii) both entities are joint ventures of the same third party;
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company;
 - (vi) the entity is controlled or jointly controlled by a person identified in (a); or
 - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

2.26 Segment reporting

The Group is principally engaged in the exploration, mining and processing and sales of primarily iron ore extracted from a single mine (i.e. Chaah mine). The Group's chief operating decision maker reviews the operating results and makes resource allocation decisions of the Group as a whole because the Group's mining-related resources and processes are integrated and activities other than the exploration, mining and processing and sales of iron are not significant to the Group. Accordingly, the Group does not present separate segmental information.

All revenue, operating expenses and assets and liabilities are derived from the operations based in Malaysia. The Group generates revenues from transactions with 2024: 2 (2023: 2) major customers, each making up greater than 10% of the Group's revenue, amounting to a total of RM130,269,000 (2023: RM111,554,000) as detailed below.

	Group	
	2024	2023
	RM'000	RM'000
Customer 1	77,271	58,979
Customer 2	52,998	52,625
	130,269	111,604

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

3.1 Judgements made in applying accounting policies

(a) *Income taxes*

Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income and deductible expenditures. The Group establishes provisions and recognises tax recoverable positions, based on reasonable estimates, for possible consequences of audits by the tax authority. The amount of such provisions and tax recoverable are based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the relevant tax authority as well as judgement made on whether it is probable that the Group's tax positions would be accepted by the tax authority. The carrying amounts of the income tax recoverable and deferred tax liabilities as at 31 July 2024 is RM 26,318,000 (2023: RM31,597,000) and RM8,854,000 (2023: RM4,749,000) respectively.

(b) *Exploration and evaluation assets*

The future recoverability of capitalised exploration and evaluation expenditure is dependent on several factors, including whether the Group decides to exploit the related area of interest, if not, whether it can successfully recover the related exploration and evaluation asset through sale. Factors which could impact the future recoverability include the level of ore reserves and mineral resources, future technological changes which could impact the cost of mining, future legal changes (including changes to environmental restoration obligations) and changes to commodity prices.

In addition, exploration and evaluation expenditure is capitalised if activities in the area of interest have not yet reached a stage which permits a reasonable assessment of the existence or otherwise of economically recoverable reserves. To the extent that it is determined in the future that this capitalised expenditure should be written off, this will reduce profits and net assets in the period in which this determination is made. The carrying amount of the Group's exploration and evaluation expenditure at 31 July 2024 is disclosed in Note 14.

3.2 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

3.2 Key sources of estimation uncertainty (continued)

(a) *Amortisation of mine properties*

Ore reserves are estimates of the amount of ore that can be economically and legally extracted from the Group's mining properties. The Group estimates its ore reserves and mineral resources based on information compiled by appropriately qualified persons relating to the geological and technical data on the size, depth, shape and grade of the ore body and suitable production techniques and recovery rates. Such an analysis requires complex geological judgements to interpret the data. The estimation of recoverable reserves is based upon factors such as estimates of foreign exchange rates, commodity prices, future capital requirements and production costs, along with geological assumptions and judgements made in estimating the size and grade of the ore body.

Estimated economically recoverable reserves are used in determining the amortisation of mine-specific assets. This results in an amortisation charge proportional to the depletion of the anticipated remaining life-of-mine production. The life of each item has regard to both its physical life limitations and present assessments of economically recoverable reserves of the mine property at which the asset is located. These calculations require the use of estimates and assumptions, including the amount of recoverable reserves and estimates of future capital expenditure. Numerous units of production ("UOP") amortisation methodologies are available to choose from. The Group adopts a methodology involving run-of-mine ('ROM') tonnes of ore produced for mining costs and a methodology involving ounces/tonnes of metal produced for post-mining costs. The calculation of the UOP rate of amortisation could be impacted to the extent that actual production in the future is different from current forecast production based on economically recoverable reserves, or if future capital expenditure estimates change. Changes to economically recoverable reserves could arise due to changes in the factors or assumptions used in estimating reserves, including:

- (i) The effect on economically recoverable reserves of differences between actual commodity prices; and
- (ii) Unforeseen operational issues.

Changes in estimates are accounted for prospectively.

(b) *Impairment of mine properties and property, plant and equipment ("mining assets")*

The Group assesses whether there are any indicators of impairment for its mining assets at each reporting date. Mining assets are tested for impairment when there are indicators that the carrying value of an asset or cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use.

The value in use calculation is based on a discounted cash flow model. Management estimates the expected future cash flows from the asset or cash-generating unit and chooses a suitable discount rate to calculate the present value of those cash flows. Further details of the key assumptions applied in the impairment assessment and the carrying amount of the Group's mining assets are disclosed in Note 13.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

4. REVENUE

	Group	
	2024 RM'000	2023 RM'000
Sale of iron ores, recognised at point of time	<u>165,848</u>	<u>124,089</u>

All revenues are derived from the operations based in Malaysia.

Contract assets

Information about receivables, contract assets and contract liabilities from contracts with customers is disclosed as follows:

	Group		
	2024 RM'000	2023 RM'000	1 August 2022 RM'000
Receivables from contracts with customers (Note 19)	<u>10,507</u>	7,435	10,358
Contract assets	<u>2,336</u>	<u>3,168</u>	<u>1,979</u>

Contract assets primarily relate to the Group's right to consideration for iron ore delivered but not yet billed at reporting date for the sale of iron ores. Contract assets are transferred to receivables when the rights become unconditional.

Contract assets have substantially the same credit risk characteristics including concentration risks as the trade receivables for the sales of iron ore contracts. The Group has therefore concluded that the expected credit loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets as disclosed in Note 2.11 and Note 29(a).

Significant changes in contract assets are explained as follows:

	Group	
	2024 RM'000	2023 RM'000
Contract assets reclassified to receivables	<u>3,168</u>	<u>1,979</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

5. OTHER INCOME

	Group	
	2024 RM'000	2023 RM'000
Interest income		
– Fixed deposits	2,011	2,038
– Bank balances	2,785	363
– Notional interest income on advance to a joint venture	1,158	–
Gain on disposal of property, plant equipment	713	222
Rendering of hiring and transportation services	263	180
Unrealised gain on foreign exchange	932	3,310
Insurance claim	105	140
Sundry income	411	392
	8,378	6,645

6. FINANCE COSTS

	Group	
	2024 RM'000	2023 RM'000
Interest expense on:		
– Lease liabilities	598	647
– Term loan	87	–
	685	647

7. LOSS BEFORE TAX

The following items have been included in arriving at loss before tax:

	Group	
	2024 RM'000	2023 RM'000
Employee benefits expense (Note 8)	13,300	12,929
Depreciation of property, plant and equipment (Note 11)	19,392	16,146
Amortisation of mine properties (Note 13)	6,063	5,646
Tributes	36,000	34,500
Assets written-off (Note 11)	1,425	102
Realised loss on foreign exchange	54	95
Unrealised gain on foreign exchange	(932)	(3,310)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

8. EMPLOYEE BENEFITS

	Group	
	2024 RM'000	2023 RM'000
Wages and salaries	12,139	11,835
Social security contributions	127	116
Statutory contributions to Employees Provident Fund	1,034	978
	13,300	12,929

9. INCOME TAX

(a) Major components of income tax expense/(benefit)

The major components of income tax expense/(benefit) for the years ended 31 July 2024 and 2023 are:

	Group	
	2024 RM'000	2023 RM'000
<i>Current income tax</i>		
Current income taxation	1,150	534
Under provision in respect of previous years	1,160	264
	2,310	798
<i>Deferred tax</i>		
Origination and reversal of temporary differences	468	(2,608)
Over provision in respect of previous years	(812)	(73)
	(344)	(2,681)
Income tax expense/(benefit) recognised in profit or loss	1,966	(1,883)

(b) Relationship between income tax and loss before tax

The reconciliation between income tax and the product of loss before tax multiplied by the applicable corporate tax rate for the years ended 31 July 2024 and 2023 are as follows:

	Group	
	2024 RM'000	2023 RM'000
Loss before tax	(2,511)	(9,660)
Tax at the domestic rates applicable to profits in the countries where the Group operates	(218)	(2,266)
Adjustments:		
Non-deductible expenses	2,429	929
Income not subject to taxation	(593)	(737)
Under provision of income tax in respect of previous years	348	191
Income tax expense/(benefit) recognised in profit or loss	1,966	(1,883)

The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

9. INCOME TAX (CONTINUED)

(b) Relationship between income tax and loss before tax (continued)

Deferred tax relates to the following:

	Group			Deferred income tax liabilities, net Total RM'000
	Deferred income tax assets Unutilised capital allowances RM'000	Deferred income tax liabilities		
		Property, plant and equipment RM'000	Stripping assets RM'000	
2024				
As at 1 August 2023	2,936	(7,685)	-	(4,749)
Recognised in profit or loss (Note 9(a))	(1,737)	2,497	(416)	344
Over/(under) provision in respect of previous years adjusted in merger reserve	-	300	(4,749)	(4,449)
At 31 July 2024	<u>1,199</u>	<u>(4,888)</u>	<u>(5,165)</u>	<u>(8,854)</u>

	Group		
	Deferred income tax assets Unutilised capital allowances RM'000	Deferred income tax liabilities	Deferred income tax liabilities, net Total RM'000
		Property, plant and equipment RM'000	
2023			
As at 1 August 2022	-	(7,430)	(7,430)
Recognised in profit or loss (Note 9(a))	2,936	(255)	2,681
At 31 July 2023	<u>2,936</u>	<u>(7,685)</u>	<u>(4,749)</u>

The net under-provision of the deferred tax liabilities is mainly due to deferred tax liabilities not recognised for stripping assets in prior years. In addition, the Group had over recognised deferred tax liabilities arising from the temporary difference of its hire purchase assets.

The above have been rectified in the current year, of which RM4.4 million was adjusted to the merger reserves and RM0.8 million was adjusted to the current year deferred tax expense (Note 9a). The comparatives have not been restated as the Group believes that the impact is not material.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

10. EARNINGS PER SHARE

Basic earnings per share are calculated by dividing profit for the year, net of tax, attributable to the owners of the Company by weighted average number of ordinary shares outstanding during the financial year.

	Group	
	2024	2023
Loss attributable to owners of the Company (RM'000)	(4,427)	(7,777)
Weighted average number of ordinary shares for basic earnings per shares computation ('000)	488,759	488,767
Basic and fully diluted basis EPS (Malaysian cents per share)	(0.91)	(1.59)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

11. PROPERTY, PLANT AND EQUIPMENT

Group	Construction in progress RM'000	Buildings RM'000	Office premises RM'000	Motor vehicles and heavy- duty mobile equipment RM'000	Plant and machinery RM'000	Other equipment RM'000	Furniture and fittings, containers, signboard and renovation RM'000	Total RM'000
Cost								
At 1 August 2022	11,731	20,900	1,271	37,750	133,399	276	4,025	209,352
Additions	4,399	1,022	596	1,053	9,624	496	98	17,288
Disposals	-	-	-	-	(3,554)	-	-	(3,554)
Write-off	-	-	(596)	(153)	-	-	-	(749)
Transfer	(16,130)	1,657	-	-	13,622	-	851	-
At 31 July 2023 and 1 August 2023	-	23,579	1,271	38,650	153,091	772	4,974	222,337
Additions	627	-	453	702	15,445	128	170	17,525
Disposals	-	-	-	(133)	(3,708)	-	-	(3,841)
Write-off	-	-	-	(193)	(1,731)	-	-	(1,924)
Lease modification	-	-	(596)	-	-	-	-	(596)
Transfer	(552)	-	-	-	421	-	131	-
At 31 July 2024	75	23,579	1,128	39,026	163,518	900	5,275	233,501
Accumulated depreciation								
At 1 August 2022	-	4,797	692	34,671	92,458	197	1,994	134,809
Depreciation charge for the year (*)	-	1,952	519	743	14,634	66	497	18,411
Disposals	-	-	-	-	(398)	-	-	(398)
Write-off	-	-	(596)	(51)	-	-	-	(647)
At 31 July 2023 and 1 August 2023	-	6,749	615	35,363	106,694	263	2,491	152,175
Depreciation charge for the year (*)	-	2,104	390	820	15,750	70	467	19,601
Disposals	-	-	-	(132)	(3,137)	-	-	(3,269)
Write-off	-	-	-	(95)	(404)	-	-	(499)
Lease modification	-	-	(199)	-	-	-	-	(199)
At 31 July 2024	-	8,853	806	35,956	118,903	333	2,958	167,809
Net carrying amount								
At 31 July 2024	75	14,726	322	3,070	44,615	567	2,317	65,692
At 31 July 2023	-	16,830	656	3,287	46,397	509	2,483	70,162

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

11. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Note (*):

During the year ended 31 July 2024, the Group has incurred a total depreciation of RM19,601,000 (2023: RM18,411,000) and no amount was (2023: RM2,040,000) capitalised as stripping activity assets, RM209,000 (2023: RM225,000) capitalised as exploration and evaluation assets and RM19,392,000 (2023: RM16,146,000) charged to profit or loss.

During the year ended 31 July 2024, the Group acquired assets amounting to RM17,525,000 (2023: RM17,288,000), asset written-off amounting to RM1,425,000 (2023: RM102,000), asset of RM397,000 (2023: RM Nil) derecognised as a result of lease modification and disposed of assets amounting to RM572,000 (2023: RM3,156,000). The cash outflow on acquisition of property, plant and equipment amounted to RM2,987,000 (2023: RM8,551,000). RM2,614,000 was reclassified from advances for purchase of dump trucks and capitalised in plant and machinery. Out of total proceeds from disposed assets amounted to RM1,285,000 (2023: RM3,582,000), the Group had received cash inflows from disposed assets of RM805,000 (2023: RM215,000) and the balance of RM480,000 is included in other receivables in the balance sheet as at 31 July 2024 (2023: RM3,367,000). Accordingly, gain on disposal amounted to RM713,000 (2023: RM222,000). A downstream gain of RM204,000 was eliminated in 2023 for assets disposed to a joint venture.

Assets held under hire purchase

The Group acquired plant and machinery, motor vehicles and heavy-duty mobile equipment with an aggregate cost of RM2,171,000 (2023: RM7,908,000) in 2024 by means of hire purchase.

The net carrying amount of the Group's plant and machinery, motor vehicles and heavy-duty mobile equipment held under hire purchase agreements as at 31 July 2024 was RM14,332,000 (2023: RM18,039,000).

Assets pledged as security

In addition to assets held under hire purchase, the Group's machineries with net carrying amount of RM11,447,000 in 2024 are pledged to secure the Group's bank borrowings (Note 21).

Right-of-use of assets

Right-of-use of assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 12.

12. LEASES

The Group leases office premises, plant, machinery and motor vehicles, including heavy mobile equipment for its operations. Leases of plant and machinery and motor vehicles, including heavy mobile equipment generally have lease terms of 5 years while office premises have a lease term of 3 years. The Group's lease liabilities are secured by the lessor's title to the leased assets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

12. LEASES (CONTINUED)

Set out below are the carrying amounts of right-of-use assets, classified within property, plant and equipment, recognised and the movement during the year:

	Office premises RM'000	Telecom- munication tower RM'000	Motor vehicles and heavy-duty mobile equipment RM'000	Plant and machinery RM'000	Total RM'000
Group					
As at 1 August 2022	579	–	177	420	1,176
Additions	596	1,022	–	–	1,618
Amortisation	(520)	(76)	(127)	(420)	(1,143)
As at 31 July 2023	655	946	50	–	1,651
Additions	453	–	–	–	453
Amortisation	(390)	(103)	(50)	–	(543)
Lease modification	(397)	–	–	–	(397)
As at 31 July 2024	321	843	–	–	1,164

The Group also has leases with lease terms of 12 months or less for staff accommodation. The Group applies the “short-term lease” recognition exemptions for these leases.

Lease and hire purchase liabilities

	Office premises RM'000	Telecom- munication tower RM'000	Motor vehicles and heavy-duty mobile equipment RM'000	Plant and machinery RM'000	Total RM'000
Group					
As at 1 August 2023	672	587	810	11,230	13,299
Additions	453	–	377	1,384	2,214
Lease modification	(408)	–	–	–	(408)
Interest expense	28	31	29	510	598
Lease payments					
– Principal portion	(391)	(51)	(550)	(6,369)	(7,361)
– Interest portion	(28)	(31)	(29)	(510)	(598)
As at 31 July 2024	326	536	637	6,245	7,744
As at 1 August 2022	574	–	659	10,295	11,528
Additions	596	1,022	475	6,594	8,687
Interest expense	42	32	31	542	647
Lease payments					
– Principal portion	(498)	(435)	(324)	(5,659)	(6,916)
– Interest portion	(42)	(32)	(31)	(542)	(647)
As at 31 July 2023	672	587	810	11,230	13,299

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

12. LEASES (CONTINUED)

Lease and hire purchase liabilities (continued)

	Group	
	2024 RM'000	2023 RM'000
Current	5,190	6,879
Non-current	2,554	6,420

The maturity analysis of lease and hire purchase liabilities is disclosed in Note 29(b).

The following are the amounts recognised in profit or loss:

	Group	
	2024 RM'000	2023 RM'000
Amortisation of right-of-use assets	543	1,143
Interest expenses on lease and hire purchase liabilities included in finance costs	598	647
Variable lease payments included in cost of sales	7,269	3,590
Expenses relating to short-term leases included in general and administrative expenses	92	62
Total amount recognised in profit or loss	8,502	5,442
Total cash outflows for leases and hire purchases	6,228	4,075

Agreement with lease component

The Group has an agreement with a third party for the processing of iron ore that contains an operating lease component pertaining to the underlying plant and equipment where the Group is the lessee. The payments required under the agreement depends on the actual amount of iron ore processed, among others such as the agreed contractual rates and the market price of iron ore. All the payments under this agreement are variable in nature and are recognised as expenses as incurred. For the financial year ended 31 July 2024, variable payments expensed under this agreement, inclusive of non-lease elements amount to RM7,269,000 (2023: RM3,590,000) respectively.

Total future cashflows for which the Group is potentially exposed to under this agreement that are not reflected in the measurement of lease liabilities cannot be estimated reliably.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

13. MINE PROPERTIES

	Producing mine RM'000	Mine infrastructure RM'000	Stripping activity asset RM'000	Total RM'000
Group				
Cost				
At 1 August 2022	18,259	–	53,994	72,253
Addition during the year	–	–	10,824	10,824
At 31 July 2023 and 1 August 2023	18,259	–	64,818	83,077
Addition during the year	–	19,846	–	19,846
Reclassification from exploration and evaluation assets (Note 14)	11,951	–	–	11,951
At 31 July 2024	30,210	19,846	64,818	114,874
Accumulated amortisation				
At 1 August 2022	13,108	–	33,648	46,756
Charge for the year	761	–	4,885	5,646
At 31 July 2023 and 1 August 2023	13,869	–	38,533	52,402
Charge for the year	1,620	2,018	2,425	6,063
At 31 July 2024	15,489	2,018	40,958	58,465
Net carrying amount				
At 31 July 2024	14,721	17,828	23,860	56,409
At 31 July 2023	4,390	–	26,285	30,675

In September 2023, the Group had fully converted from open pit mining to the underground mining method. During the year ended 31 July 2024, the Group had capitalised RM11,951,000 as producing mine assets. The reclassification is supported by the Summary Independent Qualified Persons' Report, which demonstrates the technical feasibility and commercial viability for the extraction of the iron ore through underground mining. Due to the change in mining methods, during the year ended 31 July 2024, the Group had capitalised RM19,846,000 for the construction of mine infrastructure and access ramps.

During the year, the Group has capitalised RM19,846,000 as mine infrastructure which consist of non-cash expenditure of RM4,133,000 and cash outflow of RM15,713,000 incurred for tunnelling activities.

During the year ended 31 July 2023, the Group has capitalised RM10,824,000 as stripping activity assets which consist of non-cash depreciation capitalised of RM2,040,000 and cash outflow of RM8,784,000 incurred for stripping activities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

13. MINE PROPERTIES (CONTINUED)

Impairment assessment of property, plant and equipment (including right-of-use assets) and mine properties

During the financial year, the Group performed an impairment assessment and carried out a review of the recoverable amounts of the mining assets of Chaah mine which comprise:

	Carrying value as at 31 July 2024 (RM'000)
Property, plant and equipment	62,684
Right-of-use assets	1,164
Mine properties	56,408
	120,256

The recoverable amount of the mining assets is determined from value in use ("VIU") calculations based on cash flow forecasts for the next thirteen (13) years taking into account the life-of-mine ("LOM") and development plans as part of the long-term planning process. The key assumptions for these VIU calculations are as follows:

- (i) The anticipated extraction volume of iron ore used in the cash flow projections of the mining assets based on total resources available of 10,200,000 MT stated in the Summary Independent Qualified Person Report.
- (ii) The anticipated average realised selling price projected based on forecasted S&P Global Market Intelligence for concentrated iron ore with adjustment to account for prices applied to the local market.
- (iii) The anticipated mining contractors' cost projected based on agreed unit rate per metric tonne ("MT") of iron ore volume extracted as per subcontracting agreements.
- (iv) Discount rate is determined to be 12.3%.

Based on these assumptions, management is of the view that no impairment loss is required in relation to the mining assets, and no reasonably possible change in any of the above key assumptions would cause the carrying amount of the mining assets to materially exceed its recoverable amount.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

14. EXPLORATION AND EVALUATION ASSETS

	Group	
	2024 RM'000	2023 RM'000
Cost		
At 1 August	19,842	13,017
Additions	4,597	6,825
Effect on deconsolidation of subsidiaries	(800)	–
Reclassification to mine properties (Note 13)	(11,951)	–
At 31 July	11,688	19,842
Carrying amount		
At 31 July	11,688	19,842

The carrying amount of the exploration and evaluation assets as at 31 July 2024 and 31 July 2023 mainly relates to the exploration cost incurred on prospect sites located at the state of Johor, Malaysia. There are no exploration and evaluation expenditure expensed off in the consolidated statement of comprehensive income during the year.

15. INVESTMENT IN SUBSIDIARIES

	Company	
	2024 RM'000	2023 RM'000
Unquoted equity shares, at cost	174,565	174,565
Redeemable preference shares	10,000	10,000
Amount due from subsidiaries	13,500	9,384
	198,065	193,949

The amount due from subsidiaries is unsecured and interest-free. Settlement of the balance is neither planned nor likely to occur in the foreseeable future as they are, in substance, a part of the Company's net investment in the subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

15. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(a) Unquoted equity shares

Composition of the Company

The Company has the following subsidiaries as at financial year ended 31 July 2024 and 2023:

Name	Country of incorporation and place of business	Principal activities	Proportion (%) of shareholdings held	
			2024 %	2023 %
Honest Sam Development Sdn. Bhd.*	Malaysia	Mining, processing and sales of iron ore, gold and other precious metals, base metals and minerals	60 ⁽¹⁾	60 ⁽¹⁾
Selatan Anjung Minerals Sdn. Bhd.*	Malaysia	Mining and quarrying of various minerals and materials	85	85
SAM Advance Minerals Holding Sdn. Bhd.*	Malaysia	Mining, quarrying and trading of various minerals and materials	100	100
Sumber Alam Minerals (Sabah) Sdn Bhd*	Malaysia	Mining, quarrying and trading of various minerals and materials	100	100
Southern Atlantic Metal Sdn Bhd*	Malaysia	Mining, quarrying and trading of various minerals and materials	— ⁽²⁾	50 ⁽²⁾
Sri Aman Minerals Sdn Bhd*	Malaysia	Mining, quarrying and trading of various minerals and materials	— ⁽³⁾	50 ⁽³⁾

* Audited by Ernst & Young, Malaysia

⁽¹⁾ The Company holds 60% of shareholdings in Honest Sam and the remaining 40% shareholdings are held by the Bumiputera Shareholders through Convertible Preference Shares ("CPS") as disclosed in Note 24. These CPS are convertible at the sole discretion of Honest Sam into 1 ordinary share of Honest Sam for a minimal consideration of RM100 and do not carry any voting rights. Accordingly, the Company has 100% effective ownership interest and voting rights in Honest Sam Development Sdn Bhd and therefore no amount was attributed to non-controlling interest. Dividends to CPS are recognised when declared.

⁽²⁾ On 13 July 2022, Southern Atlantic Metal Sdn Bhd has increased its share capital to RM2.00 comprising two (2) ordinary shares at RM1.00 each through allotment of one (1) unit of new ordinary share at RM1.00 to a new shareholder. Consequently, the Company's interest in Southern Atlantic Metal Sdn Bhd reduced from 100% to 50%. Prior to the financial year ended 31 July 2024, the Company accounts for the investment as a subsidiary due to its control over the investee. Details of the subsequent arrangement is disclosed in Note 16.

⁽³⁾ On 4 August 2022, the Company has reduced its shareholding in Sri Aman Minerals Sdn Bhd from 100% to 50% through the transfer of one (1) unit of ordinary share in Sri Aman Minerals Sdn Bhd to a new shareholder. Prior to the financial year ended 31 July 2024, the Company accounts for the investment as a subsidiary due to its control over the investee. Details of the subsequent arrangement is disclosed in Note 16.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

15. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(b) Redeemable preference shares

On 10 March 2022, the Company subscribed to 1,000 units of redeemable cumulative preference shares issued by its subsidiary, Selatan Anjung Minerals Sdn Bhd, at RM10,000 per unit.

The salient features of the RPS are as follows:

- (a) The value of the RPS shall be RM10,000 per unit only;
- (b) It shall carry a cumulative dividend rate of 5% per annum or such other rate as may be determined by the Board of Directors whichever is higher from the respective date of issuance of the RPS until the date of the redemption of the RPS;
- (c) It shall be redeemable at any time at the option of the company by notice to the holders of the RPS in the proportion based on their respective holdings of RPS, at the redemption price for each RPS being the aggregate of:
 - (i) The issue price for each such RPS; and
 - (ii) Any accrued and unpaid dividends in respect of each such RPS for the period; and
 - (iii) The RPS have a maturity period of ten (10) years from the date of issuance and maybe redeemed at any time one (1) year after the issuance.

16. INVESTMENT IN JOINT VENTURES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Unquoted ordinary shares, at cost	12,369	10,159	–	–
Amounts due from joint ventures	3,024	–	3,024	–
Share of post-acquisitions reserves	(2,452)	(877)	–	–
Deemed cost of investment for notional interest on advances provided to a joint venture	4,770	–	–	–
Elimination of downstream gain for assets disposed to a joint venture	(204)	(204)	–	–
	17,507	9,078	3,024	–

The amount due from joint ventures are unsecured and interest-free. Settlement of the balance is neither planned nor likely to occur in the foreseeable future as they are, in substance, a part of the Company's net investment in the joint ventures.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

16. INVESTMENT IN JOINT VENTURES (CONTINUED)

On 28 September 2022, Honest Sam Development Sdn Bhd acquired 50% share in Rigid Temau Sdn Bhd ("RT"), for a cash consideration of RM7,160,000 and a settlement of a sum of RM4,840,000 being 50% of the vendors' advances provided to RT. The joint venture is an iron ore mining company operating an iron ore mine in the State of Pahang. The purchase consideration is derived based on the joint venture's exploration results and stockpile available on site. Honest Sam Development Sdn Bhd had subsequently provided advances to RT for working capital purposes, capital and exploration and evaluation expenditures and the credit risk associated with the advances is deemed as cost of investment. RT has commenced its iron ore production in August 2023.

On 28 September 2022, Sumber Alam Minerals (Sabah) Sdn Bhd acquired 49% share in Maha Hijau Sdn Bhd ("MH"), for a cash consideration of RM2,998,800. MH has obtained an exploration approval to conduct exploration for base metal in the State of Sabah. The purchase consideration is derived based on willing buyer willing seller basis.

In August 2023, the Group has, pursuant to two (2) share sale agreements with unrelated parties, acquired 65% stake each in two (2) companies with exploration license to venture into exploration work for mining activities in the state of Sabah. As a result, the directors from the other party holding 50% stake in Southern Atlantic Metal Sdn Bhd and Sri Aman Minerals Sdn Bhd had commenced to jointly control and participate in all significant decisions. As such, Southern Atlantic Metal Sdn Bhd and Sri Aman Minerals Sdn Bhd have ceased to be subsidiaries of the Company and was deconsolidated from the Group due to a loss of control and accounted for as investment in joint ventures. The deconsolidation did not materially affect the Group financial performance for the year ended 31 July 2024.

The Group has a 50% interest each in RT, Southern Atlantic Metal Sdn Bhd and Sri Aman Minerals Sdn Bhd and a 49% interest in MH which are accounted for using the equity method in the consolidated financial statements. Summarised financial information of the joint venture, based on its MFRS financial statements, and reconciliation with the carrying amount of the investment in the consolidated financial statements are set out below:

Details of the joint ventures are as follows:

Name	Country of incorporation and place of business	Principal activities	Proportion (%) of shareholdings held	
			2024 %	2023 %
Rigid Temau Sdn Bhd (RT)*	Malaysia	Principally engaged to carry on the business of quarry operators, iron-ore, stone, granite and other minerals	50	50
Maha Hijau Sdn Bhd (MH)*	Malaysia	Business of exploration, mining, transportation, sale and export of mining minerals	49	49
Southern Atlantic Metal Sdn Bhd*	Malaysia	Mining, quarrying and trading of various minerals and materials	50	–
Sri Aman Minerals Sdn Bhd*	Malaysia	Mining, quarrying and trading of various minerals and materials	50	–

* FY2024 Audited by Ernst & Young, Malaysia

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

16. INVESTMENT IN JOINT VENTURES (CONTINUED)

The summarised financial information of RT, not adjusted for the proportion of ownership interest held by the Company, is as follows:

Summarised statement of financial position of RT

	2024 RM'000	2023 RM'000
Assets and liabilities		
Non-current assets	31,331	28,448
Current assets	17,666	8,667
Total assets	48,997	37,115
Non-current liabilities	1,726	322
Current liabilities	42,555	38,591
Total liabilities	44,281	38,913
Net assets/(liabilities)	4,716	(1,798)

Summarised statement of comprehensive income of RT

	2024 RM'000	2023 RM'000
Revenue	28,042	–
Profit/(loss) before tax, for the year	1,817	(1,365)
Profit/(loss) net of tax, for the year	1,244	(1,365)

Reconciliation of the summarised financial information presented above to carrying amount of the Company's interest in the joint venture, RT, is as follows:

	2024 RM'000	2023 RM'000
Net liabilities at 1 August 2023/1 November 2022	(2,206)	(587)
Profit/(loss) for the year ending 31 July	1,244	(1,211)
Elimination of downstream gain for assets disposed to joint venture	–	(408)
Increase in share capital	500	–
Net liabilities at 31 July	(462)	(2,206)
Interest in the joint venture	50%	50%
	(231)	(1,103)
Share of goodwill in the joint venture	7,454	7,454
Deemed cost of investment for notional interest on advances provided to joint venture	4,770	–
Net carrying amount of the joint venture	11,993	6,351

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

16. INVESTMENT IN JOINT VENTURES (CONTINUED)

The summarised financial information of MH, not adjusted for the proportion of ownership interest held by the Company, is as follows:

Summarised statement of financial position of MH

	2024	2023
	RM'000	RM'000
Assets and liabilities		
Non-current assets	1,431	1,328
Current assets	1,295	1,793
Total assets	2,726	3,121
Non-current liabilities	–	109
Current liabilities	4,046	4,070
Total liabilities	4,046	4,179
Net liabilities	(1,320)	(1,058)

Summarised statement of comprehensive income of MH

	2024	2023
	RM'000	RM'000
Revenue	–	–
Loss before tax, for the year	(249)	(1,375)
Loss net of tax, for the year	(249)	(1,375)

Reconciliation of the summarised financial information presented above to carrying amount of the Company's interest in the joint venture, MH, is as follows:

	2024	2023
	RM'000	RM'000
Net liabilities at 1 August 2023/1 November 2022	(807)	(254)
Loss for the year ending 31 July	(164)	(553)
Net liabilities at 31 July	(971)	(807)
Interest in the joint venture	49%	49%
	(476)	(396)
Share of goodwill in the joint venture	3,123	3,123
Amount due from the joint venture	1,960	–
Net carrying amount of the joint venture	4,607	2,727

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

16. INVESTMENT IN JOINT VENTURES (CONTINUED)

The summarised financial information of Southern Atlantic Metal Sdn Bhd, not adjusted for the proportion of ownership interest held by the Company, is as follows:

Summarised statement of financial position of Southern Atlantic Metal Sdn Bhd

	2024 RM'000	2023 RM'000
Assets and liabilities		
Non-current assets	1,835	–
Current assets	706	–
Total assets	<u>2,541</u>	<u>–</u>
Non-current liabilities	–	–
Current liabilities	3,109	–
Total liabilities	<u>3,109</u>	<u>–</u>
Net liabilities	<u>(568)</u>	<u>–</u>

Summarised statement of comprehensive income of Southern Atlantic Metal Sdn Bhd

	2024 RM'000	2023 RM'000
Revenue	–	–
Loss before tax, for the year	(628)	–
Loss net of tax, for the year	<u>(628)</u>	<u>–</u>

Reconciliation of the summarised financial information presented above to carrying amount of the Company's interest in the joint venture, Southern Atlantic Metal Sdn Bhd, is as follows:

	2024 RM'000	2023 RM'000
Net liabilities at 1 August 2023	(95)	–
Loss for the year ending 31 July 2024	<u>(2,334)</u>	<u>–</u>
Net liabilities at 31 July 2024	<u>(2,429)</u>	<u>–</u>
Interest in the joint venture	50%	–
	<u>(1,215)</u>	<u>–</u>
Share of goodwill in the joint venture	47	–
Amount due from the joint venture	<u>1,517</u>	<u>–</u>
Net carrying amount of the joint venture	<u>349</u>	<u>–</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

16. INVESTMENT IN JOINT VENTURES (CONTINUED)

The summarised financial information of Sri Aman Minerals Sdn Bhd, not adjusted for the proportion of ownership interest held by the Company, is as follows:

Summarised statement of financial position of Sri Aman Minerals Sdn Bhd

	2024 RM'000	2023 RM'000
Assets and liabilities		
Non-current assets	2,354	–
Current assets	825	–
Total assets	3,179	–
Non-current liabilities	–	–
Current liabilities	3,247	–
Total liabilities	3,247	–
Net liabilities	(68)	–

Summarised statement of comprehensive income of Sri Aman Minerals Sdn Bhd

	2024 RM'000	2023 RM'000
Revenue	–	–
Loss before tax, for the year	(206)	–
Loss net of tax, for the year	(206)	–

Reconciliation of the summarised financial information presented above to carrying amount of the Company's interest in the joint venture, Sri Aman Minerals Sdn Bhd, is as follows:

	2024 RM'000	2023 RM'000
Net liabilities at 1 August 2023	(24)	–
Loss for the year ending 31 July 2024	(1,898)	–
Net liabilities at 31 July 2024	(1,922)	–
Interest in the joint venture	50%	–
	(961)	–
Share of goodwill in the joint venture	12	–
Amount due from the joint venture	1,507	–
Net carrying amount of the joint venture	558	–

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

16. INVESTMENT IN JOINT VENTURES (CONTINUED)

The summary of investment in joint ventures is as follows:

	Group	
	2024 RM'000	2023 RM'000
Carrying amount for, investment in:		
Rigid Temau Sdn Bhd	11,993	6,351
Maha Hijau Sdn Bhd	4,607	2,727
Southern Atlantic Metal Sdn Bhd	349	–
Sri Aman Minerals Sdn Bhd	558	–
	17,507	9,078

The summary of share of profit/(loss) in joint ventures is as follows:

	Group	
	2024 RM'000	2023 RM'000
Rigid Temau Sdn Bhd	622	(606)
Maha Hijau Sdn Bhd	(80)	(271)
Southern Atlantic Metal Sdn Bhd	(1,167)	–
Sri Aman Minerals Sdn Bhd	(950)	–
	(1,575)	(877)

17. OTHER NON-CURRENT ASSETS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Other receivables				
Amount due from a joint venture	13,619	–	–	–
Dividend receivable on RPS	–	–	1,196	–
	13,619	–	1,196	–

Amount due from a joint venture

The amount due from a joint venture mainly relates to advances to a joint venture for general working capital purposes, capital and exploration and evaluation expenditures. This amount is unsecured, non-interest bearing and not repayable within a year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

17. OTHER NON-CURRENT ASSETS (CONTINUED)

Dividend receivable on RPS

The dividend receivable on RPS relates to dividend on redeemable preference shares issued to a subsidiary, Selatan Anjung Minerals Sdn Bhd. The amount is unsecured and bear fixed rate interest at 5.00% per annum (2023: 5.00% per annum).

It is categorized as non-current assets in current year on the basis that the amount is not expected to be repaid within 1 year.

18. INVENTORIES

	Group	
	2024 RM'000	2023 RM'000
Consolidated statement of financial position:		
Iron ores	18,640	13,244
Consolidated statement of comprehensive income:		
Cost of inventories sold	111,976	84,037

19. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Current assets				
Trade receivables				
Third parties	10,507	7,435	-	-
Other receivables				
Third parties	155	584	15	15
Related party	480	2,011	-	-
Amounts due from subsidiaries	-	-	-	9,071
Amounts due from joint ventures	-	18,419	-	-
Advances on capital expenditures	1,585	4,198	-	-
Advances to a related party	7,420	-	-	-
Advances to subcontractors	170	5,653	-	-
Other advances	44	39	-	-
Interest receivable from placement of short-term deposits with licensed banks	302	390	151	245
Deposits	1,337	1,420	-	20
Dividend receivable on RPS	-	-	-	696
	11,493	32,714	166	10,047
Less: Allowance for impairment				
- Third parties	(27)	(27)	-	-
Other receivables, net	11,466	32,687	166	10,047
Total trade and other receivables	21,973	40,122	166	10,047
Add: Cash and bank balances (Note 20)	141,680	156,103	10,133	15,862
Add: Non-current other receivables	13,619	-	1,196	-
Less: Advances	(9,219)	(9,890)	-	-
Total financial assets carried at amortised cost	168,053	186,335	11,495	25,909

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

19. TRADE AND OTHER RECEIVABLES (CONTINUED)

(a) Trade receivables

Trade receivables are non-interest bearing and are generally on 14 to 60 days terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Aging analysis of trade receivables

The aging analysis of the Group's trade receivables are as follows:

	Group	
	2024	2023
	RM'000	RM'000
Not past due	10,384	7,435
30 to 60 days past due	123	–
Trade receivables	10,507	7,435

(b) Other receivables

Advances to subcontractors

Advances to subcontractors mainly relate to tunnelling activities and iron ore production expenditures. These amounts are unsecured, interest-free and repayable on demand.

Advances to a related party

Advances to a related party relates to exploration and evaluation expenditures made for the purpose of assessing a proposed acquisition as part of the Group's diversification strategy. These amounts are unsecured, interest-free and repayable on demand.

Advances on capital expenditures

Advances relate to down payment to suppliers for construction of buildings and purchase of dump trucks.

Amounts due from subsidiaries

The amounts due from subsidiaries mainly relates to advances to a subsidiary for general working capital purposes, capital and exploration and evaluation expenditures. These amounts are unsecured, interest-free and repayable on demand.

Amounts due from joint ventures

The amounts due from joint ventures mainly relate to advances for general working capital purposes, and exploration and evaluation expenditures. These amounts are unsecured, non-interest bearing and is not repayable within a year, and are reclassified to non-current other receivables in Note 17.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

19. TRADE AND OTHER RECEIVABLES (CONTINUED)

(b) Other receivables (continued)

Expected credit losses

There is no movement in allowance for expected credit losses of other receivables.

	Group	
	2024 RM'000	2023 RM'000
Balance as at 31 July	<u>27</u>	<u>27</u>

Trade and other receivables denominated in foreign currencies as at 31 July are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Singapore Dollar ("SGD")	<u>150</u>	<u>9,316</u>	<u>150</u>	<u>9,316</u>

20. CASH AND BANK BALANCES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Cash in hand and at banks	<u>79,251</u>	92,252	<u>2,988</u>	5,562
Short term deposits	<u>62,429</u>	63,851	<u>7,145</u>	10,300
	<u>141,680</u>	156,103	<u>10,133</u>	15,862

Cash at banks earn interest at floating rates based on daily bank deposit rates. Short-term deposits are made for varying periods of between one to twelve months depending on the immediate cash requirements of the Group and earn interests at the respective short-term deposit rates. The weighted average effective interest rate as at 31 July 2024 for the Group was 3.11% (2023: 3.31%) per annum.

Cash and short-term deposits denominated in foreign currencies as at 31 July are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
United States Dollar ("USD")	<u>39,317</u>	39,588	-	-
Singapore Dollar ("SGD")	<u>32,836</u>	38,741	<u>8,961</u>	14,011

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

21. LOANS AND BORROWINGS

	Maturity	Group	
		2024 RM'000	2023 RM'000
Secured lease liabilities (Note 12)			
Current	2024	5,190	6,879
Non-current	2025 – 2032	2,554	6,420
Total lease and hire purchase liabilities		7,744	13,299
Secured term loan			
Current	2024	807	–
Non-current	2025 – 2029	8,881	–
Total term loan		9,688	–
Secured loans and borrowings			
Current	2024	5,997	6,879
Non-current	2025 – 2029	11,435	6,420
Total loans and borrowings		17,432	13,299

The remaining maturities of the loans and borrowings as at 31 July 2024 and 2023 are as follows:

	Group	
	2024 RM'000	2023 RM'000
On demand or within one year	5,997	6,879
More than 1 year and less than 2 years	5,200	4,617
More than 2 years and less than 5 years	5,997	1,499
More than 5 years	238	304
	17,432	13,299

In January 2024, the Group obtained a financing facility from a licensed bank for the followings:

(i) Term loan (TL)

The TL is denominated in RM and is used to part finance the purchase of 20 units of dump trucks. The TL is repayable within 4 years and the first instalment to commence on the 13th month from the date of first drawdown. The first drawdown is 19 April 2024 and the first instalment commences on 19 May 2025 and the interest is to be served separately on monthly basis until the TL is fully settled. The interest rate is 1.75% per annum above the Bank's Cost of Funds.

(ii) Revolving credit (RC)

The RC is denominated in RM and for the use as working capital. There is no RC disbursement during the year ended 31 July 2024. Each of the disbursements made shall be repaid on the respective maturity dates. The interest rate is 1.75% per annum above the Bank's Cost of Funds.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

21. LOANS AND BORROWINGS (CONTINUED)

The facility is secured by the following:

- Debenture (specific assets) incorporating a fixed specific charge for all monies owing and payable under the facility (excluding RC) over specific dump trucks to be financed by the bank.

A reconciliation of liabilities arising from Group's financing activities excluding term loans is as follows:

	2023		Non-cash changes			2024
	Cash flows		Acquisition	Lease modification	Other*	
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Lease and hire purchase liabilities						
– current	6,879	(7,361)	–	–	5,672	5,190
– non-current	6,420	–	2,214	(408)	(5,672)	2,554
Total	13,299	(7,361)	2,214	(408)	–	7,744

	2022		Non-cash changes			2023
	Cash flows		Acquisition	Lease modification	Other*	
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Lease and hire purchase liabilities						
– current	5,239	(6,916)	–	–	8,556	6,879
– non-current	6,289	–	8,687	–	(8,556)	6,420
Total	11,528	(6,916)	8,687	–	–	13,299

* The 'other' column relates to reclassification of non-current portion of borrowings, obligations under finance leases and lease and hire purchase liabilities due to passage of time.

These lease liabilities are secured by a charge over the leased assets. The average discount rate implicit in the leases is 4.95% (2023: 4.87%) per annum.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

22. TRADE AND OTHER PAYABLES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Trade payables				
Third parties	8,938	5,566	-	-
Amounts due to related parties	311	1,675	-	-
	9,249	7,241	-	-
Other payables				
Accruals to subcontractors	2,204	-	-	-
Accruals to consultants	1,010	-	1,010	-
Other accruals	3,342	3,038	798	482
Contract liabilities	3,819	3,812	-	-
Third parties	295	355	103	97
Amounts due to related parties	100	22	-	-
Tribute payables	2,000	2,000	-	-
	12,770	9,227	1,911	579
Total trade and other payables	22,019	16,468	1,911	579
Add: Lease and hire purchase liabilities (Note 21)	7,744	13,299	-	-
Less: Contract liabilities	(3,819)	(3,812)	-	-
Total financial liabilities carried at amortised cost	25,944	25,955	1,911	579

(a) Trade payables

These amounts are unsecured and non-interest bearing. Trade payables are normally settled on 60 days (2023: 60 days) terms.

(b) Other payables

These amounts are unsecured and non-interest bearing. Other payables are normally settled on an average term of three months.

(c) Amounts due to related parties

These amounts are unsecured, non-interest bearing, repayable on demand and are to be settled in cash.

(d) Tribute payables

Tributes relate to payment to a mine leaseholder pursuant to a mining activity. The tributes payables of RM2,000,000 (2023: RM2,000,000) are unsecured, non-interest bearing, repayable on demand and are to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

22. TRADE AND OTHER PAYABLES (CONTINUED)

(e) Contract liabilities

Contract liabilities relate to the Group's obligation to deliver the iron ore to customers for which the Group has received considerations from customers. Contract liabilities are recognised as revenue as the Group performs under the contract.

(f) Accruals to subcontractors

Accruals to subcontractors relate to tunnelling activities and iron ore productions.

(g) Accruals to consultants

Accruals to consultants relate to exploration and evaluation expenditures made for the purpose of assessing a proposed acquisition as part of the Group's diversification strategy.

Trade and other payables denominated in foreign currencies as at 31 July are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
United States Dollar ("USD")	168	–	–	–
Singapore Dollar ("SGD")	1,911	9,630	–	559

23. SHARE CAPITAL AND TREASURY SHARES

	Group and Company			
	2024		2023	
	No. of shares	RM'000	No. of shares	RM'000
Share capital				
Issued and fully paid ordinary shares	489,000,000	218,514	489,000,000	218,154
Treasury shares				
As at 1 August	241,000	509	211,000	467
Purchased during the year	–	–	30,000	42
At 31 July	241,000	509	241,000	509

As at 31 July 2024, the Company's total issued shares is 488,759,000 ordinary shares (2023: 488,759,000) excluding 241,000 shares held as treasury shares (2023: 241,000).

Treasury shares relate to ordinary shares of the Company that is held by the Company.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

24. PREFERENCE SHARES

	Group			
	2024		2023	
	No. of shares	RM'000	No. of shares	RM'000
<u>Issued convertible preference shares ("CPS")</u>				
At 1 August and 31 July	733,335	733	733,335	733

On 12 January 2015, Honest Sam Development Sdn Bhd allotted 733,335 unit of CPS to Good Orient Resources Sdn Bhd, a non-related party. The convertible preference shares shall confer on the holder thereof the following rights and privileges and be subject to the following conditions:

- (i) **Income:** the CPS shall confer on the holder a right to receive dividends and bonus shares when, as and if declared by the board of directors of Honest Sam Development Sdn Bhd ("Honest Sam"), on the basis that each CPS will be treated as an ordinary share. Such dividends and bonus shares shall be payable out of the profits of Honest Sam resolved to be distributed in respect of a financial year without any rights in case of deficiency to resort to any reserves representing profits of the previous financial year or to profits of subsequent years. With effect from 31 July 2015, the dividends to which the holders of the CPS are legally entitled shall be subject to an aggregate annual limit of RM100,000 in respect of all the CPS;
- (ii) **Anti-dilution right:** In the event of any new issuance of shares in the capital of Honest Sam, CPS holder shall have the right to subscribe for such number of CPS representing its then existing proportion of shareholdings in the capital of Honest Sam for the time being so as to allow the holder of CPS to maintain its then existing proportion of shareholdings in Honest Sam;
- (iii) **Conversion:** all the existing CPS at the date of conversion shall be convertible at the sole discretion of board of directors of Honest Sam, into one (1) ordinary share in the capital of Honest Sam upon payment by the Honest Sam to the CPS holder of a nominal consideration of RM100. Honest Sam shall, at least 30 days prior to the conversion date, send to the holder of CPS a written notice specifying the conversion date;
- (iv) **Voting:** subject to the provisions of the constitution of Honest Sam in relation to variation of class rights, the CPS holder shall not be entitled to attend or vote at any general meeting of Honest Sam;
- (v) **Transfers:** the CPS are not transferable other than to the ordinary shareholders at the exercise of the option of the ordinary shareholders in the proportion to their then existing shareholding in Honest Sam and at a total nominal consideration of RM100.00 for all the CPS then in issue, payable to the holders of all the CPS in the proportion of their respective holdings of the CPS; and
- (vi) **Repayment of capital:** in the event of a liquidation, dissolution, winding up or return of capital of Honest Sam, the CPS shall not confer on the CPS holder the right to be paid in priority to the ordinary shareholders, and all the issued CPS shall be treated as if they have been converted into one (1) ordinary share and shall rank *pari passu* with other ordinary shares in Honest Sam. Save as aforementioned, the CPS shall not confer upon the holder any further right to participate in the Honest Sam's profits or surplus assets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

25. MERGER RESERVE

Merger reserve represents the difference between the purchase consideration paid and the carrying value of net assets of entities acquired under common control. These amounts are not distributable under the relevant laws and regulations.

26. RELATED PARTY DISCLOSURES

(a) Sales and purchases of goods and services

In addition to the related party information disclosed elsewhere in the consolidated financial statements, the following significant transactions between the Group and related parties took place at terms agreed between the parties during the financial year:

	Group	
	2024 RM'000	2023 RM'000
<u>Transactions with related parties</u>		
Purchase of machineries and equipment	(290)	(5,240)
Procurement of services	(121)	(80)
Rental of office from interested person	(230)	–
Hiring and transportation services procured	(5,967)	(5,656)
Purchase of lubricants, spare parts and equipment	(943)	(1,708)
Advances to a related party	7,420	–
Disposal of machineries and equipment	770	3,367

(b) Compensation of key management personnel

	Group	
	2024 RM'000	2023 RM'000
Short-term employee benefits	4,907	4,580
Key management compensation comprises the following:		
Remuneration to Directors of the Company	3,498	3,096
Directors' fees	1,088	1,051
Other key management personnel	–	119
Defined contributions	321	314
	4,907	4,580

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

27. COMMITMENTS

Capital commitments

Capital expenditure contracted for as at the end of the reporting period but not recognised in the consolidated financial statements are as follows:

	Group	
	2024 RM'000	2023 RM'000
Capital commitments in respect of property, plant and equipment	244	28,170

28. FAIR VALUE OF ASSETS AND LIABILITIES

Determination of fair value

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

Management assessed that the fair values of cash and short-term deposits, trade and other receivables, trade and other payables and other current liabilities approximate their carrying amounts largely due to the short-term maturities of these instruments.

Financial instruments that are carried at fair value

Investment securities are measured at fair value and is determined by direct reference to their bid price quotations in an active market at the end of the reporting period.

29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk and foreign currency risk. Management continually monitors the Group's risk management process to ensure that an appropriate balance between risk and control is achieved. It is and has been throughout the current and previous financial year, the Group's policy that no derivatives shall be undertaken except for the use as hedging instruments where appropriate and cost-efficient. The Group does not apply hedge accounting.

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including investment securities and cash and bank balances), the Group minimise credit risk by dealing exclusively with high credit rating counterparties.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Credit risk (continued)

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Group has determined the default event on a financial asset to be when the counterparty fails to make contractual payments, within 90 days when they fall due, which are derived based on the Group's historical information.

Trade receivables are mainly due from customers based in Malaysia. At the end of the reporting period, approximately 100% (2023: 100%) of the Group's trade receivables were due from 2 (2023: 2) customers.

The maximum exposure to credit risk at the reporting date is the carrying value of contract assets and each class of financial assets disclosed in Note 4 and Note 19 respectively. The Group does not hold collateral as security for its contract assets and financial assets.

To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forwarding-looking information, where applicable and available, which may include the following indicators:

- Internal credit rating
- External credit rating
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations
- Actual or expected significant changes in the operating results of the borrower
- Significant increases in credit risk on other financial instruments of the same borrower
- Significant changes in the value of the collateral supporting the obligation or in the quality of third-party or credit enhancements
- Significant changes in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the group and changes in the operating results of the borrower.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Credit risk (continued)

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 60 days past due in making contractual payment.

The Group determined that its financial assets are credit-impaired when:

- There is significant difficulty of the issuer or the borrower
- A breach of contract, such as a default or past due event
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganisation
- There is a disappearance of an active market for that financial asset because of financial difficulty

The Group categorises a loan or receivable for potential write-off when a debtor fails to make contractual payments more than 90 days past due. Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where loans and receivables have been written off, then Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

For the financial years ended 31 July 2024 and 2023, no material loss allowances have been recorded for both contract assets and trade receivables.

Financial assets that are neither past due nor impaired

Information regarding trade and other receivables that are neither past due nor impaired is disclosed in Note 19. Trade and other receivables that are neither past due nor impaired are with credit worthy debtors with good payment record with the Group. Deposits with licensed banks that are neither past due nor impaired are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 19.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(b) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and Company's liabilities at the reporting at the reporting date based on contractual undiscounted repayment obligations.

	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
Group				
2024				
Financial liabilities:				
Trade and other payables	25,067	–	–	25,067
Loans and borrowings	6,788	12,018	260	19,066
	31,855	12,018	260	44,133
2023				
Financial liabilities:				
Trade and other payables	17,002	–	–	17,002
Loans and borrowings	7,406	6,422	341	14,169
	24,408	6,422	341	31,171
Company				
2024				
Financial liabilities:				
Trade and other payables	1,911	–	–	1,911
2023				
Financial liabilities:				
Trade and other payables	579	–	–	579

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) Foreign currency risk

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

The Group has transactional currency exposures arising from sales or purchases or assets or liabilities that are denominated in a currency other than the functional currency of the Group. The foreign currencies in which these transactions are denominated are mainly United States Dollars ("USD").

Approximately 7% (2023: 7%) of the Group's costs are denominated in foreign currency and approximately 7% (2023: 7%) of sales are denominated in the foreign currency of the Group. The Group's trade payable and trade receivable balances at the reporting date have similar exposures.

The following table demonstrates the sensitivity of the Group's (loss)/profit net of tax to a reasonably possible change in the USD, SGD and RMB exchange rates against the functional currency of the Group, with all other variables held constant.

Sensitivity analysis for foreign currency risk

	2024	2023
	RM'000	RM'000
USD/RM		
– Strengthened 5% (2023: 5%)	1,554	1,921
– Weakened 5% (2023: 5%)	(1,554)	(1,921)
SGD/RM		
– Strengthened 5% (2023: 5%)	1,957	1,979
– Weakened 5% (2023: 5%)	(1,957)	(1,979)
RMB/RM		
– Strengthened 5% (2023: 5%)	(191)	(191)
– Weakened 5% (2023: 5%)	191	191

30. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit standing and healthy capital ratios in order to support its business and maximise shareholder value. The capital structure of the Group comprises issued share capital and retained earnings.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group is not subject to any externally imposed capital requirements. No changes were made in the objectives, policies or processes during the years ended 31 July 2024 and 2023.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 JULY 2024

31. DIVIDENDS

Declared and paid during the financial year:

Dividends on ordinary shares:

- Final exempt (one-tier) dividend for 2023: Nil Malaysian cents per share
(2022: 0.72 Malaysian cents per share)

Group and Company	
2024 RM'000	2023 RM'000
-	3,519

32. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 July 2024 were authorised for issue in accordance with a resolution of the directors on 6 November 2024.

STATISTICS OF SHAREHOLDERS

AS AT 17 OCTOBER 2024

Number of Ordinary Shares in issue	:	488,759,000
Number of Subsidiary Holdings Held	:	Nil
Number of Treasury Shares Held	:	241,000 ⁽¹⁾
Class of Shares	:	Ordinary
Voting Rights	:	One Vote each Ordinary

DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS AS AT 17 OCTOBER 2024

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	% ⁽²⁾
1 – 99	2	0.96	100	0.00
100 – 1,000	18	8.65	9,300	0.00
1,001 – 10,000	113	54.33	608,900	0.12
10,001 – 1,000,000	67	32.21	5,365,900	1.10
1,000,001 AND ABOVE	8	3.85	482,774,800	98.78
	208	100.00	488,759,000	100.00

Notes:

- (1) Representing 0.05% of total number of Ordinary Shares in issue
(2) Based on 488,759,000 shares (excluding shares held as treasury shares)

TWENTY LARGEST SHAREHOLDERS AS AT 17 OCTOBER 2024

NO.	SHAREHOLDER'S NAME	NO. OF SHARES	%
1	UOB KAY HIAN PTE LTD	426,734,700	87.31
2	LEE TEK MOOK @ LEE TEH MOH	30,100,000	6.16
3	PHILLIP SECURITIES PTE LTD	6,587,800	1.35
4	ABN AMRO CLEARING BANK N.V.	6,555,000	1.34
5	OCBC SECURITIES PRIVATE LTD	5,130,100	1.05
6	CGS INTERNATIONAL SECURITIES SINGAPORE PTE LTD	3,773,900	0.77
7	LB VENTURE CAPITAL PTE LTD	2,823,000	0.58
8	LAI KAM FONG	1,070,300	0.22
9	CITIBANK NOMINEES SINGAPORE PTE LTD	867,700	0.18
10	CHANG YEW KWONG	400,000	0.08
11	MAYBANK SECURITIES PTE LTD	323,200	0.07
12	TIGER BROKERS (SINGAPORE) PTE LTD	285,500	0.06
13	NG KIANG TONG	285,100	0.06
14	TAN JIAO JIE CHERIE	267,700	0.05
15	LIM CHIA NIE	187,400	0.04
16	IFAST FINANCIAL PTE LTD	180,400	0.04
17	RAFFLES NOMINEES (PTE) LIMITED	150,600	0.03
18	STEVE ANG CHA WEI	140,900	0.03
19	TAN SIEW BOOY	140,000	0.03
20	MOOMOO FINANCIAL SINGAPORE PTE LTD	122,900	0.03
	TOTAL	486,126,200	99.48

STATISTICS OF SHAREHOLDERS

AS AT 17 OCTOBER 2024

SUBSTANTIAL SHAREHOLDER

As record in the Registered of Substantial Shareholders

Name of shareholder	Direct Interest		Deemed interest	
	No of Share	%	No of Share	%
Dato' Sri Pek Kok Sam	304,779,400	62.35	5,844,100	1.2
Lee Tek Mook @ Lee Teh Moh	33,770,000	6.91	–	–

Note:

(1) Dato' Sri Pek Kok Sam is deemed interested in 25,000 (0.01%) ordinary shares of the Company held through Remparan Sdn.Bhd and 5,819,100 (1.19%) ordinary shares held through Ms Xu Liyan.

Dato' Sri Pek Kok Sam holds indirectly 99.99% of the issued share capital of Remparan Sdn. Bhd.

PERCENTAGE OF SHAREHOLDING IN PUBLIC'S HAND

Based on the information available to the Company as at 17 October 2024, approximately 15.00% of the Company's shares listed in the Singapore Exchange Securities Trading Limited ("SGX-ST") was held in the hands of the public. Accordingly, the Company has complied with Rule 723 of the Listing Manual of the SGX-ST.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting (“**AGM**”) of Southern Alliance Mining Ltd. (the “**Company**”) will be at Suntec Singapore Convention & Exhibition Centre, Level 3, Room 324 on Thursday, 28 November 2024 at 10.00 a.m. for the purpose of transacting the following business:

ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and the Audited Financial Statements of the Company for the financial year ended 31 July 2024 together with the Auditors’ Report thereon. **(Resolution 1)**
2. To re-elect Dato’ Teh Teck Tee, as a Director of the Company, who is retiring pursuant to Regulation 96 of the Company’s Constitution. **(Resolution 2)**
(See Explanatory Note 1)
3. To re-elect Dato’ Gainneos Jacob Goldie, as a Director of the Company, who is retiring by rotation pursuant to Regulation 96 of the Company’s Constitution. **(Resolution 3)**
(See Explanatory Note 2)
4. To note the retirement of Dato’ Sri Mohd Jamidan Bin Abdullah pursuant to Regulation 96 of the Company’s Constitution. **(Resolution 4)**
(See Explanatory Note 3)
5. To approve the payment of Directors’ fees of S\$274,600 for the financial year ending 31 July 2025. **(Resolution 5)**
6. To re-appoint Messrs Ernst & Young LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 6)**
7. To transact any other ordinary business which may properly be transacted at an annual general meeting.

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions as ordinary resolutions, with or without any modifications:

8. Authority to allot and issue shares

That pursuant to Section 161 of the Companies Act 1967 of Singapore (the “**Companies Act**”) and Rule 806 of the Listing Manual Section B: Rules of Catalist (“**Catalist Rules**”) of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), authority be and is hereby given to the Directors of the Company to:

- (a) (i) allot and issue shares in the Company (“**Shares**”) whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require Shares to be issued, including but not limited to, the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may in their absolute discretion deem fit; and

- (b) Notwithstanding that the authority conferred by this ordinary resolution may have ceased to be in force, allot and issue Shares in pursuance of any Instrument made or granted by the Directors of the Company while this resolution was in force, provided that:
 - (1) the aggregate number of new Shares to be issued pursuant to this resolution (including Shares to be issued in pursuance of Instruments made or granted pursuant to this resolution) shall not exceed 100% of the Company’s total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares to be allotted and issued other than on a pro-rata basis to existing shareholders of the Company (including Shares to be allotted and issued in pursuance of Instruments made or granted pursuant to this resolution) shall not exceed 50% of the Company’s total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below) or such other limit as may be prescribed by the Catalist Rules as at the date of this resolution in force;

NOTICE OF ANNUAL GENERAL MEETING

- (2) subject to such calculation and adjustments as may be prescribed by the SGX-ST, for the purpose of determining the aggregate number of Shares that may be allotted and issued under sub-paragraph (1) above, the percentage of total issued Shares shall be based on total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, at the time this resolution is passed after adjusting for:
- (a) new Shares arising from the conversion or exercise of the Instruments or any convertible securities;
 - (b) new Shares arising from exercising share options or vesting of share awards, provided that the share options or share awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (c) any subsequent bonus issue, consolidation or subdivision of Shares,
- adjustments in accordance with Rule 806(3)(a) or Rule 806(3)(b) of the Catalist Rules are only to be made in respect of new shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of passing of the resolution approving the mandate.
- (3) in exercising the authority conferred by this resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by SGX-ST) and all legal requirements under the Companies Act and the Company's Constitution; and
- (4) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until (i) the conclusion of the next Annual General Meeting of the Company or (ii) the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is earlier.
(See *Explanatory Note 4*) **(Resolution 6)**

9. Authority to allot and issue Shares under the Southern Alliance Mining Performance Share Plan

That pursuant to Section 161 of the Companies Act 1967 of Singapore and the provisions of the Southern Alliance Mining Performance Share Plan (the "**Share Plan**"), authority be and is hereby given to the Directors of the Company to allot and issue from time to time such number of Shares in the capital of the Company as may be required to be issued pursuant to the vesting of awards under the Share Plan, provided always that the aggregate number of additional ordinary Shares to be allotted and issued pursuant to the Share Option Scheme and the Share Plan collectively shall not exceed 15% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company from time to time.
(See *Explanatory Note 5*) **(Resolution 7)**

10. Renewal of Share Purchase Mandate

That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act 1967 (the "**Companies Act**"), and such other laws and regulations as may for the time being be applicable, approval be and is hereby given for the exercise by the Directors of all the powers of the Company to purchase or otherwise acquire issued ordinary shares in the share capital of the Company ("**Shares**") not exceeding in aggregate the Prescribed Limit (as hereafter defined), at such price(s) as may be determined by the Directors from time to time up to the Maximum Price (as hereafter defined), whether by way of:
 - (i) on-market share purchases ("**Market Purchase**"), transacted on the Singapore Exchange Securities Trading Limited ("**SGX-ST**") or as the case may be, other stock exchange ("**Other Exchange**") for the time being on which the Shares may be listed or quoted, through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
 - (ii) off-market share purchases ("**Off-Market Purchase**") (if effected otherwise than on the SGX-ST and/or the Other Exchange, as the case may be) in accordance with an equal access scheme(s) as may be determined or formulated by the Directors as they may consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act and the Catalist Rules;

and otherwise in accordance with all other laws, regulations and rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Purchase Mandate**");

NOTICE OF ANNUAL GENERAL MEETING

- (b) any Share that is purchased or otherwise acquired by the Company pursuant to the Share Purchase Mandate shall, at the absolute discretion of the Directors, either be cancelled, transferred for the purposes of or pursuant to any share incentive scheme(s) implemented or to be implemented by the Company, or held in treasury and dealt with in accordance with the Companies Act;
- (c) the authority conferred on the Directors pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the passing of this resolution and the expiring on the earlier of:
- (i) the conclusion of the next annual general meeting of the Company or the date on which such annual general meeting of the Company is required by law to be held;
 - (ii) the date on which the purchases or acquisitions of Shares pursuant to the Share Purchase Mandate are carried out to the full extent mandated; or
 - (iii) the date on which the authority contained in the Share Purchase Mandate is varied or revoked by an ordinary resolution of the shareholders of the Company in general meeting;
- (d) for the purposes of this resolution:

“Prescribed Limit” means 10% of the total issued ordinary share capital of the Company (excluding any treasury shares and subsidiary holdings) as at the date of passing of this resolution, unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period, in which event the total number of Shares of the Company shall be taken to be the total number of Shares of the Company as altered after such capital reduction (excluding any treasury shares and subsidiary holdings);

“Relevant Period” means the period commencing from the date on this resolution is passed and expiring on the date of the next annual general meeting of the Company is held or is required by law to be held, or the date on which the purchases of the Shares are carried out to the full extent mandated, whichever is earlier, unless prior to that, it is varied or revoked by resolution of the shareholders of the Company in general meeting;

“Maximum Price” in relation to the Shares to be purchased, means an amount (excluding brokerage, commission, applicable goods and services tax and other related expenses) not exceeding:

- (i) in the case of a Market Purchase, 105% of the Average Closing Price of the Shares; and
- (ii) in the case of an Off-Market Purchase, 120% of the Average Closing Price of the Shares,

where:

“Average Closing Price” means the average of the closing market prices of the Shares over the last five (5) Market Days on which the Shares are transacted on Catalist immediately preceding the date of the Market Purchase by the Company or, as the case may be, the date of the making of the offer pursuant to the Off-Market Purchase, and deemed to be adjusted, in accordance with the Catalist Rules, for any corporate action that occurs during the relevant five (5)-day period and the day which the purchases are made;

“date of making of the offer” means the date on which the Company makes an offer for the purchase or acquisition of Shares from Shareholders, stating therein the relevant terms of the equal access scheme for effecting the Off-Market Purchase; and

“Market Day” means a day on which the SGX-ST is open for trading in securities;

- (e) the Directors and/or any of them be and are hereby authorised to complete and do all such acts and things (including, without limitation, executing such documents as may be required) as they and/or he may consider desirable, expedient or necessary to give effect to the transactions contemplated by this resolution.
(See Explanatory Note 6) **(Resolution 8)**

NOTICE OF ANNUAL GENERAL MEETING

11. Renewal of Shareholders' Mandate for Interested Persons Transactions

- (a) That approval be and is hereby given for the purpose of Chapter 9 of the Catalist Rules for any of the Entities at Risk (as defined in the Appendix to the Annual report ("**Appendix**") to enter into any of the transactions falling within the types of interested persons transactions ("**IPTs**") (particulars of which are set out in the Appendix) with the Interested Persons in accordance with the guidelines of the Company for IPTs asset out in the Appendix, and subject to the review procedures for such IPTs as set out in the Appendix (the "**IPT Mandate**");
- (b) That such approval shall, unless revoked or varied by the Company in a general meeting, continue in force until the conclusion of the next Annual General Meeting of the Company;
- (c) That the Audit Committee of the Company be and is hereby authorised to take such action as it deems proper in respect of review procedures for the IPTs and/or to modify or implement such procedures as may be necessary to take into consideration any amendment to Chapter 9 of the Catalist Rules which may be prescribed by the SGX-ST from time to time; and
- (d) That the Directors of the Company and each of them be and are hereby authorised to do all such acts and things (including without limitation executing all such documents as may be required) as they may consider expedient or necessary or in the interest of the Company to give effect to the transactions contemplated and/or authorised by the proposed IPT Mandate and/or this resolution.

(See Explanatory Note 7)

(Resolution 9)

By Order of the Board

Helen Tong
Company Secretary

12 November 2024
Singapore

Explanatory Notes:

1. Dato' Teh Teck Tee will, upon re-election as a Director of the Company, remain as Non-Executive Non-Independent Chairman and continue as a member of the Remuneration Committee. Key information on Dato' Teh Teck Tee required pursuant to Rule 720(5) of the Catalist Rules can be found under "Additional Information on Directors Seeking Re-election at 2024 Annual General Meeting" of the Company's Annual Report 2024.
2. Dato' Gainneos Jacob Goldie will, upon re-election as a Director of the Company, remain as an Independent Director and continue as chairman of the Remuneration and Nominating Committees, member of the Audit and Sustainability Committees respectively. Key information on Dato' Gainneos Jacob Goldie required pursuant to Rule 720(5) of the Catalist Rules can be found under "Additional Information on Directors Seeking Re-election at 2024 Annual General Meeting" of the Company's Annual Report 2024. Dato' Gainneos Jacob Goldie will be considered independent for the purpose of Rule 704(7) of the Catalist Rules.
3. Dato' Sri Mohd Jamidan Bin Abdullah who retires under regulation 96 of the Company's Constitution, although eligible, has expressed his intention to retire at the conclusion of the AGM and will not be seeking for re-election. Dato' Sri Mohd Jamidan Bin Abdullah will retire from the Board of Directors at the conclusion of the AGM and will also concurrently cease to be a member of Audit, Remuneration and Nominating Committees. An announcement on the change to Board composition and Board committees shall be made after the conclusion of AGM in due course.
4. Ordinary Resolution 6 proposed in item 8 above, if passed, will empower the Directors of the Company, from the date of this Annual General Meeting until the date of the next Annual General Meeting, or the date by which the next Annual General Meeting is required by law to be held or the date such authority is revoked by the Company in a general meeting, whichever is the earliest, to allot and issue Shares and convertible securities in the Company. The aggregate number of Shares (including any Shares issued pursuant to the convertible securities) which the Directors may allot and issue under this resolution will not exceed 100% of the Company's total number of issued Shares (excluding treasury shares and subsidiary holdings), of which up to 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company may be issued other than on a pro-rata basis to existing shareholders.

NOTICE OF ANNUAL GENERAL MEETING

5. Ordinary Resolution 7 proposed in item 9 above, if passed, will authorise and empower the Directors of the Company, from the date of this Annual General Meeting until the date of the next Annual General Meeting, or the date by which the next Annual General Meeting is required by law to be held, whichever is the earlier, to allot and issue Shares in the Company, collectively of up to a number not exceeding in total 15% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company from time to time pursuant to the grant of share awards under the Share Plan.
6. Ordinary Resolution 8 proposed in item 10 above, if passed, will empower the Directors, effective until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held or such authority is varied or revoked by the Company at a general meeting, whichever is earliest, to make purchases (whether by way of Market Purchases or Off-Market Purchases on an equal access scheme) from time to time of up to 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) at prices up to but not exceeding the Maximum Price. The rationale for, the authority and limitation on, the sources of funds to be used for the purchase or acquisition including the amount of financing and the financial effects of the purchase or acquisition of Shares by the Company.

Please refer to the Appendix for more details.

7. Ordinary Resolution 9 proposed in item 11 above, if passed, will renew the IPT Mandate for certain transactions with interested persons and empower the Directors of the Company from the date of the above meeting until the date of the next Annual General Meeting to do all acts necessary to give effect to the resolution. This authority will, unless previously revoked or varied at a general meeting, expire at the conclusion of the next Annual General Meeting of the Company.

In accordance with the requirements under Chapter 9 of the Catalist Rules, Dato' Teh Teck Tee and Dato' Sri Pek Kok Sam, will abstain from voting, and will ensure that their associates abstain from voting, on Ordinary Resolution 9 relating to the IPT Mandate.

Notes

1. The AGM is being convened and will be held at Suntec Singapore Convention & Exhibition Centre, Level 3, Room 324. Any reference to a time of day is made by reference to Singapore time. There will be no option for Shareholders of the Company ("**Shareholders**") to participate virtually.

Printed copies of this Notice of AGM, accompanying Proxy Form and Annual Report request form will be sent by post to members. This Notice of AGM, Proxy Form and Annual Report will also be published electronically on SGXNET at <https://www.sgx.com/securities/company-announcements> and the Company's website at www.southernallianceminig.com.

Shareholders may request for printed copies of these documents by submitting the Annual Report request form via email to the Company, at general@SAMiningLtd.com by 18 November 2024. To be valid, the request must:

- (i) specify "Request for Printed Copies of 2024 Annual Report and Letter to Shareholders dated 12 November 2024" as the subject of the email; and
- (ii) state the following:
 - (1) the full name of the shareholder (as per CDP, CPF, SRS and/or scrip-based records);
 - (2) the mailing address of the shareholder;
 - (3) the telephone or mobile number of the shareholder; and
 - (4) the manner in which the shareholder holds shares in the Company (e.g., via CDP, CPF, SRS and/or scrip).

By submitting such request, a shareholder agrees and acknowledges that the Company and/or its service providers may collect, use and disclose his/her personal data, as contained in the submitted request or which is otherwise collected from him/her (or his/her authorised representative(s)), for the purpose of processing and effecting his/her request.

2. Appointment of Proxies

A member entitled to attend and vote at the AGM, who is not a relevant intermediary (as defined in Section 181 of the Companies Act 1967), is entitled to appoint one or two proxies to attend and vote in his/her stead. Where a member appoints more than one proxy, the appointments shall be invalid unless he/she/it specifies the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy.

NOTICE OF ANNUAL GENERAL MEETING

A member who is a relevant intermediary entitled to attend and vote at the AGM is entitled to appoint more than one proxy to attend and vote instead of the member, but each proxy must be appointed to exercise the rights attached to a different shareholding held by such member. Where such member appoints more than one proxy, it should annex to the Proxy Form the list of proxies, setting out, in respect of each proxy, the name, address, email address, NRIC/Passport Number and proportion of shareholding (number of shares and percentage) in relation to which each proxy has been appointed. For the avoidance of doubt, a CPF Agent Bank/SRS Operator who intends to appoint CPF/SRS investors as its proxies shall comply with this paragraph. The appointments shall be invalid unless the member specifies the number of shares in relation to which each proxy has been appointed in the Proxy Form.

Members may also vote at the AGM by appointing the Chairman of the AGM as his/her/its proxy to vote on their behalf.

The instrument appointing the proxy (the “**Proxy Form**”) must be submitted to the Company in the following manner:

- (a) **if submitted by post**, be deposited at the office of the Company’s Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619; or
- (b) **if submitted electronically**, be submitted via email to the Company’s Share Registrar, Tricor Barbinder Share Registration Services at sg.is.proxy@vistra.com; or

in any case, not later than 10.00 a.m. on Monday, 25 November 2024 (being 72 hours before the time fixed for the AGM) and in default the Proxy Form for the AGM shall not be treated as valid.

A member who wishes to submit a Proxy Form must first download, complete and sign the Proxy Form, before submitting it by post to the address provided above, or before scanning and sending it by email to the email address provided above.

The Proxy Form must be signed by the appointor or his attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be either under its common seal or signed on its behalf by a duly authorised officer or attorney. Where the Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the Proxy Form, failing which the Proxy Form may be treated as invalid.

The Company shall be entitled to reject the Proxy Form if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the Proxy Form (such as in the case where the appointor submits more than one Proxy Form).

In the case of a member whose Shares are entered against his/her name in the Depository Register, the Company may reject any Proxy Form as proxy lodged if such member, being the appointor, is not shown to have Shares entered against his/her name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by CDP to the Company.

Where a member (whether individual or corporate) appoints the Chairman of the AGM (or other than the Chairman of the Meeting) as his/her/its proxy, he/she/it must give specific instructions as to voting, or abstention from voting, in respect of a resolution in the form of proxy, failing which the appointment of the Chairman of the AGM (or other than the Chairman of the Meeting) as a proxy for that resolution will be treated as invalid.

SRS investors who wish to appoint the Chairman of the AGM as proxy should approach their respective agent banks or SRS operators to submit their votes by 10:00 a.m. Tuesday, 19 November 2024.

A proxy need not be a member of the Company.

3. Question and answer

Members can submit their questions related to the resolutions to be tabled at the AGM live at the AGM.

In order for members and CPF and SRS investors to submit questions in advance of the AGM, the questions must be submitted in the following manner by Tuesday, 19 November 2024:

- (i) via email to the Company, at general@SAMiningLtd.com; or
- (ii) in hard copy by sending personally or by post to the Company’s Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619.

NOTICE OF ANNUAL GENERAL MEETING

Members submitting questions are required to provide their particulars as follows:

- (a) Full name (for individuals)/company name (for corporates) as per CDP/SRS account records;
- (b) National Registration Identity Card Number or Passport Number (for individuals)/Company Registration Number (for corporates);
- (c) Number of shares in the capital of the Company held;
- (d) Contact Number; and
- (e) Email Address.

The Company will address all substantial and relevant questions raised at the AGM during the AGM itself and will address all substantial and relevant questions submitted in advance of the AGM by 10.00 a.m. on Saturday, 23 November 2024, which is at least 48 hours prior to the closing date and time for the lodgment of the proxy forms of 10.00 a.m. on Monday, 25 November 2024. After the cut-off time for the submission of questions, if there are subsequent clarifications sought which are considered to be substantial and relevant, or follow-up questions, this may be addressed at the AGM. The Company will publish the minutes of the AGM on SGXNET within one (1) month of AGM and the minutes will include the responses to the substantial and relevant questions which are addressed during the AGM.

Personal Data Privacy:

By submitting an instrument appointing the Chairman of the AGM and/or representative(s) as proxy to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines.

APPENDIX

APPENDIX DATED 12 NOVEMBER 2024

THIS APPENDIX IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. PLEASE READ IT CAREFULLY.

If you are in any doubt about its contents or the action you should take, you should consult your stockbroker, bank manager, solicitor, accountant or other professional adviser immediately.

Unless otherwise defined, capitalised terms used on this cover shall have the same meaning as ascribed to them in the section titled "DEFINITIONS" of this Appendix.

This Appendix is issued by Southern Alliance Mining Ltd. (the "**Company**") together with the 2024 Annual Report. The purpose of the Appendix is to provide Shareholders with the rationale for and information relating to, and to seek Shareholders' approval for the Proposed Renewal of Share Purchase Mandate and the Proposed Renewal of IPT General Mandate (as defined in the Appendix) to be tabled at the 2024 AGM. The AGM will be convened in a wholly physical format. Printed copies of the Notice of AGM and Proxy Form will be sent to the member via post. Printed copies of the Annual Report FY2024 and this Appendix will not be sent to members of the Company unless requested by the shareholder pursuant to a submitted request. Shareholders who wish to receive a printed copy of the AR FY2024 and Appendix are required to complete the Request Form and to return it to the Company by post or by email by 18 November 2024. The Notice of AGM and the accompanying proxy form are enclosed with the 2024 Annual Report which can be found on (i) the SGX-ST's website at the URL <https://www.sgx.com/securities/company-announcements>; and (ii) our Company's corporate website at the URL www.southernallianceminig.com.

If you have sold or transferred all your Shares, you should immediately forward this Appendix, the Notice of AGM and the accompanying proxy form to the purchaser or the transferee or to the bank, stockbroker or agent through whom the sale or the transfer was effected for onward transmission to the purchaser or the transferee.

*This Appendix has been reviewed by the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. (the "**Sponsor**"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**Exchange**") and the Exchange assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document. The Sponsor has also not drawn on any specific technical expertise in its review of this document.*

The contact person for the Sponsor is Ms Lim Hui Ling, 16 Collyer Quay, #10-00 Collyer Quay Centre, Singapore 049318, sponsorship@ppcf.com.sg.



SOUTHERN ALLIANCE MINING LTD.

(Company Registration Number. 201931423D)
(Incorporated in the Republic of Singapore)

APPENDIX

IN RELATION TO

- (I) PROPOSED RENEWAL OF THE SHARE PURCHASE MANDATE; AND
- (II) PROPOSED RENEWAL OF THE IPT GENERAL MANDATE.

APPENDIX

CONTENTS

	Page
DEFINITIONS	178
LETTER TO SHAREHOLDERS	183
1. INTRODUCTION	183
2. PROPOSED RENEWAL OF THE SHARE PURCHASE MANDATE	183
3. PROPOSED RENEWAL OF THE IPT GENERAL MANDATE	198
4. INTERESTS OF DIRECTORS AND SUBSTANTIAL SHAREHOLDERS	206
5. DIRECTORS' RECOMMENDATION	207
6. DIRECTORS' RESPONSIBILITY STATEMENT	207
7. DOCUMENTS AVAILABLE FOR INSPECTION	208

APPENDIX

DEFINITIONS

For the purpose of this Appendix, the following definitions apply throughout unless the context otherwise requires or otherwise stated:

- “ACRA”** : Accounting and Corporate Regulatory Authority
- “2024 Annual Report”** : The annual report of the Company for the financial year ended 31 July 2024
- “2023 AGM”** : The annual general meeting of the Company that was held at Suntec Singapore Convention & Exhibition Centre, Level 3, Room 334 on 23 November 2023 at 2.00 p.m., the notice of which is set out on pages 162 of the 2023 Annual Report
- “2024 AGM”** : The annual general meeting of the Company to be convened and held at Suntec Singapore Convention & Exhibition Centre, Level 3, Room 324 on 28 November 2024 at 10.00 a.m., the notice of which is set out on pages 169 of the 2024 Annual Report
- “AGM”** : The annual general meeting of the Company
- “Appendix”** : This appendix dated 12 November 2024 in relation to the Proposed Renewal of the Share Purchase Mandate and the Proposed Renewal of IPT General Mandate
- “Annual Agreement”** : Has the meaning ascribed to it in Section 3.8(a) of this Appendix
- “Aras Kuasa”** : Aras Kuasa Sdn. Bhd.
- “associated company”** : In relation to a corporation, means:
- (a) any corporation in which the corporation or its subsidiary has, or the corporation and its subsidiary together have, a direct interest in voting shares of not less than 20.0% but not more than 50.0% of the total votes attached to all the voting shares in the corporation; or
 - (b) any corporation, other than a subsidiary of the corporation or a corporation which is an associated company by virtue of paragraph (a), the policies of which the corporation or its subsidiary, or the corporation together with its subsidiary, is or are able to control or influence materially
- “Audit Committee”** : The audit committee of the Company for the time being or from time to time, as the case may be

APPENDIX

“Average Closing Price”	: The average of the closing market prices of a Share over the last five (5) Market Days, on which transactions in the share were recorded, before the day on which the purchase are made or, as the case may be, the date of the making of the offer pursuant to the Off-Market Purchase, and deemed to be adjusted, in accordance with the Catalist Rules, for any corporate action that occurs during the relevant five-day period and the day on which the purchases are made
“Board” or “Board of Directors”	: The board of directors of the Company for the time being or from time to time, as the case may be
“Catalist”	: The Catalist board of the SGX-ST
“Catalist Rules”	: The SGX-ST Listing Manual Section B: Rules of Catalist, as may be amended, modified or supplemented from time to time
“CDP”	: The Central Depository (Pte) Limited
“Managing Director” or “MD”	: The Managing Director of the Company for the time being
“Chief Operating Officer” or “COO”	: The Chief Operating Officer of the Company for the time being
“Companies Act”	: The Companies Act 1967 of Singapore, as may be amended, modified or supplemented from time to time
“Company”	: Southern Alliance Mining Ltd.
“Constitution”	: The constitution of the Company, as may be amended, modified or supplemented from time to time
“Date of Listing”	: The admission of the Company to Catalist on 26 June 2020
“Directors”	: The directors of the Company as at the Latest Practicable Date
“EPS”	: Earnings per Share
“FY2024”	: Financial year ended 31 July 2024
“Group”	: The Company and its subsidiaries, collectively
“HChem Marketing”	: HChem Marketing (M) Sdn. Bhd.
“Interested Person”	: (a) a Director, Chief Executive Officer, or Controlling Shareholder; or (b) an associate of any such Director, Chief Executive Officer, or Controlling Shareholder

APPENDIX

<i>“Interested Person Transaction”</i>	: A transaction between an entity at risk and an Interested Person
<i>“IPT General Mandate”</i>	: The general mandate obtained from the Shareholders pursuant to Chapter 9 of the Catalist Rules, authorising the Group, in its ordinary course of business, to enter into the transactions specified in paragraph 3.6 of this Appendix with any Mandated Interested Persons which are necessary for its day-to-day operations, provided that all such transactions are carried out on normal commercial terms and are not prejudicial to the interests of our Company and its minority Shareholders, subject to the guidelines and review procedures for such transactions
<i>“IRB”</i>	: The Malaysian Inland Revenue Board
<i>“IRB Guidelines”</i>	: The Malaysian Transfer Pricing Guidelines 2012 including updated Guidelines issued by IRB in July 2017
<i>“Latest Practicable Date”</i>	: 29 October 2024, being the latest practicable date prior to the date of this Appendix
<i>“LPS”</i>	: Loss per Share
<i>“Malaysian Transfer Pricing Rules”</i>	: Refers to the Gazette Order P.U.(A) 132 Income Tax (Transfer Pricing) Rules 2012
<i>“Mandated Interested Person”</i>	: Any person as defined in paragraph 3.5 of this Appendix
<i>“Mandated Interested Person Transaction”</i>	: Any transaction as defined in paragraph 3.6 of this Appendix
<i>“Market Day”</i>	: A day on which the SGX-ST is open for trading in securities
<i>“Market Purchase”</i>	: Has the meaning ascribed to it in Section 2.3.3(a) of this Appendix
<i>“MAS”</i>	: The Monetary Authority of Singapore
<i>“Maximum Number of Shares”</i>	: Has the meaning ascribed to it in Section 2.3.1 of this Appendix
<i>“Maximum Price”</i>	: Has the meaning ascribed to it in Section 2.3.4 of this Appendix
<i>“Multiline Trading”</i>	: Multiline Trading Sdn. Bhd.
<i>“Notice of AGM”</i>	: The notice of the 2024 AGM
<i>“NTA”</i>	: Net tangible assets
<i>“Offer Document”</i>	: The offer document dated 16 June 2020 issued by the Company (registered by the SGX-ST, acting as an agent on behalf of the Monetary Authority of Singapore on 16 June 2020) in respect of the Listing

APPENDIX

“Off-Market Purchase”	: Has the meaning ascribed to it in Section 2.3.3(b) of this Appendix
“Proposed Renewal of the Share Purchase Mandate”	: Has the meaning ascribed it Section 2.3 of the Appendix
“Proposed Renewal of IPT General Mandate”	: Has the meaning ascribed to it in Section 3.1 of this Appendix
“SGX-ST”	: Singapore Exchange Securities Trading Limited
“SFA”	: The Securities and Futures Act 2001 of Singapore, as may be amended, modified or supplemented from time to time
“Share Purchase(s)”	: The purchase or acquisition by the Company of its own Shares pursuant to the Share Purchase Mandate
“Share Purchase Mandate”	: The general mandate to enable the Company to purchase or otherwise acquire its issued Shares
“Shared Services”	: The information technology services that Aras Kuasa provides to the Group
“Shared Services Agreement”	: Has the meaning ascribed to it in Section 3.8(c)(i) of this Appendix
“Shared Services Cost”	: Has the meaning ascribed to it in Section 3.8(c)(i) of this Appendix
“Shareholders”	: Registered holders of Shares except that where the registered holder is CDP, the term “Shareholders” shall, in relation to such Shares and where the context admits, mean the persons named as Depositors in the Depository Register and whose Securities Accounts maintained with CDP are credited with the Shares
“Shares”	: Ordinary shares in the capital of the Company
“SIC”	: The Securities Industry Council of Singapore
“Similar Transactions”	: Has the meaning ascribed in Section 3.8(b)(i) of this Appendix
“Sponsor”	: PrimePartners Corporate Finance Pte. Ltd.
“Substantial Shareholder”	: A person who has an interest or interests in one (1) or more voting shares in the Company, and the total votes attached to that share, or those shares, is not less than 5% of the total votes attached to all the voting shares in the Company
“Take-over Code”	: The Singapore Code on Take-Overs and Merges

APPENDIX

Currencies and Units

“S\$” and “cents” : Singapore dollars and cents respectively, the lawful currency of the Republic of Singapore

“RM” and “sen” : Malaysian ringgit and sen respectively, the lawful currency of Malaysia

“%” or “per cent.” : Per centum or percentage

The terms **“Depositor”**, **“Depository”**, **“Depository Agent”** and **“Depository Register”** shall have the meanings ascribed to them, respectively, in Section 81SF of the SFA.

The term **“subsidiary”** shall have the meaning ascribed to it in Section 5 of the Companies Act.

The term **“treasury shares”** shall have the meaning ascribed to it in Section 76H of the Companies Act.

Words importing the singular shall, where applicable, include the plural and vice versa, and words importing the masculine gender shall, where applicable, include the feminine and neuter genders and vice versa. References to persons shall, where applicable, include corporations and limited liability partnerships.

Any reference in this Appendix to any enactment is a reference to that enactment as for the time being amended or re-enacted. Any word defined under the Companies Act, the SFA, the Catalist Rules or any statutory modification thereof and not otherwise defined in this Appendix, shall have the same meaning assigned to it under the Companies Act, the SFA, the Catalist Rules or any statutory modification thereof, as the case may be.

Any reference to a time of day in this Appendix shall be a reference to Singapore time unless otherwise stated.

Any discrepancies in figures included in this Appendix between the amounts and totals thereof are due to rounding. Accordingly, figures shown as totals in this Appendix may not be an arithmetic aggregation of the figures that precede them.

APPENDIX

LETTER TO SHAREHOLDERS

SOUTHERN ALLIANCE MINING LTD.

(Company Registration Number: 201931423D)
(Incorporated in the Republic of Singapore)

Board:

Dato' Teh Teck Tee (Non-Executive Non-Independent Chairman)
Dato' Sri Pek Kok Sam (Managing Director)
Dato' Sri Mohd Jamidan Abdullah (Lead Independent Director)
Mr Lim Wei Hung (Executive Director and Chief Operating Officer)
Mr Chin Chee Choon (Independent Director)
Mr Sim Chin Hoe (Independent Director)
Dato' Gainneos Jacob Goldie (Independent Director)

Registered Office:

9 Raffles Place
#26-01 Republic Plaza
Singapore 048619

12 November 2024

To: The Shareholders of Southern Alliance Mining Ltd.

Dear Sir/Madam

1. INTRODUCTION

- 1.1. We refer to the Notice of AGM which is set out on pages 169 to 175 of the 2024 Annual Report and published on (i) the SGX-ST's website at URL <https://www.sgx.com/securities/company-announcements>; and (ii) the Company's corporate website at URL www.southernalliancemining.com. The Directors intend to seek Shareholders' approval at the 2024 AGM for the following matters:
- (i) the Proposed Renewal of the Share Purchase Mandate; and
 - (ii) the Proposed Renewal of the IPT General Mandate.
- 1.2. The purpose of this Appendix is to provide Shareholders with information relating to and the reasons for the Proposed Renewal of the Share Purchase Mandate and the Proposed Renewal of the IPT General Mandate.
- 1.3. Shareholders should read this Appendix carefully and consider the recommendation of the Directors in paragraph 5 of this Appendix.

2. PROPOSED RENEWAL OF THE SHARE PURCHASE MANDATE

2.1. Background

Shareholders had approved the Share Purchase Mandate at the 2023 AGM to enable the Company to buy-back or otherwise acquire issued Shares. The Share Purchase Mandate was subsequently renewed at the annual general meeting of the Company held on 23 November 2023 and will expire on the date of the forthcoming AGM to be held on 28 November 2024 at 10.00 a.m. Accordingly, the Directors propose to seek the approval of Shareholders for the Proposed Renewal of the Share Purchase Mandate.

APPENDIX

2.2. Rationale for the Share Purchase Mandate

The rationale for the Company to undertake Share Purchases, is as follows:

- (a) in line with international practice, the Share Purchase Mandate will provide the Company with greater flexibility in managing its capital and maximising return to its Shareholders. To the extent that the Company has capital and surplus funds which are in excess of its financial needs, taking into account its growth and expansion plans, the Share Purchase Mandate will facilitate the return of excess cash and surplus funds to Shareholders in an expedient, effective and cost-efficient manner;
- (b) in managing its business, the Group strives to increase Shareholders' value by improving, inter alia, the return on equity and a Share Purchase is one way by which the return on equity may be enhanced;
- (c) Share Purchases may help mitigate short-term market volatility in the Company's share price, offset the effects of short-term speculation and bolster Shareholders' confidence;
- (d) insofar as it is permitted by law, the Share Purchase Mandate will permit the Directors to undertake Share Purchases which will enable the Directors to utilise the Shares which are purchased or acquired and held as treasury shares to satisfy the Company's obligation to furnish Shares to participants under the Southern Alliance Mining Performance Share Plan, thus giving the Company greater flexibility to select the method of providing Shares to its employees which would be most beneficial to the Company and its Shareholders;
- (e) all things being equal, purchases or acquisitions of Shares pursuant to the Share Purchase Mandate will result in a lower number of issued Shares being used for the purpose of computing EPS, if the purchased Shares are subsequently cancelled or during the period such Shares are held as treasury shares. Therefore, Share Purchases under the Share Purchase Mandate will improve the Company's EPS, which in turn is expected to have a positive impact on the fundamental value of the Shares;
- (f) Shares purchased under the Share Purchase Mandate will enable the Directors to utilise the Shares which are purchased or acquired and held as treasury shares to be sold for cash or transferred as consideration for the acquisition of shares in or assets of another company or assets of a person, which may be less dilutive than if new Shares were issued for this purpose; and
- (g) the Share Purchase Mandate will provide the Company the flexibility to undertake share repurchases at any time, subject to market conditions, during the period when the Share Purchase Mandate is in force.

APPENDIX

2.3. Authority and Limits of the Share Purchase Mandate

The authority and limitations placed on purchases or acquisitions of Shares by the Company under the Share Purchase Mandate, if renewed at the forthcoming AGM ("**Proposed Renewal of the Share Purchase Mandate**"), are summarised below:

2.3.1. Maximum Number of Shares

Only Shares which are issued and fully paid-up may be purchased or acquired by the Company. The total number of Shares which may be purchased or acquired by the Company pursuant to the Share Purchase Mandate shall not exceed 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) of the Company as at the date of the AGM on which the resolution authorising the proposed renewal of the Share Purchase Mandate is passed. Treasury shares and subsidiary holdings will be disregarded for purposes of computing the 10% limit.

Purely for illustration purposes, on the basis of 488,759,000 Shares in issue (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date and assuming no further Shares are issued on or prior to the forthcoming AGM, not more than 48,875,900 Shares, representing 10% of 488,759,000 Shares may be purchased by the Company pursuant to the Share Purchase Mandate.

While the Share Purchase Mandate would authorize a purchase or acquisition of Shares up to the 10% limit, shareholders should note that Share Purchase will only be undertaken if it can benefit the Company and Shareholders. Shareholders should note that Share Purchases may not be carried out to the full limit as authorized. No Share Purchases will be made in circumstances which would have or may have a material adverse effect on the liquidity and capital adequacy position and listing status of the Company and/or the Group as a whole.

Therefore in such a case and in order not to adversely affect the listing status of the Shares on the SGX-ST, the Company will not be permitted to undertake purchases or acquisitions of its Shares to the full 10% limit pursuant to the Share Buy-Back Mandate if it will result in the number of Shares held by public Shareholders falling below 10% of the remaining issued Shares of the Company. Accordingly, the Company is restricted to Share Purchase(s) of up to 27,172,000 Shares which would result in the number of Shares in the hands of the public to be reduced to 46,158,900 Shares, representing 10% of the issued Shares of the Company (excluding treasury shares and subsidiary holdings).

2.3.2. Duration of Authority

Purchases or acquisitions of Shares may be made, at any time and from time to time, on and from the date of the forthcoming AGM at which the renewal of the Share Purchase Mandate is approved, up to the earliest of:

- (a) the date on which the next AGM is held or required by law to be held;
- (b) the date on which the purchases or acquisitions of Shares by the Company pursuant to the Share Purchase Mandate are carried out to the full extent mandated; or
- (c) the date on which the authority conferred by the Share Purchase Mandate is revoked or varied by Shareholders in general meeting.

The Share Purchase Mandate may be renewed at each AGM or other general meetings of the Company.

APPENDIX

2.3.3. Manner of Purchases or Acquisitions of Shares

Purchases or acquisitions of Shares may be made by way of:

- (a) on-market share purchase(s) ("**Market Purchase**"), transacted on the SGX-ST, through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
- (b) off-market share purchase(s) ("**Off-Market Purchase**") effected pursuant to an equal access scheme in accordance with Section 76C of the Companies Act and the Catalist Rules.

The Directors may impose such terms and conditions which are not inconsistent with the Share Purchase Mandate, the Constitution, the Catalist Rules and the Companies Act, as they consider fit in the interests of the Company in connection with or in relation to any equal access scheme or schemes.

An Off-Market Purchase pursuant to an equal access scheme must, however, satisfy all the following conditions:

- (i) offers for the purchase or acquisition of Shares shall be made to every person who holds Shares to purchase or acquire the same percentage of their Shares;
- (ii) all of the abovementioned persons shall be given a reasonable opportunity to accept the offers made; and
- (iii) the terms of all the offers shall be the same, except that there shall be disregarded:
 - (a) differences in consideration attributable to the fact that offers may relate to Shares with different accrued dividend entitlements;
 - (b) differences in consideration attributable to the fact that the offers relate to Shares with different amounts remaining unpaid (if applicable); and
 - (c) differences in the offers introduced solely to ensure that each person is left with a whole number of Shares.

If the Company wishes to make an Off-Market Purchase in accordance with an equal access scheme, the Company must, as required under Rule 870 of the Catalist Rules, issue an offer document to all Shareholders containing at least the following information:

- (i) the terms and conditions of the offer;
- (ii) the period and procedures for acceptances;
- (iii) the reasons for the proposed Share Purchases;
- (iv) the consequences, if any, of Share Purchases by the Company that will arise under the Take-over Code or other applicable take-over rules;

APPENDIX

- (v) whether the Share Purchases, if made, could affect the listing of the Company's equity securities on the SGX-ST;
- (vi) details of any Share Purchases made by the Company in the previous 12 months (whether by way of Market Purchase or Off-Market Purchase), setting out the total number of Shares purchased, the purchase price per Share or the highest and lowest prices paid for the Share Purchases, where relevant, and the total consideration paid for the Share Purchases; and
- (vii) whether the Shares purchased or acquired by the Company will be cancelled or kept as treasury shares.

2.3.4. Maximum Purchase Price

The purchase price (excluding brokerage, commission, applicable goods and services tax and other related expenses) to be paid for the Shares will be determined by the Directors. The purchase price to be paid for the Shares as determined by the Directors must not exceed:

- (a) in the case of a Market Purchase, 105% of the Average Closing Price of the Shares; and
- (b) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price of the Shares,

in each case, excluding related expenses of the purchase, or acquisition (the "**Maximum Price**").

2.4. Status of Purchased Shares

Shares purchased or acquired by the Company are deemed cancelled immediately on purchase or acquisition (and all rights and privileges attached to the Shares will expire on such cancellation) unless such Shares are held by the Company as treasury shares. The total number of issued Shares will be diminished by the number of Shares purchased or acquired by the Company and which are not held as treasury shares.

Any Shares purchased or acquired and cancelled by the Company will be automatically delisted by the SGX-ST, and (where applicable) all certificates in respect thereof will be cancelled and destroyed by the Company as soon as reasonably practicable following the settlement of any such purchase or acquisition.

2.5. Treasury Shares

Under the Companies Act, Shares purchased or acquired by the Company may be held or dealt with as treasury shares. Some of the provisions on treasury shares under the Companies Act are summarised below:

2.5.1. Maximum holdings

The number of Shares held as treasury shares cannot at any time exceed 10% of the total number of issued Shares.

APPENDIX

2.5.2. Voting and other rights

The Company cannot exercise any right in respect of treasury shares and any purported exercise of such right is void. In particular, the Company cannot exercise any right to attend or vote at meetings and for the purposes of the Companies Act, the Company shall be treated as having no right to vote and the treasury shares shall be treated as having no voting rights.

In addition, no dividend may be paid, and no other distribution of the Company's assets may be made, to the Company in respect of treasury shares. However, the allotment of shares as fully paid bonus shares in respect of treasury shares is allowed. A subdivision or consolidation of any treasury shares into treasury shares of a smaller amount is also allowed so long as the total value of the treasury shares after the subdivision or consolidation is the same as before.

2.5.3. Disposal and Cancellation

Where Shares are held as treasury shares, the Company may at any time (but subject always to the Take-over Code):

- (a) sell the treasury shares for cash;
- (b) transfer the treasury shares for the purposes of or pursuant to an employees' share scheme;
- (c) transfer the treasury shares as consideration for the acquisition of shares in or assets of another company or assets of a person;
- (d) cancel the treasury shares; or
- (e) sell, transfer or otherwise use the treasury shares for such other purposes as may be prescribed by the Minister for Finance.

Under the Catalist Rules, the Company must immediately announce any sale, transfer, cancellation and/or use of treasury shares held by it stating the following:–

- (a) date of the sale, transfer, cancellation and/or use;
- (b) purpose of such sale, transfer, cancellation and/or use;
- (c) number of treasury shares sold, transferred, cancelled and/or used;
- (d) number of treasury shares before and after such sale, transfer, cancellation and/or use;
- (e) percentage of the number of treasury shares against the total number of shares outstanding in a class that is listed before and after such sale, transfer, cancellation and/or use; and
- (f) value of the treasury shares if they are used for a sale or transfer, or cancelled.

APPENDIX

2.6. Source of Funds

The Company intends to use internal sources of funds, external borrowings or a combination of internal resources and external borrowings to finance the purchases or acquisition of the Shares. The Directors do not propose to exercise the Share Purchase Mandate in such a manner and to such an extent that the liquidity and capital adequacy position and listing status of the Company and/or the Group would be materially affected.

2.7. Solvency Test

Under the Companies Act, any Share Purchases may only be made if the Company is solvent. It is an offence for a Director or manager of the Company to approve or authorise the Share Purchases, knowing that the Company is not solvent. For this purpose, a company is solvent if at the date of the payment referred to in Section 76F(4) of the Companies Act:

- (a) there is no ground on which the company could be found to be unable to pay its debts;
- (b) if -
 - (i) it is intended to commence winding up of the company within the period of 12 months immediately after the date of the payment, the company will be able to pay its debts in full within the period of 12 months after the date of commencement of the winding up; or
 - (ii) it is not intended so to commence winding up, the company will be able to pay its debts as they fall due during the period of 12 months immediately after the date of the payment; and
- (c) the value of the company's assets is not less than the value of its liabilities (including contingent liabilities) and will not, after the proposed purchase, acquisition, variation or release (as the case may be), become less than the value of its liabilities (including contingent liabilities).

2.8. Financial Effects

The financial effects arising from a purchase or acquisition of Shares pursuant to the Share Purchase Mandate of the Group and the Company will depend on, *inter alia*, whether the Shares are purchased or acquired out of profits and/or capital of the Company, the number of Shares purchased or acquired, the consideration paid for such Shares and whether the Shares purchased or acquired are held in treasury or cancelled. The financial effect on the audited financial statements of the Group and the Company will depend, *inter alia*, on the factors set out below:

2.8.1. Purchase or Acquisition out of Profits and/or Capital

Under the Companies Act, purchases or acquisitions of Shares by the Company may be made out of the Company's profits and/or capital so long as the Company is solvent.

Where the consideration paid by the Company for the purchase or acquisition of Shares is made out of profits, such consideration (excluding brokerage, commission, applicable goods and services tax and other related expenses) will correspondingly reduce the amount available for the distribution of cash dividends by the Company.

Where the consideration paid by the Company for the purchase or acquisition of Shares is made out of capital, the amount available for the distribution of cash dividends by the Company will not be reduced.

APPENDIX

2.8.2. Number of Shares Acquired or Purchased

Based on 488,759,000 issued Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date and assuming no further Shares are issued on or prior to the forthcoming AGM, the exercise in full of the Share Purchase Mandate as summarised in Section 2.3.1, on the Latest Practicable Date, would result in the purchase or acquisition of 27,172,000 Shares.

2.8.3. Maximum Price Paid for Shares Acquired or Purchased

In the case of Market Purchases by the Company and assuming that the Company purchases or acquires 27,172,000 Shares at the Maximum Price of S\$0.4305 per Share (being the price equivalent to 5% above the Average Closing Price of the Shares for the five (5) consecutive Market Days on which the Shares were traded on Catalist immediately preceding the Latest Practicable Date), the maximum amount of funds required for the purchase or acquisition of the 27,172,000 Shares is S\$11,697,546 (excluding brokerage, commission, applicable goods and services tax and other related expenses).

In the case of Off-Market Purchases by the Company and assuming that the Company purchases or acquires 27,172,000 Shares at the Maximum Price of S\$0.492 per Share (being the price equivalent to 20% above the Average Closing Price of the Shares for the five (5) consecutive Market Days on which the Shares were traded on Catalist immediately preceding the Latest Practicable Date), the maximum amount of funds required for the purchase or acquisition of the 27,172,000 Shares is S\$13,368,624 (excluding brokerage, commission, applicable goods and services tax and other related expenses).

2.8.4. Illustrative Financial Effects

For illustrative purposes only, assuming that the Company had purchased the Maximum Number of Shares pursuant to the Share Purchase Mandate in a Market Purchase or Off-Market Purchase, the financial effects of: (a) the purchase of the Maximum Number of Shares by the Company at the Maximum Price pursuant to the Share Purchase Mandate by way of purchases made out of capital and profits and held as treasury shares; and (b) the purchase of the Maximum Number of Shares by the Company at the Maximum Price pursuant to the Share Purchase Mandate by way of purchases made out of capital and profits and cancelled, on the audited financial statements of the Group for year ended 31 July 2024 (“FY2024”) are set out below.

The financial effects are prepared on the following assumptions:

- (a) the Company has 488,759,000 issued and paid-up Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date, and no additional Shares were issued on or prior to the 2024 AGM;
- (b) while the Share Purchase Mandate would authorize a purchase or acquisition of Shares up to the 10% of the issued and paid-up Shares, the Company is restricted to Share Purchases of up to 27,172,000 Shares which would result in the number of Shares in the hands of the public to be reduced to 46,158,900 Shares, representing 10% of the issued Shares of the Company;

APPENDIX

- (c) the purchase of the Maximum Number of Shares pursuant to the Share Purchase Mandate had taken place on 1 August 2023 for the purpose of computing the financial effects on the LPS of the Group;
- (d) 50% of such purchase or acquisition of Shares is financed by the internal resources of the Group available as at 1 August 2023 and the balance via short term borrowing. The rationale for not fully utilising the internal funding is due to the need to provide sufficient internal resources to ensure smooth operations of the Group;
- (e) part of the internal resources utilised for the purchase or acquisition of the Shares would be disbursed from the Company's subsidiaries to the Company;
- (f) the consideration for the purchase or acquisition of the Shares (excluding brokerage, stamp duties, commission, applicable goods and services tax, clearance fees and other related expenses) is financed by internal sources of funds and external borrowings;
- (g) transaction costs incurred for the purchase or acquisition of the Shares are assumed to be insignificant and have been disregarded; and
- (h) based on the exchange rate of S\$1.00: RM3.2982 as at the Latest Practicable Date, obtained from the website of the MAS.

The illustrations set out below are based on the audited financial statements of the Company and the Group for FY2024 and are purely for illustrative purposes only. Accordingly, such illustrations are not representative or otherwise indicative of future financial performance of the Company and/or the Group.

APPENDIX

A. Market/Off-Market Purchases made entirely out of profits and held as treasury shares

	GROUP			COMPANY		
	Before Share Purchase	After Share Purchase		Before Share Purchase	After Share Purchase	
		Shares assuming Market Purchase	Shares assuming Off-Market Purchase		Shares assuming Market Purchase	Shares assuming Off-Market Purchase
As at 31 July 2024	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Share capital	218,154	218,154	218,154	218,154	218,154	218,154
Shareholders' funds ⁽¹⁾	337,104	298,523	293,012	215,583	177,002	171,491
NTA ⁽²⁾	337,104	298,523	293,012	215,583	177,002	171,491
Current assets	221,138	201,848	199,092	15,209	15,209	15,209
Current liabilities	28,016	47,307	50,062	1,911	40,492	46,003
Working capital	193,122	154,541	149,030	13,298	-25,283	-30,794
Total borrowings	17,432	36,723	39,478	–	–	–
Cash and cash equivalents	134,534	115,244	112,488	2,987	2,987	2,987
Loss after tax and minority interest	-4,427	-4,427	-4,427	-5,503	-5,503	-5,503
Number of Shares (excluding treasury shares) ('000)	488,759	461,587	461,587	488,759	461,587	461,587
Number of treasury shares ('000)	241	27,413	27,413	241	27,413	27,413
Financial Ratios						
NTA per Share (sen) ⁽³⁾	68.97	64.67	63.48	44.11	38.35	37.15
Weighted average number of Shares ('000)	488,759	461,587	461,587	488,759	461,587	461,587
Gearing ratio (times) ⁽⁴⁾	0.05	0.12	0.13	–	–	–
Current ratio (times) ⁽⁵⁾	7.89	4.27	3.98	7.96	0.38	0.33
LPS (sen)	-0.91	-0.96	-0.96	-1.13	-1.19	-1.19

Notes:

- Shareholders' funds exclude minority interests.
- NTA refers to net assets less intangible assets and minority interests.
- NTA per Share is computed based on the NTA (i.e., net assets less intangible assets and minority interests) divided by the number of Shares issued.
- Gearing ratio equals to total borrowings divided by shareholders' funds.
- Current ratio equals to current assets divided by current liabilities.

APPENDIX

B. Market/Off-Market Purchases made entirely out of capital and cancelled

	GROUP			COMPANY		
	Before Share Purchase RM'000	After Share Purchase		Before Share Purchase RM'000	After Share Purchase	
		Shares assuming Market Purchase RM'000	Shares assuming Off-Market Purchase RM'000		Shares assuming Market Purchase RM'000	Shares assuming Off-Market Purchase RM'000
As at 31 July 2024						
Share capital	218,154	179,573	174,062	218,154	179,573	174,062
Shareholders' funds ⁽¹⁾	337,104	298,523	293,012	215,583	177,002	171,491
NTA ⁽²⁾	337,104	298,523	293,012	215,583	177,002	171,491
Current assets	221,138	201,848	199,092	15,209	15,209	15,209
Current liabilities	28,016	47,307	50,062	1,911	40,492	46,003
Working capital	193,122	154,541	149,030	13,298	-25,283	-30,794
Total borrowings	17,432	36,723	39,478	-	-	-
Cash and cash equivalents	134,534	115,244	112,488	2,987	2,987	2,987
Loss after tax and minority interest	-4,427	-4,427	-4,427	-5,503	-5,503	-5,503
Number of Shares (excluding treasury shares) ('000)	488,759	461,587	461,587	488,759	461,587	461,587
Number of treasury shares ('000)	241	241	241	241	241	241
Financial Ratios						
NTA per Share (sen) ⁽³⁾	68.97	64.67	63.48	44.11	38.35	37.15
Weighted average number of Shares ('000)	488,759	461,587	461,587	488,759	461,587	461,587
Gearing ratio (times) ⁽⁴⁾	0.05	0.12	0.13	-	-	-
Current ratio (times) ⁽⁵⁾	7.89	4.27	3.98	7.96	0.38	0.33
LPS (sen)	-0.91	-0.96	-0.96	-1.13	-1.19	-1.19

Notes:

- Shareholders' funds exclude minority interests.
- NTA refers to net assets less intangible assets and minority interests.
- NTA per Share is computed based on the NTA (i.e., net assets less intangible assets and minority interests) divided by the number of Shares issued.
- Gearing ratio equals to total borrowings divided by shareholders' funds.
- Current ratio equals to current assets divided by current liabilities.

APPENDIX

Shareholders should note that the financial effects, based on the respective aforementioned assumptions, are for illustrative purposes only. In particular, it is important to note that it is not possible for the Company to realistically calculate or quantify the impact of purchases or acquisitions that may be made pursuant to the Share Purchase Mandate on the NTA per Share and LPS as the resultant effect would depend on the factors such as the aggregate number of Shares purchased, the purchase price paid at the relevant time, and the amount (if any) borrowed by the Company to fund the purchases or acquisitions. The above analysis is based on historical numbers as at 31 July 2024, and is not necessarily representative of future financial performance.

It should also be noted that purchases or acquisitions of Shares by the Company pursuant to the Share Purchase Mandate would only be made in circumstances where it is considered to be in the best interest of the Company, and the purchases or acquisitions of Shares may not be carried out to the full 10% as mandated. Further, the Directors would emphasise that they do not propose to carry out Share Purchase to such an extent that would, or in circumstances that might, result in a material adverse effect on the financial position of the Company or the Group, or results in the Company being delisted from the SGX-ST. The Company will take into account both financial and non-financial factors (for example, share market conditions and the performance of the Shares) in assessing the relative impact of a Share Purchase before execution.

2.9. Tax Implications

Shareholders who are in doubt as to their respective tax positions or the tax implications of Share Purchases by the Company or to who may be subject to tax whether in or outside Singapore should consult their own professional advisers.

2.10. Catalist Rules

The Catalist Rules specify that a listed company shall report all purchases or acquisitions of its shares to the SGX-ST not later than 9.00 a.m.:

- (a) in the case of a Market Purchase, on the Market Day following the day of purchase or acquisition of any of its shares; and
- (b) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptances of the offer.

Such announcement (which must be in the form of Appendix 8D to the Catalist Rules) must include, *inter alia*, the details of the date of the purchase, the total number of shares purchased, the number of shares cancelled, the number of shares held as treasury shares, the purchase price per share or the highest and lowest prices paid for such shares, as applicable, and the total consideration (including stamp duties and clearing charges) paid or payable for the shares, the number of shares purchased as at the date of announcement (on a cumulative basis), the number of issued Shares excluding treasury shares and subsidiary holdings, and the number of treasury shares held after the purchase.

APPENDIX

The Catalyst Rules do not expressly prohibit any purchase or acquisition of its own shares by a listed company during any particular time or times. However, as the Company would be regarded as an “insider” in relation to any proposed purchase or acquisition of its issued Shares, the Company will not undertake any purchase or acquisition of Shares pursuant to the Share Purchase Mandate at any time after a price-sensitive development has occurred or has been the subject of a decision of the Directors until such time as the price-sensitive information has been publicly announced or disseminated in accordance with the requirements of the Catalyst Rules.

In particular, the Company would not purchase or acquire any Shares during the period of one (1) month immediately preceding the announcement of the Company’s half-year and full-year results of the financial year.

Rule 723 of the Catalyst Rules requires a listed company to ensure that at least 10% of any class of its listed securities (excluding treasury shares, preference shares and convertible equity securities) must be held by public shareholders. As at the Latest Practicable Date, approximately 73,330,900 of the issued Shares are held by public shareholders, representing approximately 15.00% of the total number of issued Shares.

Assuming that the Company purchases its Shares up to the full 10% limit pursuant to the Share Purchase Mandate from the public, the number of issued Shares held by public shareholders would be reduced to 24,455,000 Shares, representing approximately 5.56% of the remaining issued Shares of the Company. Therefore in such a case and in order not to adversely affect the listing status of the Shares on the SGX-ST, the Company will not be permitted to undertake purchases or acquisitions of its Shares to the full 10% limit pursuant to the Share Buy-Back Mandate if it will result in the number of Shares held by public Shareholders falling below 10% of the remaining issued Shares of the Company. Accordingly, the Company is restricted to Share Purchase(s) of up to 27,172,000 Shares which would result in the number of Shares in the hands of the public to be reduced to 46,158,900 Shares, representing 10% of the issued Shares of the Company (excluding Treasury Shares and subsidiary holdings). In undertaking any Share Buy-Back, the Directors will use their best efforts to ensure that, notwithstanding such Share Buy-Back, a sufficient float in the hands of the public will be maintained so that the Share Buy-Back will not adversely affect the listing status of the Shares on the SGX-ST, cause market illiquidity or adversely affect the orderly trading of the Shares.

2.11. Take-over Implications

Appendix 2 of the Take-over Code contains the Share Buy-Back Guidance Note. The take-over implications arising from any purchase or acquisition by the Company of its Shares are set out below.

2.11.1. Obligation to make a take-over offer

If, as a result of any purchase or acquisition by the Company of its Shares, a Shareholder’s proportionate interest in the voting capital of the Company increases, such increase will be treated as an acquisition for the purposes of the Take-over Code. If such increase results in the change of effective control (as defined in the Take-over Code), or, as a result of such increase, a Shareholder or group of Shareholders acting in concert obtains or consolidates effective control of the Company, such Shareholder or group of Shareholders acting in concert could become obliged to make a take-over offer for the Company under Rule 14 of the Take-over Code.

APPENDIX

2.11.2. Persons Acting in Concert

Under the Take-over Code, persons acting in concert comprise individuals or companies who, pursuant to an agreement or understanding (whether formal or informal), co-operate, through the acquisition by any of them of shares in a company, to obtain or consolidate effective control of that company.

Unless the contrary is established, the following persons will be presumed to be acting in concert:

- (a) a company with its parent company, subsidiaries, fellow subsidiaries, any associated companies of the foregoing companies, any company whose associated companies include any of the foregoing companies, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the foregoing companies for the purchase of voting rights;
- (b) a company with any of its directors, together with their close relatives, related trusts and any companies controlled by any of the directors, their close relatives and related trusts;
- (c) a company with any of its pension funds and employee share schemes;
- (d) a person with any investment company, unit trust or other fund in respect of the investment account which such person manages on a discretionary basis;
- (e) a financial or other professional adviser, including a stockbroker, with its client in respect of the shareholdings of the adviser and the persons controlling, controlled by or under the same control as the adviser and all the funds which the adviser manages on a discretionary basis, where the shareholdings of the adviser and any of those funds in the client total 10% or more of the client's equity share capital;
- (f) directors of a company, together with their close relatives, related trusts and companies controlled by any of such directors, their close relatives and related trusts, which is subject to an offer or where the directors have reason to believe a bona fide offer for their company may be imminent;
- (g) partners; and
- (h) an individual, his close relatives, his related trusts, any person who is accustomed to act according to his instructions, companies controlled by any of the foregoing persons and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the foregoing persons and/or entities for the purchase of voting rights.

For this purpose, ownership or control of at least 20% but not more than 50% of the voting rights of a company will be regarded as the test of associated company status.

The circumstances under which Shareholders, including Directors and persons acting in concert with them respectively, will incur an obligation to make a take-over offer under Rule 14 of the Take-over Code after a purchase or acquisition of Shares by the Company are set out in Appendix 2 of the Take-over Code.

APPENDIX

2.11.3. **Effect of Rule 14 and Appendix 2 of the Take-over Code**

In general terms, the effect of Rule 14 and Appendix 2 of the Take-over Code is that, unless exempted, Directors and persons acting in concert with them will incur an obligation to make a take-over offer under Rule 14 if, as a result of the Company purchasing or acquiring its issued Shares, the voting rights of such Directors and the persons acting in concert with them would increase to 30% or more, or in the event that such Directors and the persons acting in concert with them hold between 30% and 50% of the Company's voting rights, if the voting rights of such Directors and the persons acting in concert with them would increase by more than 1% in any period of six months.

Under Appendix 2 of the Take-over Code, a Shareholder who is not acting in concert with the Directors will not be required to make a take-over offer under Rule 14 if, as a result of the Company purchasing or acquiring its Shares, the voting rights of such Shareholder in the Company would increase to 30% or more, or, if such Shareholders holds between 30% and 50% of the Company's voting rights, the voting rights of such Shareholders would increase by more than 1% in any period of six months. Such a Shareholder need not abstain from voting in respect of the Ordinary Resolution authorising the Share Purchase Mandate.

Shareholders are advised to consult their professional advisers and/or the SIC at the earliest opportunity as to whether an obligation to make a takeover offer would arise by reason of any Share Purchases by the Company.

2.11.4. **Application of the Take-over Code**

The interests of the Directors and Substantial Shareholders of the Company in the Shares as at the Latest Practicable Date are disclosed in Section 4 below. As at the Latest Practicable Date, as far as the Company is aware, none of the Directors or Substantial Shareholders of the Company would become obliged to make a takeover offer for the Company under Rule 14 of the Take-over Code as a result of the Share Purchases by the Company of the maximum limit of 10% of the total number of issued Shares as at the Latest Practicable Date. Shareholders are advised to consult their professional advisers and/or the SIC and/or the relevant authorities at the earliest opportunity as to whether an obligation to make a takeover offer would arise by reason of any Share Purchases by the Company pursuant to the Share Purchase Mandate.

2.12. **Shares Purchases in the Previous 12 Months**

The Company has not purchased or acquired any Shares during the twelve (12) months period immediately preceding the Latest Practicable Date.

APPENDIX

2.13. Limits on Shareholdings

The Company does not have any limits on the shareholding of any Shareholder.

2.14. Reporting Requirements under the Companies Act

Within 30 days of the passing of the Shareholders' resolution to approve the Proposed Renewal of the Share Purchase Mandate, the Company shall lodge a copy of the resolution with ACRA. Within 30 days of a Share Purchase on Catalist or otherwise, the Company shall lodge with ACRA a notice of the purchase or acquisition in the prescribed form, such notification including, inter alia, the date of the purchase or acquisition, the number of Shares purchased or acquired by the Company, the number of Shares cancelled, the number of Shares held as treasury shares, the Company's issued ordinary share capital before and after the Share Purchase, the amount of consideration paid by the Company for the Share Purchase, and whether the Shares were purchased or acquired out of the profits or the capital of the Company.

3. PROPOSED RENEWAL OF THE IPT GENERAL MANDATE

3.1. BACKGROUND

The IPT General Mandate was adopted by the Company's then Shareholders on 11 June 2020, and was effective from the Date of Listing pursuant to Rule 920(2) of Chapter 9 of the Catalist Rules by way of the Offer Document issued by the Company dated 16 June 2020 and was expressed to take effect until the earlier of the following: (a) the conclusion of our Company's first AGM following the Date of Listing; or (b) the first anniversary of the Date of Listing. At the 2023 AGM, the IPT General Mandate was renewed. As such, the IPT General Mandate will expire upon the conclusion of the forthcoming AGM. Pursuant to Rule 920 of the Catalist Rules, the Company will seek Shareholders' approval for the Proposed Renewal of the IPT General Mandate.

The Proposed Renewal of the IPT General Mandate will enable the Group, in its ordinary course of business, to enter into the Interested Person Transactions specified in paragraph 3.6 below with any Mandated Interested Persons, provided that such transactions are made on normal commercial terms, will not be prejudicial to the interests of the Company and its minority Shareholders, and are in accordance with the guidelines and review procedures for such transactions set out in paragraph 3.8 of this Appendix.

3.2. PARTICULARS OF THE IPT GENERAL MANDATE TO BE RENEWED

The categories of transactions, procedures, and entities at risk and Interested Persons to which the Proposed Renewal of IPT General Mandate will apply to are the same as that of the IPT General Mandate renewed at the 2023 AGM.

The renewed IPT General Mandate will take effect from the passing of the ordinary resolution relating thereto at the forthcoming AGM, and will (unless revoked or varied by our Company in a general meeting) continue in force until the conclusion of the next AGM. Approval from Shareholders will be sought for the renewal of the IPT General Mandate at the next AGM and each subsequent AGM, subject to satisfactory review by the Audit Committee of its continued relevance and application to the transactions with the Mandated Interested Persons, and its confirmation that the methods and review procedures for the transactions with the Mandated Interested Persons are sufficient to ensure that the transactions are carried out on normal commercial terms and will not be prejudicial to the interests of our Company and its minority Shareholders.

APPENDIX

3.3. CHAPTER 9 OF THE CATALIST RULES

Chapter 9 of the Catalist Rules governs transactions which a listed company or any of its subsidiaries or associated companies enters into or proposes to enter into with a party who is an Interested Person of the listed company. The objective of Chapter 9 (as stated in Rule 901 of the Catalist Rules) is to guard against the risk that the Interested Persons could influence a listed company, its subsidiaries or associated companies to enter into transactions with Interested Persons that may adversely affect the interests of the listed company or its shareholders.

Pursuant to Rule 905 of the Catalist Rules, a listed company must make an immediate announcement of any Interested Person Transaction of a value equal to, or more than 3.0% of the Group's latest audited NTA. If the aggregate value of all transactions entered into with the same Interested Person during the same financial year amounts to 3.0% or more of the Group's latest audited NTA, the listed company must make an immediate announcement of the latest transaction and all future transactions entered into with that same Interested Person during that financial year.

Pursuant to Rule 906 of the Catalist Rules, a listed company must obtain shareholder approval for any Interested Person Transaction of a value equal to, or more than:

- (a) 5.0% of the Group's latest audited NTA; or
- (b) 5.0% of the Group's latest audited NTA, when aggregated with other transactions entered into with the same Interested Person during the same financial year. However, a transaction which has been approved by shareholders, or is the subject of aggregation with another transaction that has been approved by shareholders, need not be included in any subsequent aggregation.

3.4. ENTITIES AT RISK CONTEMPLATED UNDER THE IPT GENERAL MANDATE

For the purposes of the IPT General Mandate, an "entity at risk" means:

- (a) the Company;
- (b) a subsidiary of the Company (excluding subsidiaries listed on the SGX-ST or an approved exchange); or
- (c) an associated Company of our Company (other than an associated Company that is listed on the SGX-ST or an approved exchange) over which the Group, or the Group and its Interested Person(s), has or have control.

3.5. NAMES OF MANDATED INTERESTED PERSONS CONTEMPLATED UNDER THE IPT GENERAL MANDATE

The IPT General Mandate will apply to the transactions that are carried out between the Group and the following persons (collectively, the "Mandated Interested Persons" and each a "Mandated Interested Person"):

- (i) Aras Kuasa

The Managing Director, Dato' Sri Pek Kok Sam, the Non-Executive Non-Independent Chairman, Dato' Teh Teck Tee, and Substantial Shareholder, Dato' Lee Tek Mook @ Lee Teh Moh hold in aggregate 100.0% of the issued share capital of Aras Kuasa. Aras Kuasa is principally engaged in the exploration, mining, processing and sale of minerals such as bauxite and base metals in Malaysia. We will procure Shared Services from Aras Kuasa.

APPENDIX

(ii) HChem Marketing

HChem Marketing is incorporated in Malaysia and is principally engaged in the business of dealing in engine lubricant and other related products. The Managing Director, Dato' Sri Pek Kok Sam and his wife, Ms. Xu Liyan, hold in aggregate 100.0% of the issued share capital of HChem Marketing. The Company may from time to time purchase lubricants from HChem Marketing for heavy equipment.

(iii) Multiline Trading

Multiline Trading is incorporated in Malaysia and is principally engaged in the business of provision of transportation services. The Managing Director, Dato' Sri Pek Kok Sam, and his brother, Mr. Pek Kok Hua, hold in aggregate 100.0% of the issued share capital of Multiline Trading. Multiline Trading is principally engaged in the business of provision of hiring and transportation services. The Company engage Multiline Trading for, *inter alia*, the transportation of its iron ore products to ports or to our customers' premises. As Multiline Trading is also in the business of trading of spare parts and equipment for heavy machinery and vehicles, the Company may from time to time purchase such products from Multiline Trading.

The Company's finance department shall maintain a list of the Interested Persons and their associates (which will be updated immediately if there are any changes) to enable identification of the Interested Persons. The list of Interested Persons shall be reviewed on a quarterly basis by the COO and be subject to such verifications or declarations as required by the Audit Committee for such period as determined by them.

3.6. **CATEGORIES OF THE INTERESTED PERSON TRANSACTIONS CONTEMPLATED UNDER THE IPT GENERAL MANDATE**

The IPT General Mandate will apply to the following transactions between the Group and the Mandated Interested Persons ("**Mandated Interested Person Transactions**"), including but not limited to:

- (i) The procurement of hiring and transportation services by the Group from Multiline Trading;
- (ii) The purchase of lubricants by the Group from HChem Marketing;
- (iii) The procurement of spare parts and equipment by the Group from Multiline Trading; and
- (iv) The procurement of Shared Services by the Group from Aras Kuasa pursuant to the Shared Services Agreement.

The Mandated Interested Person Transactions relate to the provision to, or obtaining from, Mandated Interested Persons of products and services in the ordinary course of business of the Group or which are necessary for the day-to-day operations, but not in respect of the purchase or sale of assets, undertakings or businesses. Transactions with the Mandated Interested Persons which do not fall within the ambit of the Mandated Interested Person Transactions will be subject to the relevant provisions of Chapter 9 of the Catalist Rules and/or other applicable provisions of the Catalist Rules.

APPENDIX

3.7. RATIONALE FOR AND BENEFITS OF THE PROPOSED RENEWAL OF THE IPT GENERAL MANDATE

The IPT General Mandate (and its subsequent renewal thereafter on an annual basis) is intended to facilitate the Mandated Interested Person Transactions in the ordinary course of business of the Group as described in section 3.6 above, which the Directors envisage are likely to be transacted with some frequency and from time to time with the Interested Persons, provided that they are carried out on the Group's normal commercial terms and are not prejudicial to the interests of the Company and its minority Shareholders.

The IPT General Mandate will enhance the ability of companies in the Group to pursue business opportunities which are time-sensitive in nature, and will eliminate the need for the Company to announce, or to announce and convene separate general meetings on each occasion to seek Shareholders' approval for the entry by the relevant company in the Group into such transactions. This will substantially reduce the expenses associated with the convening of general meetings on an ad hoc basis, improve administrative efficacy considerably, and allow manpower resources and time to be channelled towards attaining other corporate objectives.

3.8. GUIDELINES AND REVIEW PROCEDURES UNDER THE IPT GENERAL MANDATE

The Company has implemented the following internal controls system as well as methods and procedures, to ensure that Mandated Interested Person Transactions with the Mandated Interested Persons will be carried out on normal commercial terms, supported by independent valuation where appropriate, and are consistent with the Group's usual business policies and practices and are not prejudicial to the interests of our Company and our minority Shareholders.

In particular, the following methods and/or procedures have been implemented:

(a) Procurement of hiring and transportation services from Multiline Trading

- (i) Given the frequency of such hiring and transportation services, the Group will negotiate for an annual transportation and hiring agreement with Multiline Trading ("**Annual Agreement**"). The Annual Agreement shall set out the basic terms of the services, in particular, the price per tonnage and travel distance for the transportation of our products and the price for each type of vehicle and the distance for transportation of our equipment. Prior to the entry into the Annual Agreement with Multiline Trading, we will compare the terms offered by or to Multiline Trading with the terms offered by or to other similar annual arrangement offered by a minimum of two (2) unrelated third parties.
- (ii) For the procurement of hiring and transportation services by the Group from Multiline Trading, the Group will only enter into the Annual Agreement with Multiline Trading if the terms offered by Multiline Trading are comparable to those offered by a minimum of two (2) other unrelated third parties for the same or substantially similar type of services. In determining whether the price and terms offered by Multiline Trading are fair and reasonable, all pertinent factors, including but not limited to the availability of suitable vehicle and resources, response time, age of vehicles, credit terms and track record of the counterparty will be taken into consideration. All hiring and transportation services procured by the Group from Multiline Trading are to be carried out on terms which are no more favourable to Multiline Trading than the usual commercial terms extended from unrelated third parties or otherwise in accordance with applicable market norms.

APPENDIX

- (iii) In the event that it is impractical or impossible to obtain such comparable quotations, the COO or a senior executive of the Company designated by our Audit Committee (who must have no interest, direct or indirect in the transactions) will, subject to the approval thresholds set out below, determine whether the price and terms offered by Multiline Trading are fair and reasonable, taking into account factors including but not limited to contract specifications and requirements, delivery schedules, duration, credit terms, track record of the counterparty, experience and expertise of the counterparty, any preferential rates extended, usual or historical margins or cost and reliability of the counterparty.

(b) *Purchase of (i) lubricants; and (ii) spare parts and equipment from HChem Marketing and Multiline Trading respectively*

- (i) For purchases of (i) lubricants; and (ii) spare parts and equipment by the Group from HChem Marketing and Multiline Trading respectively, the relevant department which has the knowledge of the context of the transactions, shall obtain quotations (wherever possible or available) from a minimum of two (2) unrelated third party suppliers for the same or substantially similar quantities and/or qualities of products and/or services, prior to the entry into a transaction with HChem Marketing or Multiline Trading, as the case may be, as comparison to determine whether the price and terms offered by HChem Marketing or Multiline Trading, as the case may be, are fair and reasonable and comparable to those offered by other unrelated third parties for the same or substantially similar type of products and/or services. In determining whether the price and terms offered by HChem Marketing or Multiline Trading, as the case may be, are fair and reasonable, all pertinent factors, including but not limited to the quality of products, delivery schedules, duration, credit terms and track record, and where applicable, preferential rates, rebates or discounts accorded for bulk purchases, of the counterparty will be taken into consideration. The Group shall ensure that such transactions are conducted at prices and terms not less favourable to the Group than those offered by other unrelated third party suppliers, contemporaneous with similar transactions of comparable quantities and products specifications ("**Similar Transactions**").
- (ii) In the event that it is impractical or impossible to obtain Similar Transactions (for instance, if there are no unrelated third party vendors of similar products or services, or if the product is a proprietary item), the COO or a senior executive of the Company designated by the Audit Committee (whom must have no interest, direct or indirect in the transactions) will, subject to the approval thresholds set out below, determine whether the price and terms offered by HChem Marketing or Multiline Trading, as the case may be, are fair and reasonable, taking into account factors such as, including but not limited to, the costs and benefits of entering into the transactions and the prices charged to unrelated third parties by HChem Marketing or Multiline Trading, as the case may be.

APPENDIX

(c) **Procurement of Shared Services from Aras Kuasa**

- (i) The Group has entered into a Shared Services Agreement dated 21 January 2020 with Aras Kuasa ("**Shared Services Agreement**") for the procurement of Shared Services.

Pursuant to the terms of the Shared Services Agreement, the Group and Aras Kuasa shall share the monthly costs of the information technology services incurred which mainly include the cost of purchasing information technology infrastructure, equipment and spare parts, the cost of personnel engaged to maintain the information technology system and any other costs in relation and necessary for the maintenance and upgrading of the information technology systems. The total monthly costs incurred shall be split based on the number of users of each group and Aras Kuasa will invoice the Group for the Shared Services Cost on a monthly basis ("**Share Services Cost**"). The Group is of the view that this split is appropriate as the expenses incurred for the provision of Shared Services are mainly user driven, for example, the capacities of storage and email servers are based on the number of users and key information technology equipment such as computers are allocated to all office staff on a one-to-one basis.

- (ii) The Company's finance department shall review the costing provided by Aras Kuasa on a monthly basis to ensure that it tallies with the invoice.
- (iii) The Shared Services Agreement shall be subject to annual review by our Audit Committee and any renewal or amendment to the Shared Services Agreement, in particular the Shared Services Cost, shall be reviewed and approved by our Audit Committee.

Approvals Thresholds

The approval thresholds for each Mandated Interested Person Transaction are as follows:

Value of each Mandated Interested Person Transaction	Approval Authority
Below 3.0% of the latest audited NTA of our Group	COO
Equals to or exceeds 3.0% but below 5.0% of the latest audited NTA of our Group	COO and an Independent Director
Equals to or exceeds 5.0% of the latest audited NTA of our Group	COO and the Audit Committee

3.9. **ADDITIONAL PROCEDURES FOR MANDATED INTERESTED PERSON TRANSACTIONS**

- (i) All transactions will be reviewed monthly by the Group's finance department to identify the Mandated Interested Person Transactions and ensure that they have been transacted within the parameters of the IPT General Mandate. If any person has an interest in a Mandated Interested Person Transaction, he or she will abstain from any deliberation and decision-making in respect of the said transaction.
- (ii) The Group's finance department shall record all Mandated Interested Person Transactions in the register of Mandated Interested Person Transactions. The register will include all information pertinent to all the Mandated Interested Person Transactions, including but not limited to, the nature of the transactions, the amount, the basis and rationale for determining the transaction prices, material terms and conditions and supporting evidence and quotations obtained to support such basis.

APPENDIX

- (iii) The Audit Committee will review the register of Mandated Interested Person Transactions on a quarterly basis to ascertain that the relevant procedures, guidelines and policies established to monitor the Mandated Interested Person Transactions have been complied with.
- (iv) The annual internal audit plan will incorporate a review of the Mandated Interested Person Transactions entered into, pursuant to the IPT General Mandate to ensure that the methods and procedures in respect of the Mandated Interested Person Transactions have been adhered to.
- (v) The Directors and the Audit Committee will have the overall responsibility for the determination of the review procedures, including any addition or variation thereto, where applicable. The Directors and the Audit Committee may also appoint individuals or committees within our Company to examine the Mandated Interested Person Transactions as they deem appropriate. If a member of the Directors or the Audit Committee has an interest in a Mandated Transaction, he will abstain from any deliberation and decision-making by the Directors or the Audit Committee in respect of the said transaction.
- (vi) If during any of the reviews by the Audit Committee, the Audit Committee is of the view that the review procedures for Mandated Interested Person Transactions have become inappropriate or insufficient in the event of changes to the nature of, or manner in which, the business activities of the Group or the Mandated Interested Persons are conducted, or the review procedures for Mandated Interested Person Transactions are not sufficient to ensure that the Mandated Interested Person Transactions will be conducted on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders, we will seek a fresh general mandate from Shareholders based on new review procedures so that Mandated Interested Person Transactions will be conducted on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders. The Mandated Interested Persons will abstain, and have agreed to ensure that their associates will abstain, from voting on such resolutions.
- (vii) Disclosure will be made in the Company's financial results announcements and the annual report of the Company in respect of the Mandated Interested Person Transactions in accordance with Chapter 9 of the Catalist Rules.

3.10. DISCLOSURE UNDER THE CATALIST RULES

The Company will announce the aggregate value of transactions conducted with the Mandated Interested Person(s) pursuant to the IPT General Mandate for the relevant financial periods which the Company is required to report on pursuant to Rule 705 of the Catalist Rules and within the time frame required for such announcements.

Disclosure will also be made in our Company's annual report of the aggregate value of transactions conducted with the Mandated Interested Person(s) pursuant to the IPT General Mandate during the financial year, and in the annual reports for subsequent financial years that the IPT General Mandate continues in force, in accordance with the requirements of Chapter 9 of the Catalist Rules.

APPENDIX

The name of the Interested Person, nature of relationship and the corresponding aggregate value of the transactions with the Interested Person will be presented in the following format (or in such other form as the Catalyst Rules may require from time to time):

Name of Interested Person	Nature of relationship	Aggregate value of all interested person transactions during the financial year/period under review (excluding transactions less than S\$100,000 and transactions conducted under the Shareholders' general mandate pursuant to Rule 920 of the Catalyst Rules)	Aggregate value of all interested person transactions conducted under the Shareholders' general mandate pursuant to Rule 920 of the Catalyst Rules during the financial year/period under review (excluding transactions less than S\$100,000)

3.11. STATEMENT OF THE AUDIT COMMITTEE

Pursuant to Rule 920(1)(c) of the Catalyst Rules, the Audit Committee confirms that:

- (a) the methods and procedures for determining the transaction prices of the Mandated Interested Person Transactions have not changed since the 2023 AGM;
- (b) the methods and procedures referred to in sub-paragraph (a) above are sufficient to ensure that the Mandated Interested Person Transactions carried out thereunder will be on normal commercial terms and will not be prejudicial to the interests of our Group and the minority Shareholders; and
- (c) If, during the periodic reviews by the Audit Committee, the Audit Committee is of the view that the review procedures are inadequate or inappropriate to ensure that the relevant transactions with the Mandated Interested Person will be carried out on normal commercial terms and will not be prejudicial to the interests of our Company and its minority Shareholders, or in the event of any amendment to Chapter 9 of the Catalyst Rules, the Audit Committee will, in consultation with the Board, take such action as it deems proper in respect of such procedures and/or modify or implement such procedures as may be necessary and direct our Company to revert to Shareholders for a fresh mandate based on the new guidelines and procedures for the Mandated Interested Person Transactions.

3.12. ABSTENTION FROM VOTING

Pursuant to Rule 920(1)(b)(viii) of the Catalyst Rules, Dato' Sri Pek Kok Sam and Dato' Teh Teck Tee will abstain, and have undertaken to ensure that their respective associates will abstain, from voting on Resolution 9 as set out in the Notice of AGM in relation to the Proposed Renewal of IPT General Mandate.

In addition, our Company will procure that Dato' Sri Pek Kok Sam, Dato' Teh Teck Tee and/or any of their respective associates will also decline to accept appointment as proxy for any Shareholder to vote in respect of the Proposed Renewal of IPT General Mandate, unless the Shareholder concerned have given instructions in his/her proxy form as to the manner in which his/her votes are to be cast in respect of the Proposed Renewal of IPT General Mandate; and our Company shall disregard votes cast by Dato' Sri Pek Kok Sam, Dato' Teh Teck Tee and/or any of their respective associates in respect of their holdings of Shares (if any) in relation to the Proposed Renewal of IPT General Mandate.

APPENDIX

4. INTERESTS OF DIRECTORS AND SUBSTANTIAL SHAREHOLDERS

As at the Latest Practicable Date, the shareholdings of Directors and Substantial Shareholders of the issued Shares of our Company as recorded respectively in the Register of Directors' Shareholdings and Substantial Shareholders, are as follows:

Name	Before Share Purchases						After Share Purchases ⁽²⁾
	Direct Interest		Deemed Interest		Total Interest		Total Interest
	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽¹⁾	No. of Shares	% ⁽¹⁾	% ⁽³⁾
Directors							
Dato' Sri Pek Kok Sam	304,779,400	62.35	5,844,100 ⁽⁴⁾	1.20	310,623,500	63.55	67.29
Lim Wei Hung	6,020,000	1.23	–	–	6,020,000	1.23	1.30
Dato' Teh Teck Tee	22,600,000	4.62	–	–	22,600,000	4.62	4.90
Dato' Sri Mohd Jamidan	–	–	–	–	–	–	–
Chin Chee Choon	–	–	–	–	–	–	–
Sim Chin Hoe	–	–	–	–	–	–	–
Dato' Gainneos Jacob Goldie	–	–	–	–	–	–	–
Substantial Shareholder (other than Directors)							
Dato' Lee Tek Mook @ Lee Teh Moh	33,770,000	6.91	–	–	33,770,000	6.91	7.32

Notes:

- (1) As a percentage of the total number of issued Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date comprising 488,759,000 Shares.
- (2) Assuming that the Company purchases the maximum number of 27,172,000 Shares under the Share Purchase Mandate.
- (3) As a percentage of the total number of issued Shares comprising 461,587,000 Shares.
- (4) Consisting of shares held by Remparan Sdn Bhd and Ms. Xu Liyan of 25,000 Shares and 5,819,100 Shares respectively. Remparan Sdn Bhd is wholly-owned by Multiline Trading Sdn Bhd, which is 99.99% owned by Dato' Sri Pek Kok Sam and 0.01% owned by Mr. Pek Kok Hua, the brother of Dato' Sri Pek Kok Sam and Ms Xu Liyan is spouse of Dato' Sri Pek Kok Sam.

Saved as disclosed in this Appendix, none of the Directors or Substantial Shareholders has any interest, direct or indirect, in the Proposed Renewal of Share Purchase Mandate and Proposed Renewal of IPT General Mandate other than through their respective shareholdings in our Company.

APPENDIX

5. DIRECTORS' RECOMMENDATION

5.1. Proposed Renewal of Share Purchase Mandate

The Directors having considered, inter alia, the terms and rationale of the Proposed Renewal of the Share Purchase Mandate, are of the opinion that Proposed Renewal of the Share Purchase Mandate is in the best interests of the Company and the Shareholders. Accordingly, the Directors recommend that Shareholders vote in favour of Ordinary Resolution 8 relating to the Proposed Renewal of the Share Purchase Mandate to be tabled at the forthcoming 2024 AGM.

5.2. Proposed Renewal of the IPT General Mandate

The Directors, save for Dato' Sri Pek Kok Sam and Dato' Teh Teck Tee, having considered, inter alia, the terms and rationale of the Proposed Renewal of the IPT General Mandate, are of the opinion that Proposed Renewal of the IPT General Mandate is in the best interests of the Company and the Shareholders. Accordingly, the Directors, save for Dato' Sri Pek Kok Sam and Dato' Teh Teck Tee, recommend that Shareholders vote in favour of Ordinary Resolution 9 relating to the Proposed Renewal of the IPT General Mandate to be tabled at the forthcoming 2024 AGM.

6. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Appendix and confirm after making all reasonable enquiries, that to the best of their knowledge and belief, this Appendix constitutes full and true disclosure of all material facts about the Proposed Renewal of Share Purchase Mandate and the Proposed Renewal of IPT General Mandate, the Company and its subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Appendix misleading.

Where information in this Appendix has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in this Appendix in its proper form and context.

APPENDIX

7. DOCUMENTS AVAILABLE FOR INSPECTION

Copies of the following documents are available for inspection at the registered office of our Company at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619, during normal business hours from the date of this Appendix up to and including the date of the 2024 AGM:

- (a) the Constitution of the Company; and
- (b) the 2024 Annual Report.

Yours faithfully

For and on behalf of the Board of
SOUTHERN ALLIANCE MINING LTD.
Dato' Sri Pek Kok Sam
Managing Director

12 November 2024

PROXY FORM

SOUTHERN ALLIANCE MINING LTD.

(Incorporated in the Republic of Singapore)
(Company Registration No.: 201931423D)

PROXY FORM – ANNUAL GENERAL MEETING

(Please see notes overleaf before completing this Proxy Form)

This Proxy Form has been made available on SGXNet and the Company's corporate website at the URL www.southernallianceminig.com. A printed copy of this Proxy Form will be despatched to members of the Company.

IMPORTANT:

1. This Proxy Form is not valid for use by Central Provident Fund ("CPF")/Supplementary Retirement Scheme ("SRS") Investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
2. CPF and SRS investors:
 - (a) may attend and cast his/her vote(s) at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or
 - (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 10.00 a.m. on Tuesday, 19 November 2024, being 7 working days before the date of the AGM.
3. Please read the notes to this Proxy Form.

*I/We, _____ (name) _____ (NRIC/Passport No./Company Registration No.)
of _____ (address)
being a *member/members of Southern Alliance Mining Ltd. (the "Company"), hereby appoint:

Name	NRIC/Passport No.	Proportion of Shareholding(s)	
		No. of Shares	%
Address			

*and/or (delete as appropriate)

Name	NRIC/Passport No.	Proportion of Shareholding(s)	
		No. of Shares	%
Address			

or failing the person, or either or both of the persons, referred to above, the Chairman of the AGM as *my/our proxy/proxies to attend, to speak and to vote for *me/us on *my/our behalf at the AGM of the Company to be held at Suntec Singapore Convention & Exhibition Centre, Level 3, Room 324 on Thursday, 28 November 2024 at 10.00 a.m. and at any adjournment thereof. *I/We direct *my/our proxy/proxies to vote for or against or abstain from voting on the resolutions to be proposed at the AGM as indicated hereunder.

Ordinary Resolutions	"For"***	"Against"***	"Abstaining"***
ORDINARY BUSINESS			
1. Adoption of Directors' Statement and the Audited Financial Statements of the Company for the financial year ended 31 July 2024 together with the Auditors' Report thereon.			
2. Re-election of Dato' Teh Teck Tee as a Director of the Company (Pursuant to Regulation 96).			
3. Re-election of Dato' Gainneos Jacob Goldie as a Director of the Company (Pursuant to Regulation 96).			
4. Approval for payment of Directors' fees of S\$274,600 for the financial year ending 31 July 2025.			
5. Re-appointment of Messrs Ernst & Young LLP as Auditors of the Company and to authorise the Directors to fix their remuneration.			
SPECIAL BUSINESS			
6. Authority to allot and issue shares.			
7. Authority to allot and issue Shares under the Southern Alliance Mining Performance Share Plan.			
8. Renewal of Share Purchase Mandate.			
9. Renewal of Shareholders' Mandate for Interested Persons Transactions.			

* Delete accordingly.

** Voting would be conducted by poll. Please indicate your vote "For" or "Against" or "Abstain" with a tick [✓] within the box provided. Alternatively, please indicate the number of votes as appropriate. If you mark the abstain box for a particular resolution, you are directing your proxy(ies) not to vote on that resolution on a poll and your votes will not be counted in computing the required majority on a poll. In any other case, the proxy/proxies may vote or abstain as the proxy/proxies deems fit on any of the above resolutions if no voting instruction is specified, and on any other matter arising at the AGM.

Dated this _____ day of _____ 2024

Total Number of Shares Held in:	
(a) Depository Register	
(b) Register of Members	

Signature of Shareholder(s), or Common Seal of Corporate Shareholder

IMPORTANT: PLEASE READ THE NOTES BELOW CAREFULLY BEFORE COMPLETING THIS FORM



Notes

1. A member (other than a Relevant Intermediary as defined below) is entitled to appoint not more than two proxies to attend, speak and vote at the AGM. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.

Members who hold shares through Relevant Intermediaries is entitled to appoint more than two proxies to participate in the AGM by:

- (a) attending the physical meeting;
- (b) submitting questions in advance of the AGM; and/or
- (c) appointing proxy(ies) to attend, speak and vote on their behalf at the AGM, should contact the relevant Intermediary through which they hold such shares as soon as possible in order to make the necessary arrangements for them to participate in the AGM.

Together with the instrument appointing a proxy, the Relevant Intermediaries shall provide to the Company a list of attendees who would like to attend the AGM with such information that may be requested by the Company.

"Relevant Intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967:

- (a) a banking corporation licensed under the Banking Act 1970 or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
- (b) a capital markets services licence holder which provides custodial services for securities under the Securities and Futures Act 2001 and holds shares in that capacity; or
- (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

CPF and SRS investors:

- (a) may attend and cast his/her vote(s) at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or
- (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 10.00 a.m. on Tuesday, 19 November 2024, being 7 working days before the date of the AGM.

2. A proxy need not be a member of the Company.
3. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative to attend the AGM, in accordance with Section 179 of the Companies Act 1967.
4. The instrument appointing the proxy must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing the proxy is executed by a corporation, it must be executed either under its seal, executed as a deed in accordance with the Companies Act or under the hand of an attorney or an officer duly authorised, or in some other manner approved by the Directors. Where the instrument appointing the proxy is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged at the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619 or sg.is.proxy@vistra.com.
5. Where the Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney or a duly certified copy thereof must (failing previous registration with the Company), be lodged with the Proxy Form, failing which the Proxy Form may be treated as invalid.
6. A member should insert the total number of shares held. If the member has shares entered against his name in the Depository Register (maintained by The Central Depository (Pte) Limited), he should insert that number of shares. If the member has shares registered in his name in the Register of Members (maintained by or on behalf of the Company), he should insert that number of shares. If the member has shares entered against his name in the Depository Register as well as shares registered in his name in the Register of Members, he should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member. Where a member of the Company appoints more than one proxy, he shall specify the proportion of his shareholding and indicate the percentage of the shareholding to be represented by each of such proxy(ies), failing which, the first named proxy shall be deemed to represent 100% of his shareholding and any second named proxy shall be deemed to be an alternate to the first named proxy.
7. The Proxy Form must be submitted to in the following manner:
 - (a) **if submitted by post**, be deposited at the office of the Company's Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza, Singapore 048619; or
 - (b) **if submitted electronically**, be submitted via email to the Company's Share Registrar, Tricor Barbinder Share Registration Services at sg.is.proxy@vistra.com.

in any case, not later than 10.00 a.m. on Monday, 25 November 2024 (being 72 hours before the time fixed for the AGM) and in default the Proxy Form for the AGM shall not be treated as valid.

A member who wishes to submit a proxy Form must complete and sign the Proxy Form, before submitting it by post to the address provided above, or before sending it by email to the email address provided above.

8. Any reference to a time of day is made by reference to Singapore time.

General:

The Company shall be entitled to reject an instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible, or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies (including any related attachment). In addition, in the case of a member whose shares are entered in the Depository Register, the Company shall be entitled to reject any instrument appointing a proxy or proxies which has been lodged if such member, being the appointor, is not shown to have shares entered against his name in the Depository Register at least 72 hours before the time appointed for the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Personal Data Privacy:

By submitting an instrument appointing the Chairman of the AGM as proxy, the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 12 November 2024.



Southern Alliance Mining Ltd.

(Company Registration No.: 201931423D)

(Incorporated in the Republic of Singapore on 19 September 2019)

Registered office:

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Principle place of business:

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