CAN-ONE BERHAD
[Registration No. 200401000396 (638899-K)]

2020 annual report

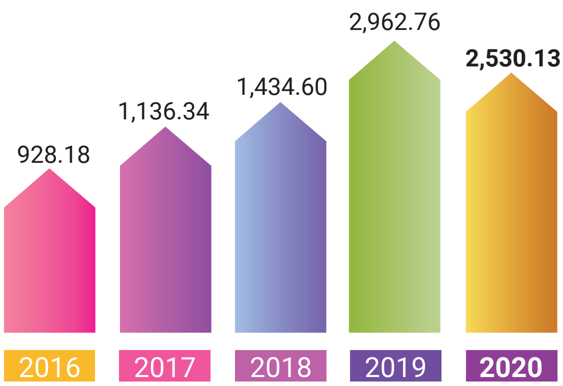
The **CANs** Company

FIVE-YEAR GROUP FINANCIAL HIGHLIGHTS

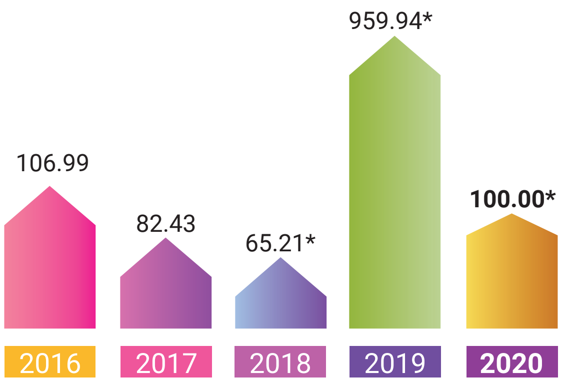
	Financial Year Ended 31 December				
	2016	2017	2018	2019	2020
Revenue (RM'Million)	928.18	1,136.34	1,434.60*	2,962.76*	**2,530.13**
Earnings Before Interest, Taxes, Depreciation and Amortisation (RM'Million)	149.86	127.22	113.43*	1,155.28*	**280.62***
Profit Before Tax (RM'Million)	106.99	82.43	65.21*	959.94*	**100.00***
Profit After Tax (RM'Million)	86.37	63.58	46.58*	939.34*	**80.92***
Net Profit Attributable to Equity Holders (RM'Million)	86.37	63.58	46.58*	714.66*	**76.42***
Total Assets (RM'Million)	1,388.90	1,502.12	1,597.68	3,837.18	**3,788.27**
Shareholders' Equity (RM'Million)	748.50	793.25	830.77	1,727.88	**1,780.40**
Return on Equity (%)	11.54	8.01	5.61	41.36	**4.29**
Earnings Per Share (Sen)	44.95	33.09	24.24*	371.92*	**39.77***
Net Assets Per Share (RM)	3.90	4.13	4.32	8.99	**9.27**

* This amount is total of continuing and discontinued operations.

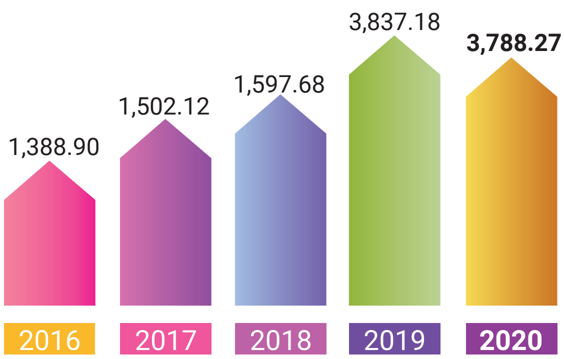
REVENUE
(RM'MILLION)



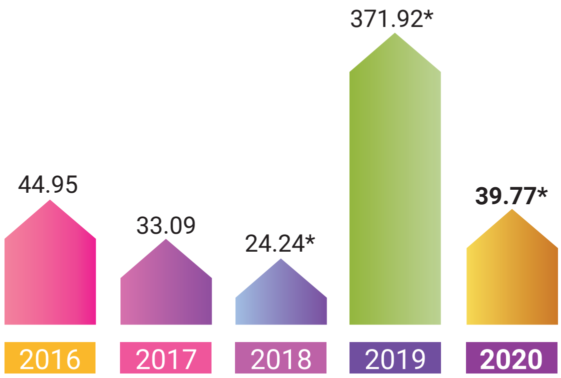
PROFIT BEFORE TAX
(RM'MILLION)



TOTAL ASSETS
(RM'MILLION)



EARNINGS PER SHARE
(SEN)



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CORPORATE STRUCTURE
As At 31 March 2021

CAN-ONE BERHAD*
[Registration No. 200401000396 (638899-K)]

- 100% **Aik Joo Can Factory Sdn. Berhad**
- 100% **Canzo Sdn. Bhd.**
- 100% **AJCan Sdn. Bhd.**
- 100% **Sanjung Nuri Sdn. Bhd.**
- 100% **TOGO Greenland Sdn. Bhd.** (formerly known as TOGO Palm Oils & Fats Sdn. Bhd.)
- 100% **Newmarq Sdn. Bhd.**
  - 100% **Grensing Pte. Ltd.**
  - 100% **PT. Corum**
  - 100% **PT. AJ Candace**
- 100% **Amber Alliance Sdn. Bhd.**
  - 100% **Hinoki Beverages Sdn. Bhd.**
- 100% **Can-One International Sdn. Bhd.**
  - 99.93% **KIAN JOO CAN FACTORY BERHAD**
- 0.07% **KIAN JOO CAN FACTORY BERHAD**

Listed on the Main Market of Bursa Malaysia Securities Berhad

- 100% Kian Joo Packaging Sdn. Bhd.
- 100% KJM Aluminium Can Sdn. Bhd.
- 100% Federal Metal Printing Factory, Sdn. Berhad
  - 1% Bintang Seribu Sdn. Bhd.
- 100% Metal-Pak (Malaysia) Sdn. Bhd.
  - 99% Bintang Seribu Sdn. Bhd.
  - 100% Great Asia Tin Cans Factory Company, Sdn. Berhad
- 100% KJ Can (Selangor) Sdn. Bhd.
- 100% KJ Can (Johore) Sdn. Bhd.
- 100% Kian Joo Canpack Sdn. Bhd.
- 100% Kian Joo Canpack (Shah Alam) Sdn. Bhd.
- 100% KJ Can (Singapore) Pte. Ltd.
  - 100% Kianjoo Can (Myanmar) Company Limited
  - 100% KJ TOGO Pte. Ltd.
    - 100% KJ TOGO (Malaysia) Sdn. Bhd.
- 100% Indastri Kian Joo Sdn. Bhd.
- 100% Kian Joo Manufacturing Sdn. Bhd.
- 1% PT. KJ Canco
- 100% KJO International Sdn. Bhd.
  - 99% PT. KJ Canco
  - 99% PT. KJ Canmax
- 1% PT. KJ Canmax
- 100% Kian Joo Cans Distribution Sdn. Bhd.
- 100% Kian Joo Can (Vietnam) Co., Ltd.
- 1% PT. KJ Box-Pak
- 54.99% BOX-PAK (MALAYSIA) BHD.*
  - 99% PT. KJ Box-Pak
  - 100% Box-Pak (Johore) Sdn. Bhd.
  - 100% BP MPak Sdn. Bhd.
  - 100% BP Pak (Singapore) Pte. Ltd.
    - 100% Boxpak (Myanmar) Company Limited
  - 100% Box-Pak (Vietnam) Co., Ltd.
    - 100% Box-Pak (Hanoi) Co., Ltd.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Seri Subahan Bin Kamal
Chairman/Senior Independent Non-Executive Director

Marc Francis Yeoh Min Chang
Group Managing Director

Chee Khay Leong
Executive Director

Yeoh Jin Hoe
Non-Independent Non-Executive Director

Yeoh Jin Beng
Non-Independent Non-Executive Director

Razmi Bin Alias
Independent Non-Executive Director

Foo Kee Fatt
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Foo Kee Fatt *(Chairman)*
Dato' Seri Subahan Bin Kamal
Razmi Bin Alias

NOMINATING COMMITTEE

Dato' Seri Subahan Bin Kamal *(Chairman)*
Yeoh Jin Beng
Razmi Bin Alias

REMUNERATION COMMITTEE

Yeoh Jin Beng *(Chairman)*
Dato' Seri Subahan Bin Kamal
Razmi Bin Alias

COMPANY SECRETARIES

Tan Bee Keng
SSM PC No. 201908002597
MAICSA 0856474

Kwong Shuk Fong
SSM PC No. 202008002178
MAICSA 7032330

REGISTERED AND CORPORATE OFFICE

2B-4, Level 4
Jalan SS 6/6, Kelana Jaya
47301 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Telephone : +603-7804 8590
Fax : +603-7880 1605
Email : can1@canone.com.my

PRINCIPAL PLACE OF BUSINESS

Lot 2244, Jalan Rajawali
Batu 9, Kampung Kebun Baru
42500 Telok Panglima Garang
Kuala Langat
Selangor Darul Ehsan, Malaysia
Telephone : +603-3122 1988
Fax : +603-3122 2188
Email : ajctpg@aikjoo.com.my

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn. Bhd.
[Registration No. 197101000970 (11324-H)]
Unit 32-01, Level 32, Tower A, Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan, Malaysia
Telephone : +603-2783 9299
Fax : +603-2783 9222
Email : is.enquiry@my.tricorglobal.com
Website : www.tricorglobal.com

Tricor Customer Service Centre
Unit G-3, Ground Floor, Vertical Podium
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan, Malaysia

AUDITORS

KPMG PLT
Chartered Accountants
Level 18, Hunza Tower
163E Jalan Kelawei
10250 Penang, Malaysia
Telephone : +604-2382 288
Fax : +604-2382 222
Email : infopg@kpmg.com.my

PRINCIPAL BANKERS

AmBank (M) Berhad
Hong Leong Bank Berhad
HSBC Bank Malaysia Berhad
OCBC Bank (Malaysia) Berhad
RaboBank
RHB Bank Berhad
United Overseas Bank (Malaysia) Berhad

STOCK EXCHANGE LISTING

Main Market
Bursa Malaysia Securities Berhad
Stock Name : CANONE
Stock Code : 5105
Sector : Industrial Products & Services
Sub-sector : Packaging Materials

WEBSITE

www.canone.com.my

PROFILE OF DIRECTORS

DATO' SERI SUBAHAN BIN KAMAL
Chairman/Senior Independent Non-Executive Director
Malaysian, Male, Aged 55

Dato' Seri Subahan Bin Kamal was appointed to the Board of Directors ("Board") of Can-One Berhad ("Can-One" or "the Company") as Independent Non-Executive Director on 26 May 2014. He was re-designated as Senior Independent Non-Executive Director and Chairman of the Company on 29 November 2017. He is also the Chairman of the Nominating Committee and a member of Audit and Risk Management Committee and Remuneration Committee.

He holds a Bachelor of Science (Hons.) Degree in Finance and Minor in Economics from Southern Illinois University at Carbondale, Illinois, the United States of America ("USA"). He is a member of the Malaysian Insurance Institute.

He started his employment career with Bank Rakyat Corporate Planning Department in 1989 to 1994. He joined the civil service sector in 1994. He served as Private Secretary to the Parliamentary Secretary, Ministry of Finance (1994 to 1995), Senior Private Secretary to the Deputy Minister of Finance (1995 to 1998) and Senior Private Secretary to the Deputy Minister of Human Resource (1999). In 1999, he left the civil sector to start his business in construction. He has several businesses involved in constructions, training and education, property development, project management and logistics.

He is the President of the Malaysian Hockey Confederation; Deputy President of Football Association of Malaysia; a Member of Curriculum Advisory Board, Universiti Teknologi MARA, Malaysia; Chairman of Wawasan Qi Group; and a Member of Advisory Board, Quest International University Perak. He was the President of Football Association of Selangor (2016 to 2018), the Manager of Malaysian National Football Team (2009 to 2013) and the President of Petaling Jaya City Football Club.

He is an Executive Director of Gagasan Nadi Cergas Berhad, which is listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") and Chairman of Alcom Group Berhad which is listed on the Main Market of Bursa Securities.

MARC FRANCIS YEOH MIN CHANG
Group Managing Director
Malaysian, Male, Aged 36

Marc Francis Yeoh Min Chang was appointed to the Board of Can-One as Chief Operating Officer cum Executive Director on 6 July 2012 and assumed the position of Group Managing Director on 1 October 2017.

He holds a Bachelor of Science Degree in Electrical and Electronic Engineering (Magna cum Laude) from Marquette University, USA and a Master of Business Administration in Finance from University of Southern Queensland, Australia.

He is currently responsible for implementation of Can-One group of companies' ("Can-One Group" or "the Group") board operational strategies and policies. In addition, he also oversees the day-to-day operations and performance of the Group. His experience covers engineering, business development, management and marketing. He was General Manager of the Engineering and Business Development units of the Group before his appointment to the Board. Prior to this, he was working for Axiata Group Berhad group of companies serving in various senior positions abroad from 2007 to 2010.

He is a Director of Kian Joo Can Factory Berhad, a wholly-owned subsidiary of Can-One. He acts as an Alternate Director to Yeoh Jin Hoe in Alcom Group Berhad which is listed on the Main Market of Bursa Securities and also in Aluminium Company of Malaysia Berhad, a wholly-owned subsidiary of Alcom Group Berhad.

He is the son of Yeoh Jin Hoe (a Director and major shareholder of the Company) while Yeoh Jin Beng (a Director of the Company) is his uncle.

CHEE KHAY LEONG
Executive Director
Malaysian, Male, Aged 60

Chee Khay Leong was appointed to the Board of the Company as Executive Director on 1 February 2018.

He is the President cum Chief Executive Officer of Kian Joo Can Factory Berhad ("KJCFB"), a wholly-owned subsidiary of Can-One, and Box-Pak (Malaysia) Bhd. ("BPMB"), a subsidiary of KJCFB. BPMB is listed on the Main Market of Bursa Securities. He has extensive experience in the management of manufacturing facilities, marketing and business development. Prior to joining KJCFB, he was the Chief Operating Officer cum Executive Director of Can-One. He was with Can-One Group from 1977 to 2013.

PROFILE OF DIRECTORS

YEOH JIN HOE
Non-Independent Non-Executive Director
Malaysian, Male, Aged 74

Yeoh Jin Hoe was appointed to the Board of Can-One as Managing Director on 8 April 2005. He relinquished the position on 11 July 2012 when he was appointed Group MD of KJCFB, a wholly-owned subsidiary of Can-One. He however remained on the Board of Can-One as a Non-Independent Non-Executive Director.

He has extensive experience in the manufacturing and trading industries, having been the founder of several companies involved in the manufacturing sector. The Kaiserkorp Sdn. Bhd. group of companies ("Kaiserkorp Group") which manufacture and distribute "KingKoil" and other branded mattresses as well as other sleep related products in Malaysia were started by him in the 1980s. He also founded Agrow Malaysia Sdn. Bhd. group of companies, which distribute sanitary wares, ironmongery and builders' hardware. Thereafter, he went on to establish Ibufood Corporation Sdn. Bhd. group of companies ("Ibufood Group") which manufacture and distribute instant noodles, food seasonings, instant soups and marinades.

He was instrumental for the acquisition by Can-One of its significant interest in KJCFB. Under his previous leadership and guidance, Can-One Group expanded its core business as a tin can manufacturer to several other businesses.

He is the Group Managing Director of BPMB, a subsidiary of KJCFB, which is listed on the Main Market of Bursa Securities. He is also an Executive Director of Alcom Group Berhad which is listed on the Main Market of Bursa Securities as well as Aluminium Company of Malaysia Berhad, a wholly-owned subsidiary of Alcom Group Berhad.

He is a major shareholder of Can-One. He is the father of Marc Francis Yeoh Min Chang (the Group Managing Director of the Company) and the brother of Yeoh Jin Beng (a Director of the Company).

YEOH JIN BENG
Non-Independent Non-Executive Director
Malaysian, Male, Aged 69

Yeoh Jin Beng was appointed as Non-Independent Non-Executive Director to the Board of Can-One on 8 April 2005. He is also the Chairman of the Remuneration Committee and a member of the Nominating Committee.

His expertise is in the manufacture and trading of fast moving consumer goods. He is a co-founder of Kaiserkorp Group which manufacture and distribute "KingKoil" and other branded mattresses in Malaysia. Prior to that, he was working for an international pharmaceutical company which deals in pharmaceutical and other specialty medical products.

He is the Managing Director of Ibufood Group which is involved in the manufacture and distribution of instant noodles and other consumer food products.

He is the brother of Yeoh Jin Hoe (Director and major shareholder of the Company) and uncle of Marc Francis Yeoh Min Chang (the Group MD of the Company).

RAZMI BIN ALIAS
Independent Non-Executive Director
Malaysian, Male, Aged 63

Razmi Bin Alias joined the Board of Can-One as Non-Independent Non-Executive Director on 8 April 2005 and was re-designated to Independent Non-Executive Director on 16 July 2012. He is also a member of the Audit and Risk Management Committee, Remuneration Committee and Nominating Committee.

He holds a Diploma in Business Studies from UiTM, a Degree in Business Administration from Western Michigan University, USA and a Masters in Business Administration (Finance) from Central Michigan University, Michigan, USA.

His experience covers finance and corporate functions, business development and trading. He owns and serves as shareholder and director in several private limited companies which are involved in trading, manufacturing, agro-based products, logistics and investment holding. Prior to that, he was a senior management staff in a local financial institution for 15 years. He was appointed Advisor to Persatuan Pengasih Malaysia in October 2019.

He is an Executive Director of Asdion Berhad which is listed on the ACE Market of Bursa Securities, and an Independent Non-Executive Director of CWG Holdings Berhad which is listed on the Main Market of Bursa Securities.

PROFILE OF DIRECTORS

FOO KEE FATT
Independent Non-Executive Director
Malaysian, Male, Aged 55

Foo Kee Fatt was appointed to the Board of Can-One as Independent Non-Executive Director on 29 December 2017. He is also the Chairman of the Audit and Risk Management Committee.

He is a Member of the Malaysian Institute of Certified Public Accountants and Malaysia Institute of Accountants. He is also an associate member of Chartered Tax Institute of Malaysia and an approved company auditor under the Companies Act 2016. He has about 32 years of experience in public accountancy practice.

He began his career in 1987 when he joined and served his articleship with Messrs Kassim Chan & Co. (now known as Messrs Deloitte). In 1993, he joined Messrs Peter Chong & Co., a local accounting firm with international affiliation, as a Senior Associate where he worked his way up to become a Partner at the firm within the span of 13 years. In 2007, he established Messrs KFF, an audit firm, and currently, he is in public practice.

He is an Independent Non-Executive Director of Padini Holdings Berhad and MMS Ventures Berhad which are both listed on the Main Market of Bursa Securities.

Additional information:

1. *None of the Directors has any family relationship with any Director and/or major shareholder of Can-One, except for Marc Francis Yeoh Min Chang, Yeoh Jin Hoe and Yeoh Jin Beng.*
2. *None of the other Directors has any conflict of interest with Can-One.*
3. *Yeoh Jin Beng has no other directorships in public companies and listed issuers.*
4. *None of the Directors has been convicted of any offence within the past 5 years.*
5. *None of the Directors was publicly sanctioned or imposed with penalty by the relevant regulatory bodies during the financial year ended 31 December 2020 ("**FYE 2020**"), except for Razmi Bin Alias, who in his capacity as Executive Director of Asdion Berhad, was reprimanded on 22 September 2020 by Bursa Securities and imposed a fine of RM50,000 for breaches of Rule 16.13(b) of the Bursa Securities' ACE Market Listing Requirements.*
6. *Details of the Directors' attendance at Board meetings in FYE 2020 are set out in the Corporate Governance Overview Statement on page 48 of this Annual Report.*

PROFILE OF KEY SENIOR MANAGEMENT

KHOO KAY LEONG
Group Chief Financial Officer, Can-One
Malaysian, Male, Aged 54

Khoo Kay Leong is a member of the Malaysian Institute of Accountants ("MIA") and Malaysian Institute of Certified Public Accountants ("MICPA"). He joined Can-One as Group Chief Financial Officer on 1 October 2012 and is responsible for the financial matters of Can-One Group.

He has extensive experience in accounting, financial management and taxation, having worked in the commercial sectors of various industries for the past 34 years. He was with Messrs KPMG from 1986 until 1992 where he then left to join the manufacturing sectors. He served in various senior management capacities in local corporations before he joined Can-One.

CHONG YUE CHIN
General Manager - Tin cans and Jerry cans segments
Malaysian, Male, Aged 67

Chong Yue Chin holds a diploma in Mechanical Engineering from Federal Institute of Technology. He joined Can-One Group on 15 September 1997 and was appointed General Manager on 1 June 2004 to take charge of the operations in the Tin cans and Jerry cans segments of the General Packaging Division.

He has more than 28 years experience in manufacturing of metal and lithographed tin cans and blow moulding.

He was in charge of the Sales and Marketing department and also headed the Jerry cans segment before assuming his current position. Prior to joining Can-One Group, he was a Sales Manager of a manufacturing company.

LIM ENG TAK
General Manager - Rigid packaging segment
Malaysian, Male, Aged 53

Lim Eng Tak graduated with a degree in Bachelor of Business from Edith Cowan University, Australia. He joined Can-One Group on 1 August 2013 as General Manager taking charge of the operations in the Rigid Packaging segment of the General Packaging Division.

He has more than 23 years experience in the manufacturing sector. He was the General Manager of a multinational plastic manufacturing company for 11 years before he joined Can-One Group.

TAN BEE KENG
Group Company Secretary
Malaysian, Female, Aged 61

Tan Bee Keng is an associate of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). She was appointed as Company Secretary on 7 January 2004 to head the Group Secretarial department.

She also acts as Company Secretary for several other public companies listed on the Main Market of Bursa Securities, which are principally involved in the manufacture and distribution of cartons boxes, fast moving consumer goods and aluminium sheets and foil products, property development and construction. She has extensive experience in company secretarial and corporate work. She was previously the Manager-Group Secretarial of a management company serving a group of listed companies.

KWONG SHUK FONG
Joint Company Secretary
Malaysian, Female, Aged 48

Kwong Shuk Fong is an associate of MAICSA. She was appointed Joint Company Secretary on 18 April 2013 and is responsible for the company secretarial matters of Can-One Group. She has extensive experience in receivership, liquidation, corporate recovery and reconstruction and company secretarial work having served in both the secretarial services and commercial sectors. Prior to joining Can-One, she was an Assistant Company Secretary of a public listed company which is involved in oil and gas, renewable energy, industrial trading and services.

OOI TEIK HUAT
Group Chief Financial Officer, KJCFB
Malaysian, Male, Aged 51

Ooi Teik Huat is a member of MICPA and MIA. He worked in an international accounting firm for more than 8 years before joining a subsidiary of Can-One as Finance Manager in 1995. He was appointed as Executive Director of Can-One Group in 2005 and left the position to assume the role of Group Chief Financial Officer of KJCFB Group on 31 July 2012.

PROFILE OF KEY SENIOR MANAGEMENT

BERNADETTE CHIN CHEEN CHOO
Director - Group Executive Management Office
Malaysian, Female, Aged 55

Bernadette is a qualified accountant and is a Fellow of the Association of Chartered Certified Accountants. She gained her exposure working in international accounting firms for more than 20 years before joining a commercial organisation in 2007. She joined KJCFB Group in 2015 as Head of Internal Audit and was transferred to the Executive Office as Executive Assistant in 2016. She was promoted to her current role on 21 September 2017.

ANG KOK KUN
General Manager - Tin cans segment, Batu Caves
Malaysian, Male, Aged 50

Ang Kok Kun obtained his Degree in Mechanical & Manufacturing from Tunku Abdul Rahman College before he joined the operations team of KJCFB Group in 1995 as an Executive. He was promoted to his current position on 1 January 2017.

LEONG SHEONG LOK
General Manager - Tin cans segment, Shah Alam
Malaysian, Male, Aged 51

Leong Sheong Lok holds a Bachelor Degree in Mechanical Engineering from Universiti Kebangsaan Malaysia. He joined KJCFB Group as plant engineer in 1997 and was promoted to the current position on 1 January 2017.

TAN KIM WENG
General Manager - Tin cans segment, Johor
Malaysian, Male, Aged 45

Tan Kim Weng obtained his Bachelor of Business Administration degree from University of Ottawa, USA. He has more than 12 years of working experience in the tin cans industry. He worked in Japan for 3 years before joining KJCFB Group as Sales Executive in 2007. He was promoted to the position of General Manager on 1 January 2017.

HOH WEE SANG
General Director - Tin cans segment, Vietnam
Malaysian, Male, Aged 54

Hoh Wee Sang holds a Bachelor Degree from Thung Hai University, Taiwan. He joined KJCFB Group in 1995 as industrial engineer and was seconded to KJCFB Group's Vietnam operations in 2002. He was promoted to his current position on 1 January 2016.

FOO MUN CHOONG
General Manager - Sales, Tin cans segment
Malaysian, Male, Aged 49

Foo Mun Choong holds a Master in Business Administration from the University of Wales, Newport and Asia e-University. He joined KJCFB Group since 1993 and served in a few positions in the operations team before he was transferred to the Sales and Marketing department. He was promoted to head the Sales and Marketing Department of KJCFB Group in 2012 and was promoted to his current position on 1 January 2017.

YEW LI LIAN
General Manager - Sales, Aluminium cans segment
Malaysian, Female, Aged 56

Yew Li Lian holds a Master of Business Administration from University Royal Melbourne Institute of Technology, Australia. She joined KJCFB Group in 1998 and served in several capacities before she was transferred to the Sales Department. She was promoted to her current position on 1 January 2017.

LIM KIM HONG
General Manager - Aluminium cans segment, Myanmar
Malaysian, Male, Aged 60

Lim Kim Hong has more than 38 years of working experience in KJCFB Group having joined KJCFB Group in 1980. He has extensive experience in the operations of aluminium cans factory, having served in various roles within the segment. He was promoted to his current position on 1 January 2017 to set up the aluminium cans facility in Myanmar in 2018.

LE SEE LI
General Manager - Aluminium cans segment, Nilai
Malaysian, Male, Aged 57

Le See Li holds a Diploma in Technology in Mechanical and Automative Engineering from Tunku Abdul Rahman College. He was awarded a Master in Business Administration from Southern Cross University, New South Wales, Australia in 2005. He joined KJCFB Group's Tin cans segment in 1989 and was transferred to the Aluminium cans segment in 2007. He was promoted to his current position on 1 January 2017.

PROFILE OF KEY SENIOR MANAGEMENT

CHAN HUAN CHEONG
General Director - Cartons segment, Vietnam
Malaysian, Male, Aged 79

Chan Huan Cheong graduated from Han Chiang High School and started his career in 1963, when he started to work in corrugated carton industry. He gained his technical knowledge in Japan and Europe through his various engagements with the carton manufacturers. He joined BPMB Group's operations in Vietnam in 2004 and was promoted to his current position on 28 May 2014.

CHONG PHENG SEONG
General Manager - Cartons segment, Johor
Malaysian, Male, Aged 46

Chong Pheng Seong started his career after leaving high school. He joined the carton industry in 2000 and has experience working in Vietnam for 13 years. He joined BPMB Group on 1 March 2016 in the capacity of General Manager.

QUEK KHEH MENG
General Manager - Contract Manufacturing Division, Shah Alam
Malaysian, Male, Aged 47

Quek Kheh Meng holds a Bachelor of Business Adminstration (Honours) degree from Coventry University, UK in 1998. He joined KJCFB Group as Sales Executive in the Tin cans segment after graduation and was transferred to head the Contract Manufacturing Division in 2012. He was promoted to his current position on 1 January 2017.

CHEW HOCK SAN
General Manager - Myanmar
Malaysian, Male, Aged 56

Chew Hock San holds a Bachelor of Science with Education (Honours) degree majoring in Chemistry from Universiti Putra Malaysia (formerly known as Universiti Pertanian Malaysia). He worked in various capacities since he joined KJCFB Group as Operations Manager in 2001. He was promoted to his current role on 1 May 2018.

Additional information:
- *None of the Key Senior Management holds directorship in public companies and listed companies.*
- *None of the Key Senior Management has family relationship with any Director and/or major shareholder of the Company.*
- *None of the Key Senior Management has any conflict of interest with the Company.*
- *None of the Key Senior Management has been convicted for offences within the past 5 years or was publicly sanctioned or imposed with penalty by the relevant regulatory bodies during financial year ended 31 December 2020.*

MANAGEMENT DISCUSSION AND ANALYSIS

INTRODUCTION

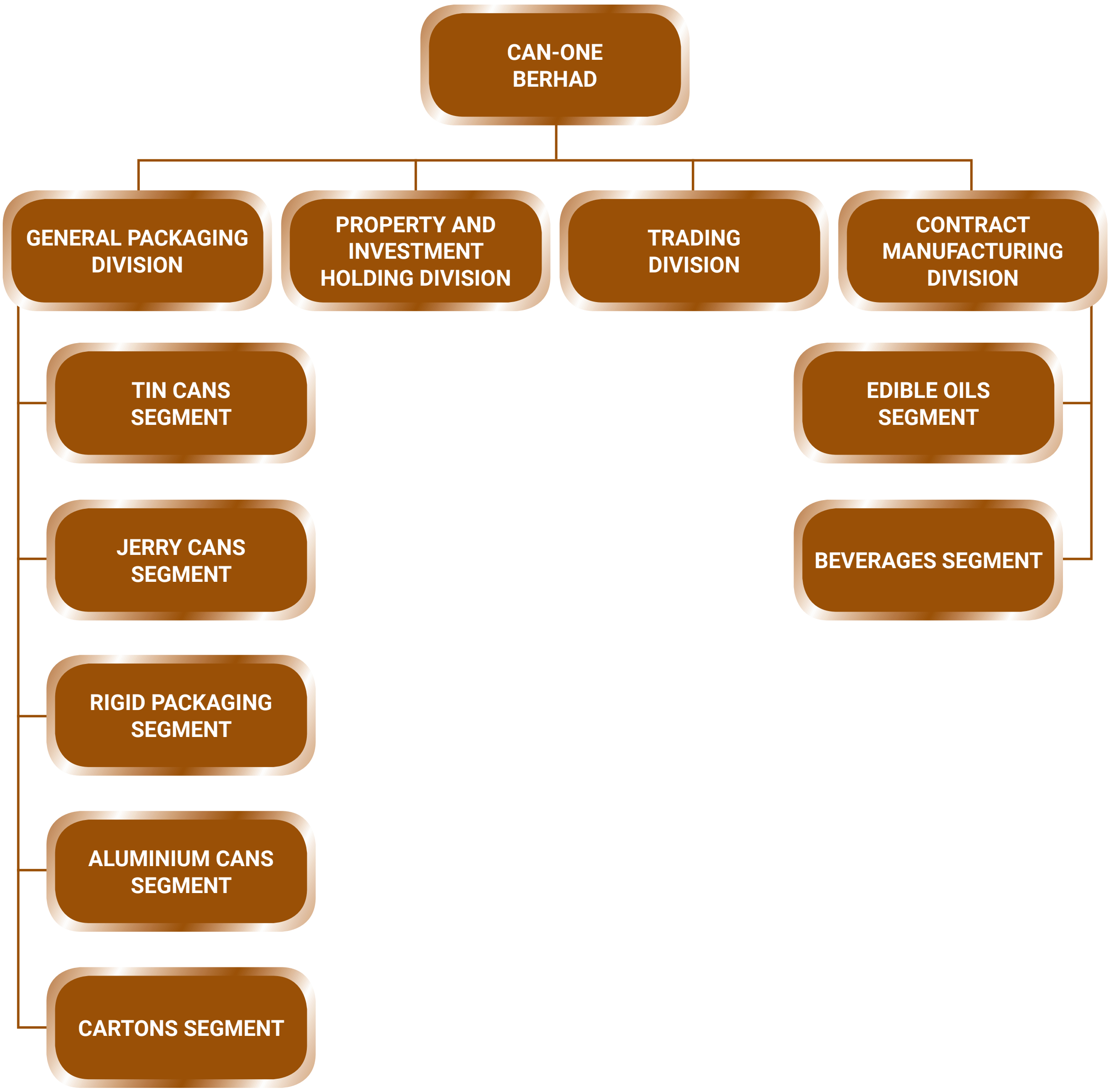
The following Management Discussion and Analysis ("MD&A") provides an analysis of the financial performance and review of the business of Can-One Berhad ("Can-One" or "the Company") and its subsidiaries ("the Group") for the financial year ended 31 December ("FYE") 2020.

The MD&A contains commentary from the Management on the performance of the Group and of the Company, key business strategies, risks and future prospects of the Group.

The MD&A should be read in conjunction with the audited financial statements of the Group and of the Company as set out in pages 69 to 172.

This MD&A is the responsibility of the Management. The Board of Directors of the Company ("Board") has reviewed and approved this MD&A for inclusion in the Annual Report for FYE 2020.

OVERVIEW OF BUSINESS AND OPERATIONS



MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW OF BUSINESS AND OPERATIONS *(continued)*

GENERAL PACKAGING DIVISION

Tin cans segment

This segment is principally involved in the manufacture of metal and lithographed tin cans and components in Malaysia and Vietnam. Tin cans manufactured by the Group are supplied to a wide variety of industries including fast moving consumer goods, edible oils packaging, industrial products, battery jackets, aerosol and other products.

Jerry cans and Rigid packaging segments

This segment is principally involved in blow moulding and plastic injections manufacturing in Malaysia and Indonesia. Plastic bottles manufactured by the Group are supplied to customers ranging from enterprises to large domestics and overseas companies involved in the various industries of fast moving consumer goods, edible oils packaging, pharmaceutical products and other products.

Aluminium cans segment

This segment is principally involved in the manufacture of aluminium cans in Malaysia and Myanmar. The main customers of aluminium cans are the beverage industry which include beer, carbonated drink, soft drink and Asian drink products.

Cartons segment

This segment is principally involved in the manufacture of corrugated fibreboard cartons for fast moving consumer goods, electronic and electrical products, footwear, furniture and other products in Malaysia, Vietnam and Myanmar.

CONTRACT MANUFACTURING DIVISION

Edible oils and Beverages segments

This segment is principally involved contract manufacturing, packaging and distribution of carbonated and non-carbonated beverages as well as edible oil products.

TRADING DIVISION

This division undertakes sale and marketing activities for the Group. It also acted as centralised international procurement centre for main direct materials of the Group.

PROPERTY AND INVESTMENT HOLDING DIVISION

All activities that are not classified above are included in this division. This include investment in certain subsidiaries, investment in properties held for future development, and for properties rented to related companies and third parties.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE REVIEW AND FINANCIAL HIGHLIGHTS

	FYE 2020 RM'000	FYE 2019 RM'000	Increase/ (Decrease) RM'000
Continuing operations			
Revenue	**2,530,126**	2,284,180	245,946
Gross profit	**216,659**	153,001	63,658
Profit before tax	**12,000**	221,050	(209,050)
(Loss)/Profit after tax	**(7,083)**	213,665	(220,748)
Discontinued operation			
Profit from discontinued operation, net of tax	**88,000**	725,671	(637,671)
Profit attributable to owners of the Company	**76,418**	714,663	(638,245)
Profit attributable to non-controlling interests	**4,499**	224,673	(220,174)
Profit for the year	**80,917**	939,336	(858,419)
Earnings before interest, tax, depreciation and amortisation ("EBITDA")	**280,615**	1,155,275	(874,660)
Adjusted earnings before interest, tax, depreciation and amortisation ("adjusted EBITDA") (1)	**192,615**	179,511	13,104

The financial performance of the Group for the FYE 2020 was affected by the 2019 Novel Coronavirus Infection ("COVID-19) of which The World Health Organisation declared as a pandemic on 11 March 2020. The COVID-19 outbreak has resulted in the occurrence of unprecedented crisis in the world history where movement restrictions and quarantine measures were taken globally from the first quarter of FYE 2020, along with other recurring restrictions imposed continuously to contain the spread of COVID-19, causing disruptions to supply chains, suspension of businesses and economic activities.

Our financial performance during FYE 2020 was affected due to restriction in business operations which impacted our production activities as well as demand from customers, changes in consumer behaviour, transportation and logistics issues. Nevertheless, the Group's performance gradually gained back momentum in the second half of FYE 2020 when restrictions were eased and there was a recovery of demand from the disrupted economic activities.

Despite the challenges, the operational results of the Group in FYE 2020 were not adversely affected when compared to last financial year ended 31 December 2019 ("FYE 2019"). A revenue of RM2,530.1 million was registered in FYE 2020, representing an increase of RM245.9 million from FYE 2019. The increase was mainly attributable to consolidation of the full 12-month revenue of Kian Joo Can Factory Berhad ("KJCFB") and its group of companies ("KJCFB Group") in FYE 2020 compared to 3 quarters and 14 days of post-acquisition revenue in FYE 2019. In tandem, gross profit of the Group increased by RM63.7 million to RM216.7 million in FYE 2020. Profit before tax ("PBT") of the Group decreased by RM209.1 million to RM12.0 million in FYE 2020, mainly due to recognition of gain arising from acquisition of KJCFB offset against one time off expenses, interest cost to finance acquisition of KJCFB, other provisions and impairments in FYE 2019.

Can-One and Wholesome Dairies Pte. Ltd. had vide a letter dated 17 August 2020 agreed to the final disposal consideration of RM1,000.0 million in respect of Can-One's disposal of its entire equity interests in F & B Nutrition Sdn. Bhd. ("FBSB") through the disposal of Can Ridge Sdn. Bhd. ("CRSB"). The gain of RM88.0 million arising from the difference between the final disposal consideration of RM1,000.0 million and the preliminary disposal consideration of RM912.0 million in FYE 2019 was then accounted for as profit from discontinued operation during FYE 2020.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE REVIEW AND FINANCIAL HIGHLIGHTS *(continued)*

DIVISIONAL BUSINESS REVIEW

General packaging division

Revenue of General Packaging division increased by RM250.7 million to RM2,254.3 million in FYE 2020, mainly attributable to consolidation of a full 12-month revenue of KJCFB Group in FYE 2020 compared to 3 quarters and 14 days of post-acquisition revenue in FYE 2019. The division reported a PBT of RM58.1 million in FYE 2020 versus a loss before tax ("LBT") of RM17.2 million in FYE 2019 mainly attributable to improved performance from all segments of operations and lower provisions and impairments of inventories and machineries, offset against higher distributions and administration expenses.

Contract manufacturing division

Revenue of Contract Manufacturing division increased by RM74.0 million to RM297.6 million in FYE 2020 mainly due to increase in Edible oils segment's revenue. Despite the increase in revenue, LBT of the division widened by RM16.2 million to RM43.6 million in FYE 2020 mainly attributable to losses in both Edible oils and Beverages segments. The production operation of Beverages segment is yet to be fully operational as new machineries were still being added. As for the Edible oils segment, the Management intended to cease the activity of edible oils packing once it has fulfilled all its existing sales contracts.

Trading division

Revenue of Trading division increased by RM182.4 million to RM661.8 million in FYE 2020 mainly attributable to higher trading activities among inter-companies and with third parties as well as consolidation of a full 12-month revenue of KJCFB Group in FYE 2020 compared to 3 quarters and 14 days of post-acquisition revenue in FYE 2019. However, PBT of the division was lower by RM3.6 million to RM3.0 million in FYE 2020 mainly due to sales mix and higher other expenses.

FINANCE POSITION REVIEW

	As at 31.12.2020 RM'000	As at 31.12.2019 RM'000	Increase/ (Decrease) RM'000
Total assets	**3,788,268**	3,837,178	(48,910)
Total liabilities	**1,864,252**	1,968,430	(104,178)
Shareholders' equity	**1,780,402**	1,727,883	52,519
Non-controlling interest	**143,614**	140,865	2,749
Total loans and borrowings and lease liabilities	**1,302,259**	1,397,087	(94,828)
Return on equity (%)	**4.29**	41.36	(37.07)
Gearing ratio (times)	**0.73**	0.81	(0.08)
Net gearing ratio (times)	**0.60**	0.61	(0.01)
Net assets per share (RM)	**9.27**	8.99	0.28
Earnings per share (RM)	**0.40**	3.72	(3.32)

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE REVIEW AND FINANCIAL HIGHLIGHTS *(continued)*

FINANCE POSITION REVIEW *(continued)*

As at 31 December 2020, the Group's total assets stood at RM3,788.3 million, a lower assets base of RM48.9 million compared to 31 December 2019 mainly due to movement in working capital.

The Group continued to invest in capital expenditures to increase production capacity and production efficiency. Total capital expenditures invested in FYE 2020 amounted to RM158.5 million, out of which RM114.0 million were incurred in General packaging division, RM42.0 million in Contract manufacturing division and RM10.4 million in Others division.

Total liabilities of the Group stood at RM1,864.3 million as at 31 December 2020, a decrease of RM104.1 million compared to RM1,968.4 million at 31 December 2019 mainly attributable to net repayment in loans and borrowings.

The Group's financial position remained strong and net asset value per share attributable to equity holders of the Group was higher by RM0.28 to RM9.27 as at 31 December 2020 as compared to RM8.99 as at 31 December 2019.

CASH FLOWS REVIEW

The cash and cash equivalents of the Group decreased by RM120.9 million to RM229.7 million as at 31 December 2020.

The Group generated net cash flows of RM175.6 million from operating activities. Net cash used in investing activities were RM138.2 million mainly due to acquisition of property, plant and equipment. Net cash used in financing activities of RM164.7 million were mainly attributable to net repayment in loans and borrowings, interest expenses and dividend paid.

CAPITAL STRUCTURE AND CAPITAL RESOURCES

Gross gearing ratio and net gearing ratio were lower by 0.08 times and 0.01 times respectively to 0.73 times and 0.60 times respectively as at 31 December 2020 due to better management of working capital.

In respect of certain long term borrowings, the Group entered into interest rate swap contracts ("IRS") to fix the interest rate. The IRS is subject to fair value adjustments at the end of each reporting period. The fair value adjustments had been accounted for as cash flow hedge under other comprehensive income / expenses.

The Group aims to maintain a prudent financial structure to ensure that it continues to have access to adequate capital and financing on favourable terms to safeguard the Group's ability to continue as going concern while streamlining the operations and integration of process flows in the Group to achieve an optimal capital structure. The Management monitors and is determined to maintain an optimal debt-to-equity ratio that complies with the debt covenants.

The Group's total capital commitments as at 31 December 2020 amounted to RM141.4 million with RM93.2 million being the balance payment for the acquisition of 2 pieces of vacant freehold lands at Kapar, Klang, Selangor Darul Ehsan. The Group intends to relocate some of its operations and to consolidate them in a single location to improve operating efficiencies and for cost savings.

DIVIDEND

The Group maintains a track record of dividend distribution. After considering the profit performance of the Group and both its long-term and short-term commitments, the Board is recommending a first and final single-tier dividend of 4 sen per share amounting to RM7.7 million for the FYE 2020, subject to the approval of the shareholders at the forthcoming Annual General Meeting of the Company.

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATIONAL ACTIVITIES REVIEW

GENERAL PACKAGING DIVISION

Tin cans, Jerry cans and Rigid packaging segments

Tin cans are used as primary packaging material for a variety of products which include food and beverages, confectionary, lubricant, paint, chemical, battery jacket and other dried and liquid products. Tin cans segment produces a wide range of various sizes and shapes of metal and lithographed tin cans.

Tin cans market in Malaysia is a matured industry with more than 50 years of history. The Malaysian Tin Cans Manufacturer Association which is the trade association representing this industry has 20 members.

In Vietnam, there are approximately 15 manufacturers of tin cans. Tin Cans manufactured by our plants are to cater for Vietnam domestic customers, especially in dairy and aerosol industries.

Plastic packaging is the most common mode of packaging in the world. The commercial success of plastic packaging is due to a combination of flexibility, strength, weight, stability, impermeability and ease of sterilisation. These features make plastics an ideal packaging material for all sorts of commercial and industrial uses.

Jerry cans produced by the Group are used primarily for edible oil packaging while rigid packaging produced by the Group are used as packaging material in food and beverage industry such as cooking oils, oats, flavoured syrup, honey, etc.

At present, majority of the products manufactured by our plants in Malaysia are for domestic customers. Hence, the growth of tin cans, jerry cans and rigid packaging business in Malaysia is dependent on the consumers' demand at the end-user market of its customers (both domestic and overseas) and our ability to grow the export business.

Aluminium cans segment

Aluminium cans are one of the most recyclable package types available in the industry which offer numerous packaging benefits: long shelf life, light weight, easy to handle and carry, high strength, corrosion resistance and moisture free. As a result, the products are gaining global prominence. The rising eco-consciousness and recycling of the aluminium cans are the major trends which will drive the industry growth.

Aluminium cans produced by the Group are primarily used as packaging material for single serve, ready to drink carbonated and non-carbonated beverage industry.

There are only 2 manufacturers for aluminium cans in Malaysia although it is possible for domestic beverages manufacturers to import empty cans from suppliers aboard. The majority of aluminium cans produced by the Group are to cater to the domestic beverage manufacturers. Hence, the growth of aluminium cans business is dependent upon the demand at the end-consumers, whether from domestic or overseas market. The Group's direction of targeting and developing new export markets has been positive and which are expected to consume the existing excess capacities.

The Group's entity in Myanmar commenced commercial operation in the first quarter of FYE 2019. In its second year of commercial operation, the Group consolidated Myanmar entity's revenue amounting to RM94.5 million (FYE 2019 : RM69.1 million [(2)]) and a LBT of RM9.1 million (FYE 2019 : LBT of RM10.4 million [(2)]). As a green field project, the Group anticipates the entity to contribute positive results after 4 to 5 years from its commencement of operations. Demand for aluminium cans is anticipated to increase when the growth momentum in Myanmar gathers pace.

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATIONAL ACTIVITIES REVIEW *(continued)*

GENERAL PACKAGING DIVISION *(continued)*

Cartons segment

Corrugated cartons are used in a wide variety of industry worldwide as primary and increasly secondary packaging materials. The market demand for the Group's products is dependent on the economic situation primarily in Malaysia, Vietnam and Myanmar.

The product specifications may differ from country to country, from industry to industry and from customer to customer. The Group's objective is to supply carton boxes which our customers want at acceptable price in order to achieve business growth.

In Malaysia, the corrugated carton industry is a matured industry with numerous players. The Malaysian Corrugated Carton Manufacturer's Association which is the trade association representing the industry, has more than 50 members and associate members.

Apart from a handful of integrated corrugated carton manufacturers who also manufacture paper rolls, there are also a handful of corrugated carton manufacturers with size and capacity comparable to the Group's operations in Malaysia or Vietnam. There are also downstream players who are pure converters where they source paper boards from corrugators and supply carton boxes to their customers.

In Malaysia, the Group focuses their marketing effort on fast moving consumer products where high quality carton boxes are in demand. The Group also sells its products to electronic and electrical industry, paints and other industries.

In Vietnam, the carton box industry is a matured industry with a high number of players. Apart from manufacturers of similar size, the Group's operations in Vietnam are also competing with large integrated carton box manufacturer as well as smaller converters.

The Group in Vietnam focuses its attention on fast moving consumer products and footwear where demands are high and the quality requirements are more stringent. The Group also supplies corrugated carton boxes to the electronic and electrical industry as well as the furniture industry.

In Myanmar, there are more than 10 carton box manufacturers. Demand for corrugated cartons is expected to increase when its economy reaps benefits from foreign direct investment into the country. Due to the presence of the high number of manufacturers in Malaysia, Vietnam and Myanmar, competitions in these markets are intense and the profit margin is expected to be thin but reasonable.

The Group's entity in Myanmar commenced commercial operation in the first quarter of FYE 2019. In its second year of commercial operations, the Group consolidated Myanmar entity's revenue amounting to RM15.5 million (FYE 2019 : RM6.6 million [(2)]) and a LBT of RM14.2 million (FYE 2019 : LBT of RM12.4 million [(2)]). As a green field project, the Group anticipates the entity to contribute positive results after 4 to 5 years from its commencement of operations. Myanmar entity rides on the existing customer base in Malaysia and Vietnam and those of its immediate holding company, KJCFB. Demand for carton boxes is anticipated to increase when the growth momentum in Myanmar gathers pace.

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATIONAL ACTIVITIES REVIEW *(continued)*

CONTRACT MANUFACTURING DIVISION

Edible oils segment

Edible oil is amongst the most extensively used constituent and is thus measured as a vital ingredient in cooking food items. The Group focuses mainly on packing and blending of refined, bleached, and deodorised ("RBD") palm olein. RBD palm olein is refined, bleached and deodorized form of palm oil which is used as edible cooking oil in most of the countries. It also can be used as frying oil in food industries. RBD Palm olein is used as a raw material for margarine and shortening and used in soap, candles and oleo chemical industries.

The majority of the edible oils produced by the Group are to cater for overseas market. The performance of the segment is largely affected by the challenging worldwide economic condition on the fluctuation in palm oil prices and foreign currency exchange, mainly United States Dollar ("USD") and increased import tariff by importer country. The Group intended to cease the activity of this segment once it has fulfilled all its existing sales.

Beverages segment

The Beverages segment is value-add segment as the Group offers additional services to assist the Group's customers, which are renowned brand owners, to manufacture their beverages products whilst the brand owners concentrate their efforts in developing the markets and promote their products to end-users. The growth of the segment is very much dependent on the demand of products from the domestic and overseas end-users.

Beverages segment is still in investment phase where new capacity is being added and is yet to be fully operational. Due to the outbreak of COVID-19 pandemic, the upgrading of the plant was interrupted as most of the engineers from overseas involved in the project were not able to travel to complete and commission the machineries. This affected sales and as a result, full overheads were absorbed into the profit and loss. The upgraded production lines are expected to be completed in the first half of the financial year ending 31 December 2021.

TRADING DIVISION

This division was used primarily to consolidate marketing effort to sell products manufactured by the Group domestically and globally. It also serves as an international procurement centre to consolidate the Group's negotiation power with various suppliers.

It is also tasked with the role of building an international marketing network to promote the Group's products globally.

RISKS ASSUMED IN BUSINESS OPERATIONS

The following are the main financial and non-financial risks that have an impact on the Group's financial management and operations:

A. Availability and price of raw materials

The main raw materials for the Group's manufacturing activities are tin plate for Tin cans segment, resin for Jerry cans and Rigid packaging segments, aluminium coils for Aluminium cans segment and paper rolls for Cartons segment.

There is only a sole supplier of tin plate in Malaysia and Vietnam. However, importation of tin plates in Malaysia and Vietnam is permissible subject to payment of import duty (unless exemption can be obtained from the respective authorities) and anti-dumping duty (where applicable). The availability of tin plate is dependent on the availability of the cold-rolled steel plates and the rolling mill's capacity to produce the tin mill black plates which form the core of the tin plate. Demand for other forms of steel products globally may affect the supply of cold-rolled steel plates and its pricing.

MANAGEMENT DISCUSSION AND ANALYSIS

RISKS ASSUMED IN BUSINESS OPERATIONS *(continued)*

The following are the main financial and non-financial risks that have an impact on the Group's financial management and operations *(continued)*:

A. Availability and price of raw materials *(continued)*

Main resins used in the manufacturing of jerry cans and rigid packaging are imported from overseas without import duty.

Aluminium coils are fully sourced from overseas as there is no local supply in Malaysia and Myanmar. The cost is based on the commodity price quoted on London Metal Exchange and aluminium rolling cost. The Group manages the cost pressure partially through hedging mechanism.

In Malaysia, there are only a handful of reliable local paper suppliers from whom the Group purchases its paper rolls. The Group also imports certain type of paper rolls subject to 0% to 10% import duty. Similarly in Vietnam, the Group works with a handful of reliable local suppliers where the Group sourced for its paper requirements. Some other paper materials can be imported, subject to an import duty of between 0% to 20%. Although majority of paper rolls are sourced locally by the Malaysian and Vietnam entities, the cost of paper rolls mirrors those of international market as it is influenced by the market price of paper pulps and old corrugated cardboard price in the international market. On the other hand, major suppliers of paper rolls in Malaysia and Vietnam are also producers of corrugated cartons and hence, have a competitive advantage over the Group in the marketplace. In Myanmar, the Group is currently importing paper rolls to cater for production, free from duty. The Group is continuously assessing the quality standard of local paper mills with a view of localising some of the paper requirements in the future.

The Group mitigates these risks by continuously monitoring the availability and prices of raw materials by establishing long-term business relationship with existing suppliers, expanding the pool of suppliers and striving to improve operational efficiency to drive down the cost. Furthermore, the Group is careful in production planning and maintain sufficient stocks of raw materials to mitigate the effects of volatile price swings and short-term hike in prices.

B. Political, Economic and Regulatory Considerations

Adverse developments in the political, economic and regulatory conditions locally and overseas could materially and adversely affect the financial prospects of the Group. Political and economic uncertainties include, but are not limited to, risks of war, expropriation, nationalisation, change in political leadership, global economic downturn, unfavourable changes in government policies which include interest rates, method and rate of taxation, currency exchange control or introduction of new regulations, import duties and tariffs and re-negotiations or nullification of existing contracts.

C. Competition Risk

The general packaging industry is highly competitive industry with the presence of other players competing for new business globally and price pressure. The Group is one of the major players in tin cans and aluminium cans manufacturing industries for edible oil, sweetened creamer and evaporated creamer and carbonated and non-carbonated beverages in Malaysia. Notwithstanding the challenges on competing with other players, the Group is confident that it will be able to withstand any direct competition as the Group has, over the years, established itself in the cans supply chain, enhanced its manufacturing capabilities, innovation and built a diverse portfolio of customers. The entry barriers for new entrants into the same industry of our tin cans and aluminium cans segments are high as the industries require relatively high capital investment to set up manufacturing facilities, to establish distribution channels, compliance with stringent food and safety standards and establish strong research and development capabilities.

MANAGEMENT DISCUSSION AND ANALYSIS

RISKS ASSUMED IN BUSINESS OPERATIONS *(continued)*

The following are the main financial and non-financial risks that have an impact on the Group's financial management and operations *(continued)*:

C. Competition Risk *(continued)*

The corrugated carton industry in Malaysia and Vietnam is matured with a high number of players. Apart from a handful of integrated corrugated carton manufacturers who also manufacture paper rolls, there are also a handful of corrugated carton manufacturers with size and capacity comparable to the Group's operations in Malaysia, Vietnam or Myanmar. There are also downstream players who are pure converters where they source paper boards from corrugators and supply carton boxes to their customers. In Malaysia, the Group focuses their marketing effort on fast moving consumer products where high quality carton boxes are in demand. Apart from manufacturers of similar size in Vietnam, the Group's operations are also competing with large integrated carton box manufacturers as well as smaller converters. The Group in Vietnam focuses its attention on fast moving consumer products and footwear where demands are high and the quality requirements are more stringent. As for Myanmar, there are more than 10 carton box manufacturers. Demand for corrugated cartons is expected to increase when its economy reaps benefits from foreign direct investment into the country. Due to the presence of the high number of manufacturers in Malaysia, Vietnam and Myanmar, competitions in these markets are intense and the profit margin is expected to be thin but reasonable.

D. Foreign Exchange Risks

The Group operates its business internationally which exposes itself to foreign currency exchange risk , mainly from the fluctuation of USD, in sourcing of raw materials, transacting with customers as well as sourcing of plant and machinery and its spare parts. The Group manages its exposures to the foreign currency risk in the following manner:

(i) Foreign currency sales and purchases in the same currency provide natural hedge against the fluctuations in the foreign currency exchange rates;
(ii) Maintain part of its cash and bank balances in the foreign currency accounts and obtain foreign currency trade facilities to meet its future obligations in foreign currencies; and
(iii) Enter into foreign currency forward contracts to hedge against the residual foreign currency exposure.

E. Human Capital

The manufacturing activities of all divisions are considered labour intensive. The Group employs a diversified workforce with various background, knowledge, skills and experience. The Group offers reasonable remuneration package, tasked at attracting talents to join the Group and retaining the existing pool of experienced employees.

In Malaysia, the direct labour cost is affected by the minimum wage fixed by the Malaysia Government. The minimum wage applied in FYE 2020 was RM1,200 which was fixed in 2019.

In FYE 2020, in the effort to prevent the infection and spread of COVID-19, the Group incurred additional expenses to purchase personal protection equipment and carried out sanitisation on factories and offices regularly.

As the Malaysia entities rely on foreign workers from Nepal, Myanmar, Vietnam and Bangladesh to provide the labour forces required at the manufacturing facilities, they also incurred additional expenses in ensuring that they comply with the Employees' Minimum Standards of Housing, Accommodations and Amenities (Accommodation and Centralized Accommodation) Regulation 2020 introduced by Jabatan Tenaga Kerja Semenanjung Malaysia.

In Vietnam, the Government enforces the minimum wage. In Ho Chi Minh City, the minimum wage is Vietnam Dong ("VND") 4.42 million whereas in Hanoi City, it is VND3.92 million. The last revision was made in January 2020. Although the Vietnam Government did not revise the minimum wage for 2021, additional expenses were incurred by the Vietnam entities to purchase the necessary personal protection equipment and sanitise the factories and offices regularly as the country is curbing the spread of COVID-19.

MANAGEMENT DISCUSSION AND ANALYSIS

RISKS ASSUMED IN BUSINESS OPERATIONS *(continued)*

The following are the main financial and non-financial risks that have an impact on the Group's financial management and operations *(continued)*:

E. Human Capital *(continued)*

In Myanmar, the minimum wage fixed by the Myanmar Government is Myanmar Kyat 4,800 a day.

Apart from wages, training programs are held from time to time to develop and enhance the workers' skills in all plants. Great emphasis is also placed on our workers' awareness on occupational safety and health matters to promote a healthy and safe work place.

Risk associated with loss of key personnel is reviewed regularly and succession plans are in place for key roles.

F. Health and Safety

As a manufacturer for food industry packaging and food products, the Group is fully aware of the importance of health and safety of consumers. Thus, the Group is committed to produce and offer products with high quality assurance for packaging and consumptions, which are key factors directly affecting the end-consumers' satisfaction as well as the Group's business operations.

As such, the Group's commitment to stringent production procedures has led to its recognition under the various quality credentials such as Quality Management ISO 9001:2015, Food Safety Management System 22000, Hazard Analysis and Critical Control Point ("HACCP") and Good Manufacturing Practice ("GMP"). This is to ensure consistency in the quality and safety management of products delivered to end-consumers.

FORWARD-LOOKING STATEMENT

The Group's operating environment for the financial year ending 31 December 2021 is expected to continue to be challenging with the ongoing COVID-19 pandemic, although vaccination has been rolled out by various countries and Malaysia in February 2021. Business operations and supply chain globally continue to be disrupted which caused logistical issues, shortages of raw material and rising raw material prices. The Management will continue to be vigilant to ensure strict compliance with Standard Operating Procedures issued by the relevant countries' Government to minimise disruption to our business operations.

The political upheaval in Myanmar subsequent to the FYE 2020 has raised some cause for concern as it could disrupt the business environment in Myanmar. A state of emergency had been declared in Myanmar for a period of 1 year. Although the Group's Myanmar entities have been able to operate as usual, the recent development in Myanmar would potentially impact the judgements and assumptions used in the preparation of the financial statements for the financial year ending 31 December 2021, such as expected credit losses of financial assets and impairment assessments of assets (property, plant and equipment, right-of-use assets, trade and other receivables and investments in subsidiaries). The Group will continue to assess the operational and financial impact of the political instability since ongoing developments remain uncertain and cannot be reasonably predicted. Nonetheless, the Group continues to monitor the development in Myanmar closely and be responsive to any changes.

The Group remains cautiously optimistic on the Group's business prospects, underpinned by the development of new export market opportunities, leaner operations and emphasis on operational efficiency to deliver sustainable growth and satisfactory results for the financial year ending 31 December 2021.

Notes:

(1) *After deducting gain arising on acquisition of KJCFB and gain from disposal of FBSB through the disposal of CRSB as well as adding back their related expenses.*

(2) *Being post-acquisition revenue and LBT consolidated into the Group's results.*

SUSTAINABILITY REPORT

ABOUT THIS REPORT

Can-One Berhad ("Can-One" or "the Company") and its subsidiaries ("the Group" or "Can-One Group") presents its Sustainability Report for the financial year ended 31 December 2020 ("FYE 2020") published in compliance with the detailed disclosure requirements of Paragraph 6.2, Practice Note 9 of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"). This Sustainability Report has been reviewed and approved by the Board of Directors of the Company.

Sustainability is important to the Group. We take into consideration sustainability in the aspect of economic, environmental and social in our formulation of the Group's overall strategy. We are committed to develop and secure a sustainable future while maintaining an equitable balance between the expectations of a wide range of stakeholders while continuing to create value for our shareholders.

The Group's Sustainability Report for FYE 2020 includes scope, approach, governance structure, stakeholders' engagement, identification of key material sustainability matters and the current initiatives and efforts related to these key matters.

SCOPE AND BASIS

Our Sustainability Report was developed based on Bursa Securities' Sustainability Reporting Guide and will be reported annually covering the 12 months of the financial year. The guidelines look beyond financial performance and corporate governance practices, which are already outlined in the published Annual Report, to examine our non-financial performance, especially with regard to our internal and external communities as well as the environment.

This Sustainability Report covers the Group's significant operating segments, which are:

a. Tin cans segment;
b. Aluminium cans segment;
c. Beverages segment; and
d. Cartons segment.

Our Vietnam manufacturing plants for both the tin cans and cartons segments have been included from year 2020 onwards. Vietnam contributes to a significant portion of the cartons business segment and therefore the inclusion of Vietnam will provide greater transparency into its sustainability efforts as well.

KJCFB's operation in Myanmar was not included for 2020's reporting due to its size and impact to the entire Group's operations and revenue which are still at its infancy stage.

The information and data of the Group are derived from our internal reporting systems and operation records of FYE 2020 and financial year ended 31 December 2019 ("FYE 2019"). Comparatives are made between the 2 years to reflect the level of sustainability efforts.

SUSTAINABILITY REPORT

SUSTAINABILITY APPROACH

The Group endeavors to conduct its business activities in a responsible and ethical manner by embedding sustainability practices in our business activities to ensure the long-term growth and profitability of the Group.

ECONOMIC SUSTAINABILITY	ENVIRONMENTAL SUSTAINABILITY	SOCIAL SUSTAINABILITY
Continuously growing business profitability as a value to our shareholders, creating beneficial value to all stakeholders, furnish customers with high quality products, and develop mutually beneficial business relationship with suppliers.	Reduce our carbon footprint through sustainable water usage, efficient energy usage, minimising greenhouse emission, minimising waste generation and increase recycling practices.	Provide a safe, conducive and facilitative working environment for our people where employees can contribute and grow their career and are treated with respect.

The Group pursues its sustainability approach according to these sustainability principles:

- Embed sustainability practices in every part of the value chain of our business activities.
- Consider all stakeholders' interest during the planning and implementation of sustainability approaches and strategies.
- Periodically review our sustainability approach and practices to ensure the journey aligns with our business objectives.

GOVERNANCE STRUCTURE

We do not have a separate Sustainability Committee at the Board of Directors ("Board") Level. The Audit and Risk Management Committee ("ARMC") takes on the additional role and responsibility of a Sustainability Committee. The ARMC oversees the strategies, policies, initiatives, targets and performance of the Group to ensure that the Group's businesses are conducted in a sustainable manner.

The Group's Sustainability Governance Structure is presented below:

SUSTAINABILITY GOVERNANCE

Board of Directors

Audit and Risk Management Committee

Sustainability Reporting Executive Committee

Sustainability Reporting Officer

SUSTAINABILITY REPORT

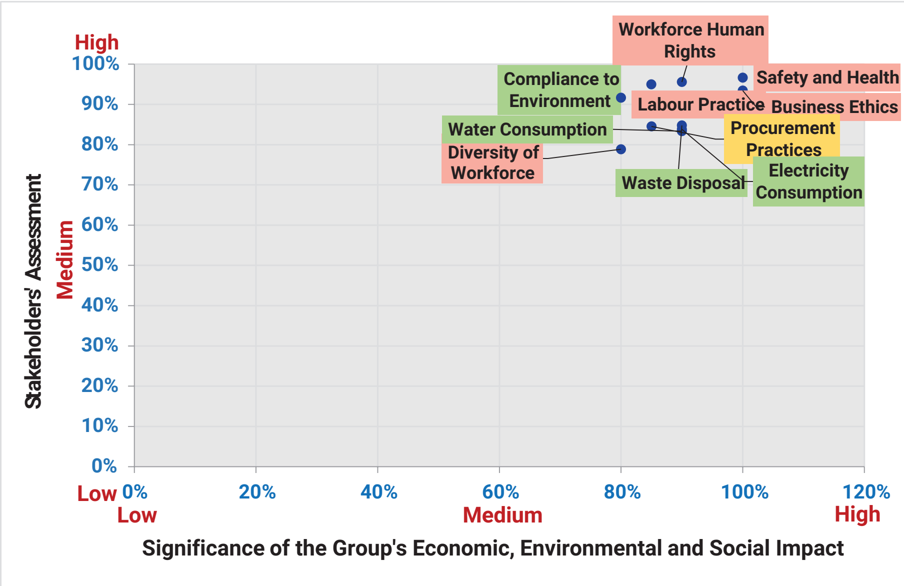
STAKEHOLDERS' ENGAGEMENT

Stakeholders are defined as parties that have a vested interest in the Company and can either affect or be affected by the Company's business activities. We conducted a materiality assessment exercise with our customers and vendors. We have regular customers' audits and sustainability assessment which inform us of their areas of emphasis. Engagements with our shareholders and investors happen in our annual general meetings conducted each year. With the various government agencies and authorities, these engagements happen each time the authorities call for a site visit, a face-to-face meeting or when we are invited to stakeholders' open dialogues. These are usually planned by the Government agencies and authorities and we participate in these engagements. Our community engagement primarily focuses on job and learning opportunities for younger generations.

The table below summarises the engagement process which the Group has adopted.

STAKEHOLDER	METHOD OF ENGAGEMENT	STAKEHOLDERS' CONCERNS	OUR RESPONSE
Shareholders and Investors	• Annual General Meeting	• Higher financial returns • Value of investment	• Dividends • Company's valuation
Employees	• Employee Survey • Employee Engagement Program • Town Hall Meetings	• Safety at workplace • Career development • Benefits • Equal opportunity	• Career development • Rights and Respect • Safe environment
Customers	• Customer Satisfaction Survey • Customer feedbacks • Face-to-face meetings	• Pricing • Delivery • Quality • Sustainability	• Reasonable pricing and reliability • Quality and sustainable processes
Suppliers	• Suppliers' survey • Suppliers' meetings • Suppliers' audits	• Cost efficiencies • Compliance to sustainability matters • Quality product	• Reliability and Quality • Retention • Collaboration opportunities
Government	• Compliance with government legislative framework	• Regulatory disclosure • Accountability • Access to premise and records	• Certifications • Compliance to regulations • Transparency
Community	• Meeting with local communities	• Provision of jobs and internship to graduates • Local employment • Environmental impacts	• Internship • Job placement • Environmental responsibilities

MATERIALITY ASSESSMENT CONDUCTED IN YEAR 2017



The Materiality Assessment is a stakeholder engagement exercise designed to gauge the Group's most noteworthy economic, environmental and social impact that is of importance to its stakeholders. This process helped us identify and prioritise key matters according to its impact on business activities and its importance to our stakeholders' perspectives.

The above chart reflects the material matters that were assessed in year 2017 and were used in our reporting from 2018 till 2020. The Group decided to conduct another exercise in 2020 to re-assess what constitute material matters in the opinion of our major stakeholders.

MATERIALITY ASSESSMENT EXERCISE - YEAR 2020

We engaged a broad cross section of our customers, suppliers, employees, community as well as government stakeholders in this exercise to ensure we have a wide range of diverse feedback on sustainability matters that are important to us. This was conducted via a survey. The material matter assessment was completed by end of Quarter 4 of FYE 2020.

MATERIALITY ASSESSMENT PROCESS

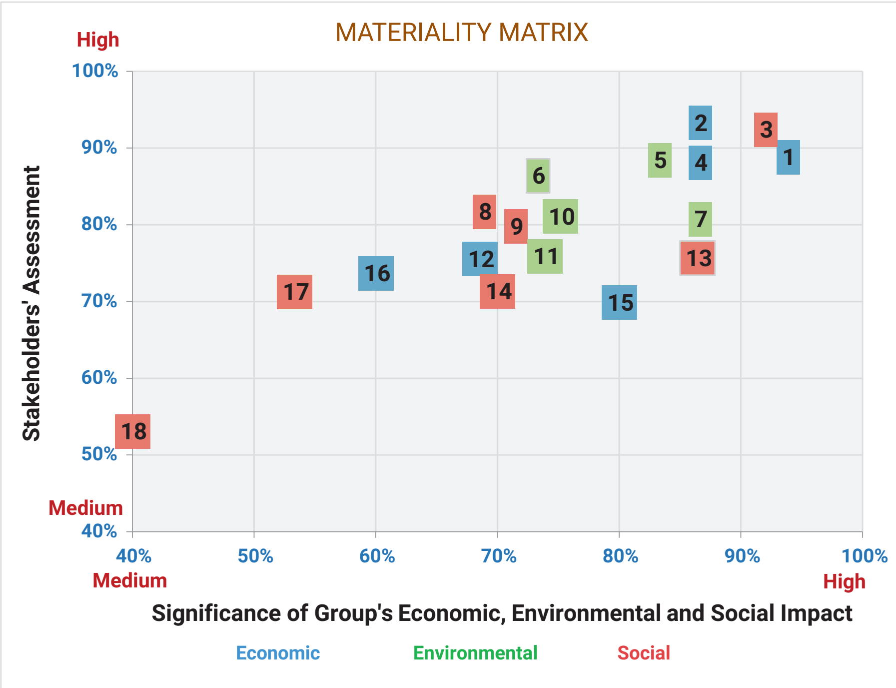
IDENTIFY POTENTIAL ISSUES	• Identified and compiled a list of significant areas of the Group's operations. • Materiality assessment process was conducted to gather the feedback from stakeholders through electronic surveys as well as physical survey.
PRIORITISE ISSUES	• Develop the materiality matrix based on the scores of the survey which help to isolate, rank and prioritise our sustainability key matters.
SENIOR MANAGEMENT VALIDATION	• The sustainability material matrix was reviewed by the senior management, deliberated and agreed upon.

MATERIALITY ASSESSMENT EXERCISE - YEAR 2020 *(continued)*

MATERIALITY ASSESSMENT PROCESS *(continued)*

The materiality matrix below represents the outcome of the Group's materiality assessment exercise. Sustainability key matters have been rated on a scale of low, medium and high. To prioritise each key matter, we used a scale of 0% to 40% as low priority and 75% to 100% as high priority. There were 18 sustainability matters shown in the materiality matrix according to the ranking provided by our stakeholders. The material matters are selected to emphasise all 3 Sustainability Pillars namely Economic, Environmental and Social Impact.

We have selected 9 key material matters based on the rankings explained above to focus our efforts and to set targets for the year 2021 and beyond.



MATERIALITY ASSESSMENT EXERCISE - YEAR 2020 *(continued)*

MATERIALITY ASSESSMENT PROCESS *(continued)*

Order of Signifcance Ranked by Our Stakeholders	Top 9 Sustainability Materiality Matters	Order of Signifcance Ranked by Our Stakeholders	Other Sustainability Materiality Matters
1	Product Safety	10	Electricity Consumption
2	Business Ethics	11	Water Consumption
3	Safety at Workplace	12	Smart Manufacturing
4	Ethical Sourcing	13	Leadership
5	Waste Management	14	Employee Training Development
6	Air Quality	15	Product Life Cycle
7	Energy & Carbon Emission	16	Succession Plan
8	Employee Engagement	17	Foreign Workers
9	Diversity & Fair Treatment	18	Freedom of Association

SUSTAINABILITY TARGETS

As a result of the most recent survey exercise, the Board of Directors has approved the following sustainability targets for each of the material matter.

Sustability Pillar	Key Material Matters	Sustainability Goals/Targets
Economic	• Product Safety • Business Ethics • Ethical Sourcing	• Zero product recall from packaging material defects • Zero bribery and corruption cases reported • Procure from suppliers who are ethically compliant
Environmental	• Waste Management • Air Quality • Carbon Emission	• Minimise waste generation. Scheduled waste management compliant with regulatory framework • Air emission consistently meet Department of Environment ("DOE") guidelines • Adoption of solar energy as renewable source for greenfield sites. For Vietnam plant, substitution of coal energy to gas or fuel oil. • Energy efficiency will be given high consideration for future machinery and equipment investment
Social	• Safety at Workplace • Diversity & Fair Treatment • Employee Engagement	• Zero employees and contractor fatality • Increase female representation by 10% by 2025 • Increase staff retention rate by 3% by 2025 • Improve staff satisfaction rate by 5% by 2025

These targets will be set against the FYE 2020 baseline and will be monitored and reported each year on our progress and achievement.

SUSTAINABILITY REPORT

ECONOMIC SUSTAINABILITY

ANTI-CORRUPTION POLICY ADOPTION

The Group believes that good corporate governance is essential to build a truly sustainable business and is wholly committed to implementing best practices in this area. Over the years, our consistent adherence to ethical business practices has earned the trust of our customers, suppliers, business partners, employees and shareholders.

In respect of the Malaysian Anti-Corruption Commission (Amendment) Act 2018 ("MACCA 2018") in early 2019, we have established most of the procedures required by MACCA 2018. The process of educating the entire existing Malaysian workforce was stalled by the pandemic lockdown imposed by the Government. This is still ongoing. Due to the nature of our workforce, a combination of shopfloor training and online training are used.

We have also communicated the policy to our Vietnam and Myanmar operating units to ensure all units are in line within the Group.

A risk assessment exercise was conducted in Quarter 4 of 2020.

ETHICAL SOURCING

Our customers hold us accountable through their purchasing choices, not only for the quality of our products, but also for ethical and responsible production. As such, responsible sourcing is an integral part of our business. Our Group Procurement Policy and Suppliers' Code of Conduct have always formed the backbone of our efforts. We seek commitment from our vendors to adhere to our Suppliers' Code of Conduct in the area of human rights, labour practices, social impact and environmental practices.

We have put in place a process to ensure all our suppliers received, read and signed a copy of the Group's Suppliers' Code of Conduct document that will hold them accountable during the course of doing business with us and meet the compliance requirements that are part of the Supplier Ethical Data Exchange ("SEDEX") process.

We have reached 100% acceptance rate from all our Malaysian suppliers and vendors. We have not reached 100% acceptance from the suppliers and vendors in our Vietnam operations. We will continue to monitor the progress to achieve full acceptance rate.

The Suppliers' Audit questionnaire have been revised this year to include all pertinent areas of social compliance. Increasingly, our customer audits and customer sustainability reporting require our businesses to ensure that our supply chain complies with internationally recognised principles for social compliance in the area of labour practices, business ethics and sustainable practices in procurement and operations.

ECONOMIC SUSTAINABILITY *(continued)*

SMART MANUFACTURING

The Group recognises that as a manufacturing business, the adoption of Industry 4.0 is akin to adopting automation and computerisation in the last quarter of the 20^{th} century. The Group has established an Industry 4.0 Roadmap to guide our business to apply the necessary technology in order to reinvent the manufacturing processes and operations. Today, manufacturers have to price competitively, adapt to multitude of packaging designs, smaller production batches, adopt greater sustainability measures in our supply chain, expected to innovate continuously, and provide a more seamless and integrated production and services to our customers. Without adopting Industry 4.0, manufacturers will be left wondering what hit them.

The Group focuses on training its engineers and IT employees to upgrade their knowledge and skillsets to evaluate and deploy the right technology for different segment of our business.

The Group has internal champions who are currently working on providing real time operational monitoring information on the shopfloor that allows the operations to make decision and react to shopfloor issues more expeditiously. This is currently in place for the aluminium segment.

In the Tin can segment, a pilot project on energy management as well as monitoring of a welding machinery are underway.

The Tin cans segment is collaborating with TAR University College to build big data and analytics subject matter expertise through a master students sponsorship program.

The Group is currently exploring additional solutions from our Infor Enterprise Resource Planning ("ERP") partners that will propel the business to adopt the right Manufacturing Execution System ("MES") that will assist the business to build both vertical and horizontal integration between different functions and with our key vendors and customers as well.

The Cartons segment will adopt a new ERP called Microsoft Dynamics 365 Business Central. The deployment will commence in the first plant in Batu Caves, Selangor and is expected to go live in Quarter 2 of 2021.

Both ERP systems have the capability of adopting a hybrid model of having both on-premise and cloud solutions to suit our operational and confidentiality requirements.

The Group has invested in hiring additional IT programmers in our effort to increase our digitalisation effort and reduce manual tasks. This will pave the way for optimising our headcount further.

Our Group Chief Financial Officer has prepared a paper that will help the business adopt greater digitalisation initiatives for our new greenfield plant in Kapar, Selangor.

There are multiple initiatives at various stages in different business segment of the Group. As each solution proves to be successful, it will then be deployed to other plants within the same business segment and then across the Group.

SUSTAINABILITY REPORT

ENVIRONMENTAL SUSTAINABILITY

The Group has an existing Environmental Policy in place and we make the environmental policy available to all employees as a guidance to our actions and business practices towards environment as a whole. We adhere strictly to all government legislations and requirements that are relevant to the environmental impact of our activities and operations.

As we continue to improve our environmental track record, we focus on the following areas:

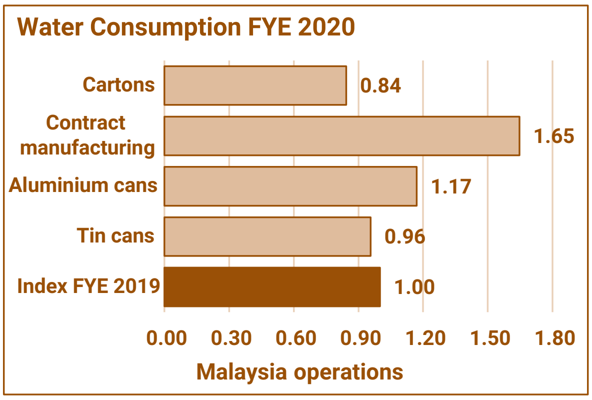
WATER CONSUMPTION | ELECTRICITY CONSUMPTION | ENERGY AND CARBON EMISSION | WASTE MANAGEMENT

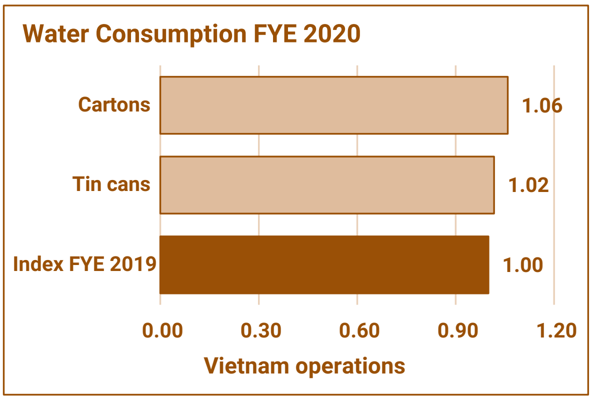
WATER CONSUMPTION

Water is a major part of our production processes, so understanding and managing it in a sustainable way is critical to our business. As a manufacturer, the Group relies on and requires large quantities of water to operate. Water is used for the cooling of our machineries, in the manufacturing process, for the cleaning of our facilities and equipment and the provision of a sanitised work environment for our employees.

Efficient water management practices are fundamental for business growth, especially in contract manufacturing. Our pasteuriser is also equipped with water recycling system where water will be reused within the system instead of discharging it. These measures will help alleviate the need to consume more and more water as the operations grow.

Contract manufacturing is in the business of manufacturing beverages. Due to its nature of business, water consumption per unit of quantity produce is higher than the other business divisions.





SUSTAINABILITY REPORT

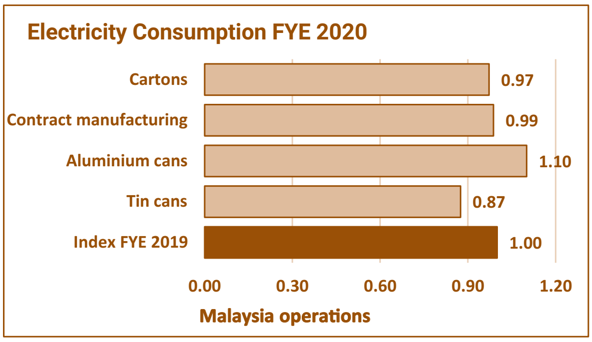
ENVIRONMENTAL SUSTAINABILITY *(continued)*

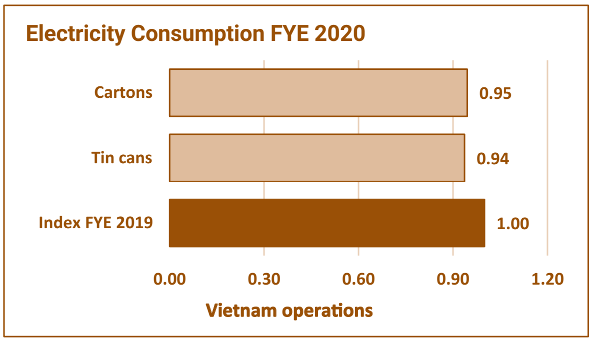
ELECTRICITY CONSUMPTION

The production volume of the Aluminium Cans segment in Malaysia has decreased due to the slowdown in demand during the year under review, hence this had impacted the economy of scale needed.

As a result, the overall utilities consumption for this segment increased significantly.

Our Tin Cans segment in Vietnam has recently converted the lighting system to light emitting diodes "LED" in one of the buildings and set up timers to the lighting system around the factory to reduce electricity consumption.





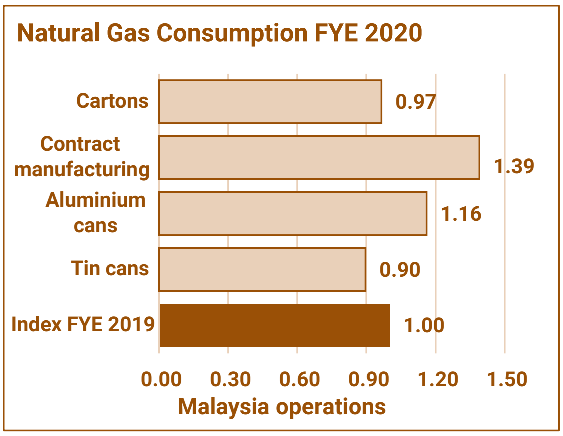
ENERGY SAVING REMINDERS

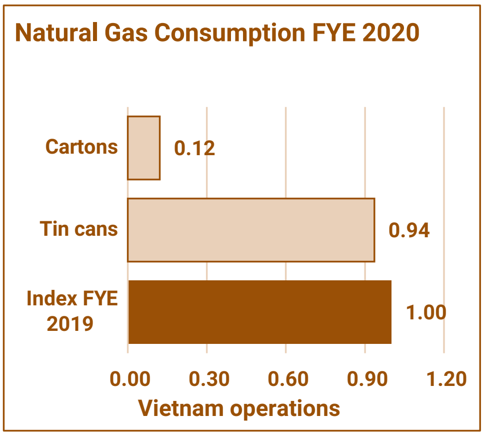
The Group placed energy saving reminders in many of our workplace areas as a constant reminder to our employees to operate sustainably.

ENVIRONMENTAL SUSTAINABILITY *(continued)*

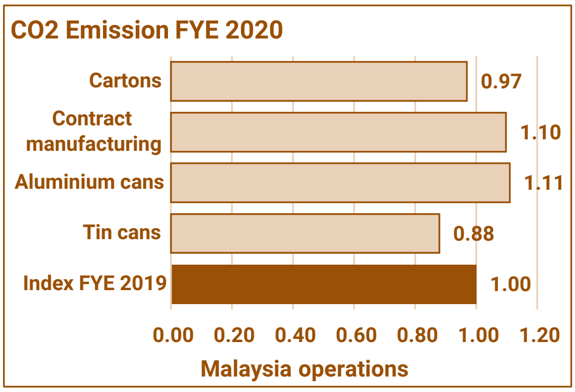
ENERGY AND CARBON EMISSION

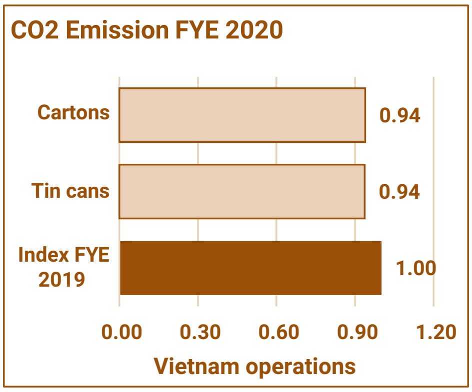
In an era of rising global temperatures caused by the effect in increased carbon emissions, we recognised our duty and responsibility to minimise our carbon footprint across our value chain. From manufacturing to the packaging process, we are constantly finding ways to reduce and optimise our carbon footprint further.





Our Carton Boxes plant in Vietnam is currently consuming coal instead of natural gas for its boiler system as compared to the Malaysian carton boxes operations. Coal is not part of the clean energy cycle. We will have to evaluate how to migrate our energy requirement in Vietnam from coal to natural gas in the coming years.





Our CO_2 emission from the consumption of electricity is derived using the emission factor published by the Malaysian Green Technology Corporation for the Peninsular Grid 2014, while the CO_2 emission from the use of natural gas is derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories.

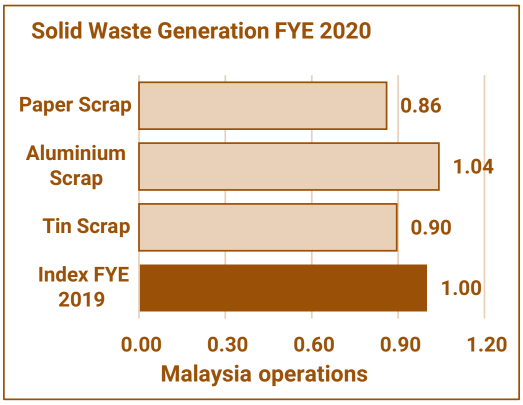
We are not able to provide the CO_2 emission from our coal usage in our cartons plants in Vietnam. This will be addressed in the future.

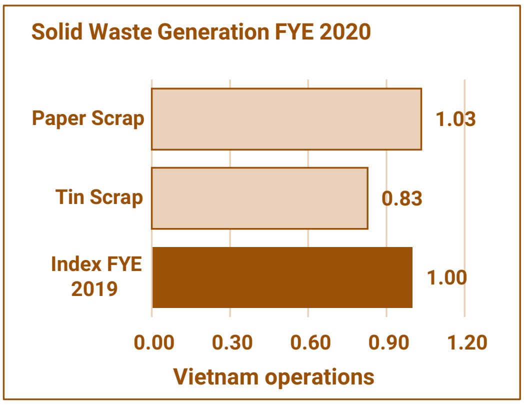
ENVIRONMENTAL SUSTAINABILITY *(continued)*

WASTE MANAGEMENT

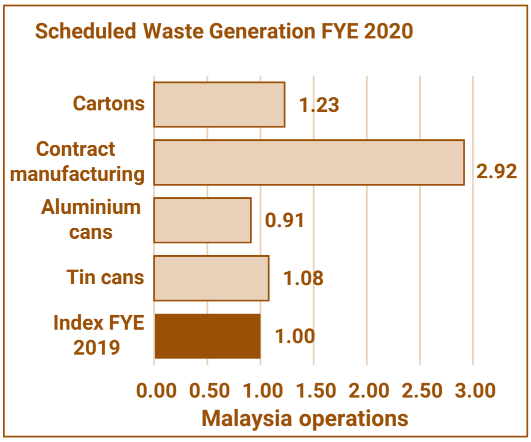
To grow sustainably, the Group ensures that our products are not only safe but are also friendly to the environment. Our waste prevention extends beyond reducing packaging material to optimising packaging efficiency and recovering materials for reuse. We are constantly seeking innovative approaches to manage our waste generation. Reducing waste is one of our top priorities which we strive to reduce, re-use and recycle wherever possible along our value chain.

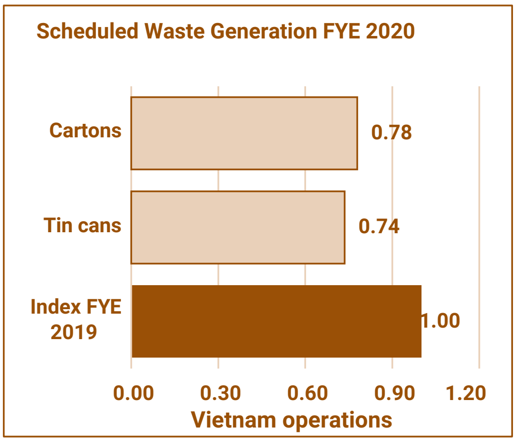
The Group places emphasis on managing and monitoring manufacturing solid waste generated from our manufacturing operations. We dispose our solid waste to Government approved solid waste management companies in Malaysia and in Vietnam. Currently, paper, aluminium and tin scraps are the key solid wastes generated by the Group.





A total of 33 types of scheduled wastes were produced by the Group in FYE 2020. Our wastes are disposed to licensed collectors to ensure our wastes undergo proper disposal and appropriate recycling processes. As part of our compliance with the DOE, all our disposal of scheduled wastes are recorded and submitted to the DOE through the Electronic Scheduled Waste Information System ("ESWIS") in Malaysia as well as through the government mandated authority in Vietnam.





Our Cartons segment also uses FSC-certified papers to produce corrugated cartons. FSC-certified paper usage represents 10% of the overall paper consumption in the cartons segment of the Group.

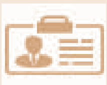
SUSTAINABILITY REPORT

SOCIAL SUSTAINABILITY

Our employees' well-being is one of the keys to improving productivity and resilience. We aim to be an employer of choice and to provide all employees with equal opportunity as well as rewarding and satisfying careers, whilst we continue our drive towards healthy growth.

From time to time, we will review our employees' benefits to ensure that appropriate measures are taken to meet their needs. We have, today, provided hostels, in-house clinic, prayer rooms, ATM machines, transportations, workplace canteens, water dispensers, lockers and parking spaces for our employees in all our plants.

To improve our social wellbeing, we focus on the following areas:



Employees' Profile

Diversity and Fair Treatment

FutureTalent Apprenticeship

Employees' Engagement

Training and Development

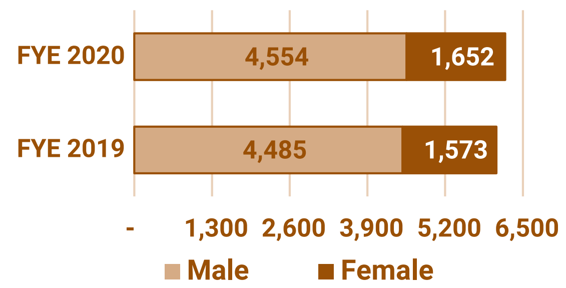
Safety at Workplace

EMPLOYEES' PROFILE

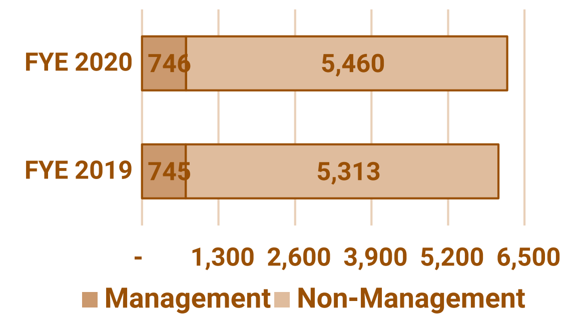
The Group's workforce is diverse in race, ethnicity, gender and age and also encompasses broad varieties of perspectives, background and experience.

We believe in working together through common values and mutual respect between our employees, leading to superior performance and constant innovation.

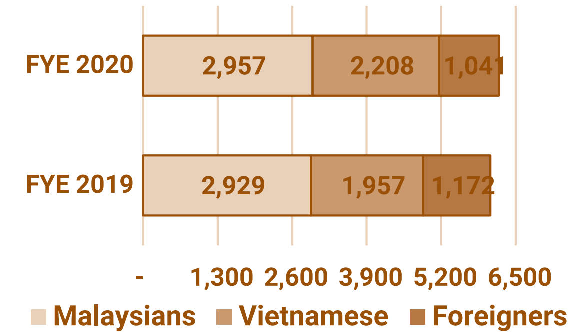
Employees by Gender



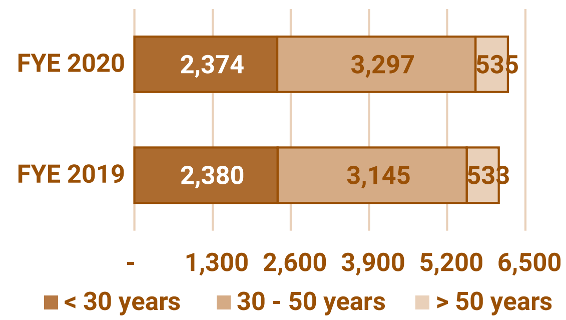
Employees by Type



Employees by Nationality



Employees by Age Group



SOCIAL SUSTAINABILITY *(continued)*

DIVERSITY AND FAIR TREATMENT

With 16 operational plants and total of approximately 6,206 employees in both Malaysia and Vietnam plants, our organisation comprises a diverse ecosystem with employees of varying ethnicity. We recognise the benefits of diversity and welcome its positive impact in our organisations, work culture and business performance. As an equal opportunity employer, the Group seeks to provide equal opportunities to all Malaysians regardless of age, gender, ethnicity, religion, and disability.

Total of ***6,206*** *employees employed in both Malaysia and Vietnam plants across diverse operations*

59% ***MILLENIAL EMPLOYEES***

74% ***LOCAL EMPLOYEES IN MALAYSIA PLANTS***

99% ***LOCAL EMPLOYEES IN VIETNAM PLANTS***

12% ***LONG SERVING EMPLOYEES***

As at 31 December 2020, our workforce comprised a healthy mix of young and older generations. In fact, 59% of our employees are Millennials or Generation Y ranging from the age of 24 to 39. This young, technology savvy and socially interactive workforce is driving our ground operations in multiple sectors. Being new to the working environment, this segment of the workforce provides new ideas and perspectives to the Group as an organisation. Meanwhile, 41% of our middle-aged and older generation help us to stay grounded with responsible decision making and strategies.

Undeniably, the challenge in the Group is the retention of the millennial workforce. Town hall meetings are held to understand the needs of this group. The Group is also working to introduce the employee portal so that everything an employee needs can be accessed through a single touchpoint.

At present, a significant majority of our foreign workers originate from Nepal, Myanmar, Vietnam and Bangladesh and we adhere at least to the legal minimum wage scheme for our employees, as defined by local law. The Group also cares for our employees and their families through our parental leave program.

FUTURE TALENT APPRENTICESHIP

In line with our goal to building a sustainable talent pool, the Group has undertaken initiatives to offer rich and diverse learning opportunities across different industry sectors to nurture future employees. In FYE 2020, our business units across the Group continued their internship programs to develop talent and potentially build a pipeline of future employees.

Currently, the Group has accepted 68 students from various universities and colleges in Malaysia to undergo their industrial trainings in our Group. The interns were assigned to various departments based on their field of studies. We do not have any internship program in our Vietnam plants.

The Management Trainee program is ongoing with the aim to develop manufacturing talent to drive our future success. The trainees are assigned to different job function every 3 to 6 months which allows them to get first-hand experience and develop their skills and knowledge about products and processes in our packaging and manufacturing industries.

SOCIAL SUSTAINABILITY *(continued)*

EMPLOYEES' ENGAGEMENT

The Group continues to organise various employee events ranging from festival celebrations to recreational activities to foster teamwork, cohesiveness and engagement within our workforce. Due to Covid-19 pandemic all activities have been put on hold.

FESTIVAL CELEBRATION

Traditions are important to the Group as we are families in the workplace. We continue to celebrate most of our Malaysian festivals celebration with our employees which includes Chinese New Year ("CNY"), Seventh Moon Festival, Hari Raya, Deepavali and Christmas. These celebrations were organised in the factories.

CNY APPRECIATION ANNUAL DINNER

CNY celebration will not be complete without a get-together reunion meal. It is a tradition for the Group to hold a CNY Appreciation Annual dinner for its management staff.

EMPLOYEES' CELEBRATION

Employees' celebration ranges from birthday parties to retirement ceremonies. This is a platform to foster unity.

ANNUAL GATHERING

Our Vietnam subsidiaries organised annual gathering for their employees as a form of appreciation for their hard work and contributions to the organisation.

FOOTBALL TOURNAMENT

Our Vietnam subsidiary organised football tournament to build greater camaraderie among employees.

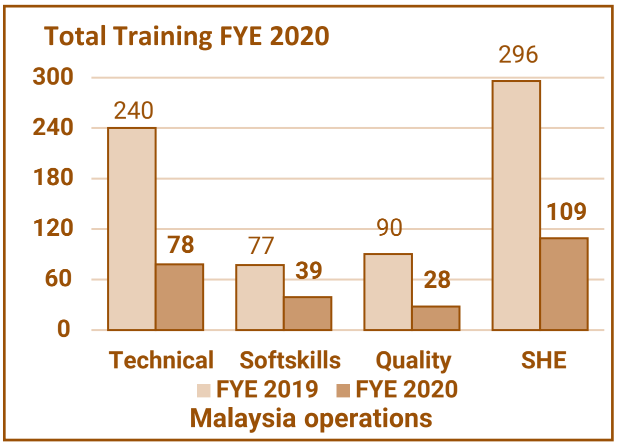
SUSTAINABILITY REPORT

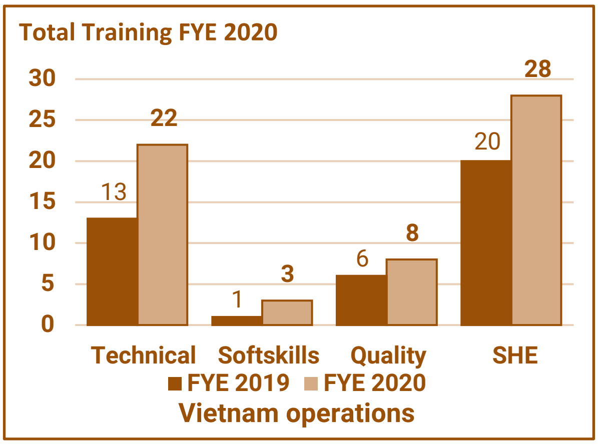
SOCIAL SUSTAINABILITY *(continued)*

EMPLOYEES' TRAINING AND DEVELOPMENT

Talent development is important to the Group. We support lifelong learning and conduct regular performance review which help our employees to develop consistently and remain skilled for future growth. Numerous training and development programs were conducted, which target our operational employees and management teams. In FYE 2020, we focused 40% of our training investment in our electrical engineers and IT employees as part of our strategy to develop inhouse skills to deploy Industry 4.0 technologies effectively in our manufacturing plants.

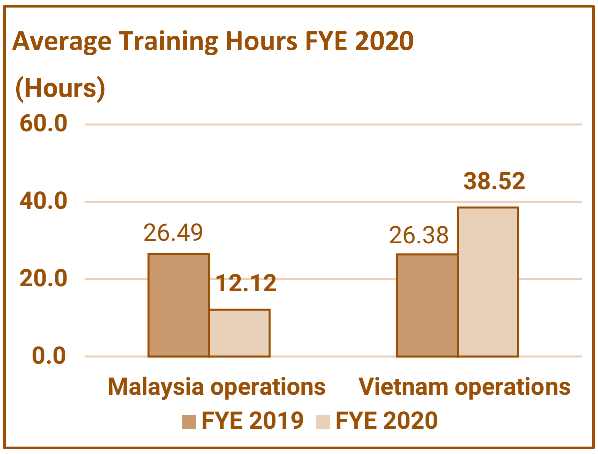
The Group is collaborating with TAR University College, HELP University, Selangor Human Resource Development Centre and a few others. A mixture of online learning as well as classroom is introduced. We are leveraging on online learning platform that will allow increased participation.





Total Spent on Training and Development	
Total FYE 2019	**RM 772,358**
Total FYE 2020	**RM 199,245**

Our training programs are constantly revised and improved based on changing business needs. In FYE 2020, the Group spent approximately RM 199,245 in employee training programs.



The high numbers of training hours per employee in Vietnam operating units in FYE 2020 were due to technical trainings held for supervisors and operators which required more training hours depending on their skills and abilities. Most of these trainings were done in-house and their performance were monitored by the respective heads of department.

Training hours were reduced in FYE 2020 in Malaysia due to the Covid-19 pandemic which resulted in classroom training restrictions. This had severely curtailed the availability of training for our employees. Where trainings can be conducted via online methods, this had resumed. As a manufacturer, physical interactions during trainings are usually far more effective.

SUSTAINABILITY REPORT

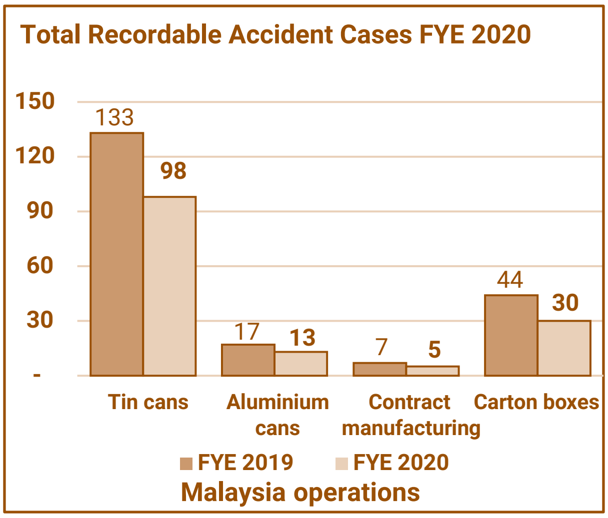
WORKPLACE SAFETY

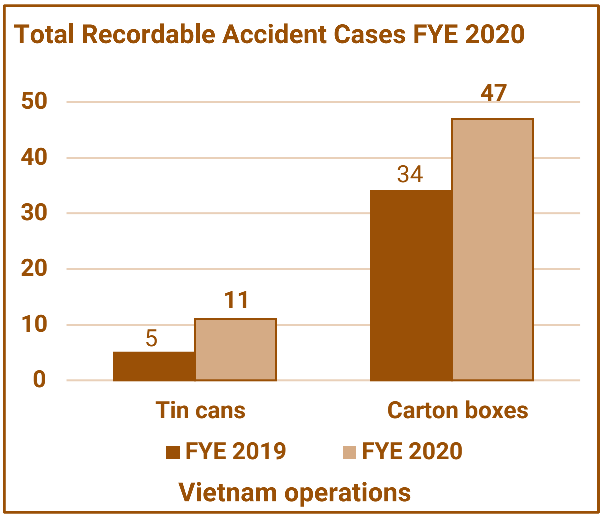
We continue to pursue our commitment in protecting the health, safety and welfare of our people. We strive to provide a safe workplace across our diverse operations.

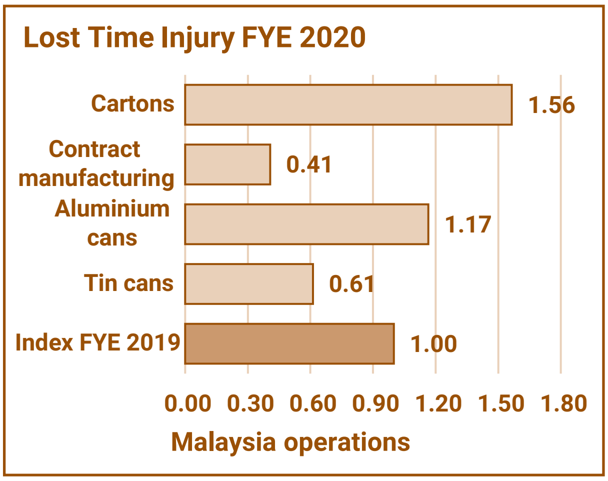
OCCUPATIONAL HEALTH AND SAFETY

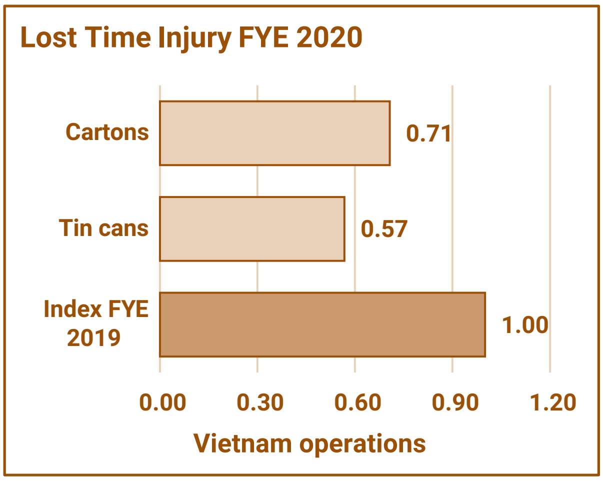
With the aim to minimise workplace accidents in all our business divisions, we closely monitor all accidents and near miss incidents for corrective action and improvement. Any report that raises significant concern is subject to additional investigation, and where appropriate, the situation is rectified or procedures improved to ensure that the situation does not recur.

In addition, facilities maintenance and audits are also carried out regularly to minimise the occurance of accidents due to the breakdown of machinery or other infrastructure.









WORKPLACE SAFETY *(continued)*

WORKPLACE SAFETY PROGRAMS

FORKLIFT SAFETY TRAINING

This training was conducted to continuously raise awareness of forklift safety operation, handling and maintenance to prevent any incident and accident from happening. Such training was held in all our operational plants both in Malaysia and Vietnam.

HAZMAT RESPONSE

Hazardous materials ("HAZMAT") response training is held for employees to be able to handle release and spillage or hazardous materials and identify chemical hazards and to take safety actions when incident occurred in the workplace.

FIRE SAFETY AND FIRE DRILLS

Fire Drills were conducted to allow our employees to practice evacuation procedures in a simulated situation to ensure they are fully aware of how to safely exit from the building in the event of a fire. The Group conducts fire drills on a yearly basis to ensure that our people are trained and are knowledgeable in fire prevention matters.

RESPONSE TO COVID-19 PANDEMIC

Awareness sessions on Covid-19 pandemic prevention are provided to all the employees. Guidelines and preventive measures had been taken such as daily temperature screening, regular sanitizing and disinfection of surface area, face mask issuance, practice physical distancing, including strict screening for visitors, suppliers and contractors.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors of Can-One Berhad ("the Company") ("Board") is fully committed to the principles and recommendations of the Malaysian Code on Corporate Governance ("MCCG"). This ensures that the best practices of corporate governance including accountability and transparency are adhered to within the Company to achieve long-term financial performance and growth as the Board is mindful of its accountability to the shareholders and various stakeholders of the Company.

The Board is pleased to report to the shareholders, the Company's application of the 3 key principles of the MCCG during the financial year ended 31 December 2020 ("FYE 2020"):

(a) Board leadership and effectiveness;
(b) Effective audit and risk management; and
(c) Integrity in corporate reporting and meaningful relationship with stakeholders.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Roles and Responsibilities of the Board

The Board's main roles are to create value for shareholders and provide leadership to the Group. It is primarily responsible for the Group's overall strategic plans and directions, overseeing the conduct of the businesses, risk management, succession planning of senior management, implementing investor relations programmes and ensuring the system of internal controls and management information system are adequate and effective.

The Board provides overall strategic guidance, effective oversight on the governance and management of the business affairs of the Group. Responsibilities of the Board include:

(i) Ensuring that the Group's goals are clearly established, the necessary resources are in place for the Group to meet its objectives and that a strategic plan, which promotes long-term value creation and includes strategies on economic, environmental, safety and health, social and governance consideration underpinning sustainability, is in place to achieve them;

(ii) Establishing policies for strengthening the performance of the Group including ensuring that the Management is proactively seeking to build the business through innovation, initiative, technology, new products and the development of its business capital;

(iii) Overseeing the conduct of the Group's business to evaluate whether the business is being properly managed. This includes ensuring the solvency of the Group and the ability of the Group to meet its contractual obligations and to safeguard its assets;

(iv) Appointing the Managing Director/Executive Directors, including setting the relevant terms and objectives and where necessary, terminating his employment with the Group;

(v) Ensuring that the Group has appropriate business risk management framework and corporate governance framework, including adequate control environment be it the internal control systems and management information systems, systems for compliance with applicable laws, regulations, rules, directives and guidelines and controls in areas of significant financial and business risks;

(vi) Appointing board committees to address specific issues, considering recommendations of the various board committees and discussing problems and reservations arising from these committees' deliberations and reports;

(vii) Ensuring that the statutory financial statements of the Company and of the Group are fairly stated and conform with the relevant regulations including acceptable accounting policies that result in balanced and understandable financial statements;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Roles and Responsibilities of the Board *(continued)*

(viii) Ensuring that there is in place and appropriate succession plan for members of the Board and Senior Management;

(ix) Ensuring that the Group adhere to high standards of ethics and corporate behaviour in accordance with the Group's Code of Corporate Conduct including transparency in the conduct of business. Directors are required to comply with the Directors' Code of Best Practice;

(x) Reviewing the Board Charter periodically and making it available publicly on the Company's website including the Terms of Reference ("TOR") of the respective Board committees;

(xi) Ensuring that there is in place an appropriate Corporate Disclosure Policy and Procedure which leverage on information technology for effective dissemination of information to ensure comprehensive, accurate and timely disclosure; and

(xii) Ensuring that there is in place an appropriate Investor Relations and Communications Policy which encourages shareholders' participation at general meetings and promotes effective communication and proactive engagements with shareholders.

In discharging its duties, the Board is assisted by the Board Committees namely, the Audit and Risk Management Committee, Remuneration Committee and Nominating Committee. Each Committee operates within its respective defined TORs which have been approved by the Board. The TORs of the respective Board Committees are periodically reviewed and assessed to ensure that the TORs remain relevant and adequate in governing the functions and responsibilities of the Committee concerned and reflect the latest developments in the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and the MCCG.

A. Audit and Risk Management Committee ("ARMC")

The Audit Committee which was established on 15 September 2005 and was re-designated to ARMC on 30 August 2017. For details of its composition and activities during the FYE 2020, please refer to the ARMC Report on pages 56 and 57 of this Annual Report.

B. Remuneration Committee ("RC")

The RC was established on 15 September 2005 and it currently comprises the following members, all of whom are Non-Executive Directors:

Yeoh Jin Beng *(Chairman)*
Dato' Seri Subahan Bin Kamal
Razmi Bin Alias

The RC's primary responsibility is to structure and review the remuneration policies for key executives of the Group, with a view to ensure that compensation and other benefits encourage performance that enhances the Group's long-term profitability and value. The remuneration packages for Key Senior Management are subject to the approval of the Board, and in the case of Directors' fees and benefits, the approval of the shareholders at the Annual General Meeting ("AGM") of the Company.

The TOR of the RC are available for reference on the Company's website at www.canone.com.my.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Roles and Responsibilities of the Board *(continued)*

B. Remuneration Committee ("RC") *(continued)*

In carrying out its duties and responsibilities, the RC has full, free and unrestricted access to the Company's records, properties and personnel.

During the FYE 2020, the RC convened 2 meetings and full attendance of the members was recorded at both meetings.

The Company pays its Directors fees which are approved annually by the shareholders. The Directors are paid meeting allowances for the meetings they attended per day and are also reimbursed reasonable expenses incurred by them in the course of carrying out their duties on behalf of the Company. Where applicable, the Board also takes into consideration any relevant information provided by the independent consultants or from survey data. The Company has in place a Directors' Remuneration Policy which is available for reference at www.canone.com.my.

The details of the aggregate remunerations of the Directors of the Company (comprising remunerations received and/or receivable from the Company or its subsidiaries) during the FYE 2020 are categorised as follows:

	Fees (RM'000)		Salaries and Bonuses [1] (RM'000)		Emoluments [2] (RM'000)		Benefits-in-kind [3] (RM'000)		Total (RM'000)	
Director	Group	Company	Group	Company	Group	Company	Group	Company	Group	Company
Non-Executive Directors										
Dato' Seri Subahan Bin Kamal	108	108	–	–	8	8	–	–	**116**	**116**
Yeoh Jin Hoe	296	60	5,449	–	110	7	28	–	**5,883**	**67**
Yeoh Jin Beng	122	72	–	–	8	8	–	–	**130**	**80**
Razmi Bin Alias	96	96	–	–	8	8	–	–	**104**	**104**
Foo Kee Fatt	84	84	–	–	8	8	–	–	**92**	**92**
Executive Directors										
Marc Francis Yeoh Min Chang	110	60	1,702	404	7	7	49	7	**1,868**	**478**
Chee Khay Leong	229	60	4,163	285	127	7	35	–	**4,554**	**352**
Total	**1,045**	**540**	**11,314**	**689**	**276**	**53**	**112**	**7**	**12,747**	**1,289**

Notes:
1. *Salary and bonus comprised basic salary, bonus, EIS, EPF and SOCSO.*
2. *Emoluments comprised meeting allowance and other allowances.*
3. *Benefits-in-kind comprised provision of company motor vehicle, petrol allowance, insurance and phone bill.*

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Roles and Responsibilities of the Board *(continued)*

B. Remuneration Committee ("RC") *(continued)*

The number of Directors whose total remunerations in FYE 2020 fall within the following bands are as follows:

Remuneration Range	Number of Directors
Executive Directors	
Between RM1,850,001 – RM1,900,000	1
Between RM4,550,001 - RM4,600,000	1
Non-Executive Directors	
Between RM50,001 - RM100,000	1
Between RM100,001 - RM150,000	3
Between RM5,850,001 - RM5,900,000	1

In determining the remuneration packages of the Group's Senior Management personnel, factors that were taken into consideration included their individual responsibilities, skills, expertise and contributions to the Group's performance and whether the remuneration packages are competitive and sufficient to ensure that the Group is able to attract and retain executive talents. On the disclosure of the remuneration of the top 5 Senior Management personnel, the Board was of the view that it would not be in its interest to make such disclosure on a named basis because of the competitive nature of the human resource market and to support the Group's efforts to attract and retain executives.

The details of the aggregate remunerations of the top 5 Senior Management personnel of the Group (comprising remunerations received and/or receivable from the Company and/or its subsidiaries) during the FYE 2020 are categorised as follows:

Category	Group RM'000	Company RM'000
Fees	66	–
Salaries and bonuses [1]	4,215	435
Emoluments [2]	79	13
Benefits-in-kind [3]	55	–
Total	**4,415**	**448**

Notes:

1. *Salary and bonus comprised basic salary, bonus, EIS, EPF and SOCSO.*
2. *Emoluments comprised meeting allowance and other allowances.*
3. *Benefits-in-kind comprised provision of company motor vehicle, petrol allowance, insurance and phone bill.*

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Roles and Responsibilities of the Board *(continued)*

B. Remuneration Committee ("RC") *(continued)*

The number of Senior Management personnel of the Group whose total remunerations in FYE 2020 fall within the following bands are as follows:

Remuneration Range	Number of Senior Management personnel
Between RM600,001 – RM650,000	1
Between RM700,001 – RM750,000	2
Between RM1,000,001 – RM1,050,000	1
Between RM1,300,001 – RM1,350,000	1

The TOR of the RC are available for reference at *www.canone.com.my*.

The Board had chosen to disclose the remuneration of the top 5 Senior Management personnel in bands rather than in named basis as the Board considered the information of the remuneration of these personnel to be sensitive and proprietary. The transparency and accountability aspects of corporate governance applicable to the remuneration of these personnel are deemed appropriately served by the above disclosure.

C. Nominating Committee ("NC")

The NC was set up on 15 September 2005 to formalise procedures for appointments to the Board and the Board Committees. All decisions on appointments are made by the Board after considering the recommendations of the NC.

The NC currently comprises the following members, all of whom are Non-Executive Directors:

Dato' Seri Subahan Bin Kamal *(Chairman)*
Razmi Bin Alias
Yeoh Jin Beng

The NC's role is primarily to:

- identify, select and recommend to the Board, candidates for directorships of the Company;
- recommend to the Board, Directors to fill the seats on Board Committees;
- evaluate the effectiveness of the Board and the Board Committees (including its size and composition),
- contributions and performance of each individual Director and the independence of the Independent Directors; and
- ensure an appropriate framework and plan for Board and Management succession for the Group.

During FYE 2020, the NC convened 3 meetings and full attendance of the members was recorded at all the 3 meetings.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Roles and Responsibilities of the Board *(continued)*

C. Nominating Committee ("NC") *(continued)*

A summary of the key activities undertaken by the NC during FYE 2020 in the discharge of its duties were as follows:

(i) Recommended the Board Diversity Policy and A Policy on Nomination and Assessment Process of Board Members to the Board for approval and adoption;

(ii) Reviewed and recommended the revised Board Charter of the Company, to the Board for approval;

(iii) Assessed and reviewed the independence of the Independent Directors and their tenure of service as Independent Directors on the Company;

(iv) Evaluated each Individual Director to assess the Director's calibre and ability to understand the requirements, risk and management of the Group's business; his contribution and performance; his character, integrity and professional conduct in dealing with conflict of interest situations; his ability to critically challenge and ask the right questions; his commitment and due diligence, his confidence to stand up for a point of view; his interaction at meetings and his training records for the current year under review;

(v) Evaluated the Board and Board Committees to assess their mix, composition, size, roles, responsibilities as well their activities, communications and effectiveness for the current year under review;

(vi) Endorsed Razmi Bin Alias to continue to serve as an Independent Director of the Company;

(vii) Endorsed the re-election of Directors, Yeoh Jin Hoe, Chee Khay Leong and Razmi Bin Alias who will be up for retirement by rotation pursuant to Clause 82 of the Constitution of the Company at the close of the Seventeenth AGM of the Company to be held on 29 June 2021.

The NC, after having conducted the abovementioned evaluation and assessment, concluded that:

(i) all the Independent Directors of the Company continued to demonstrate conduct and behaviour that were essential indicators of their independence, and that each of them continued to fulfill the definition and criteria of independence as set out in the MMLR of Bursa Securities.

(ii) each Director has the requisite competence, calibre to serve on the Board and Board Committees and had demonstrated his commitment to the Group in terms of time, participation and dialogue during the current year under review.

(iii) the Board and Board Committees' composition were adequate in number and there is a right mix of skills and knowledge on the Board as well as the Board Committees. Their respective responsibilities were well defined and set out in the Board Charter. The criteria in the MMLR of Bursa Securities that at least 1 of the members of the ARMC must be a member of the Malaysian Institute of Accountants or a person approved under the MMLR of Bursa Securities is met. The Practices set out in the MCCG pertaining to the composition of the ARMC have also been adopted.

The Board members unanimously concurred with the above conclusions of the NC.

The TOR of the NC are available for reference at www.canone.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Roles of the Chairman and the Group Managing Director

The Chairman holds a Non-Executive position and is primarily responsible for matters pertaining to the Board and overall conduct of the Board. The Group Managing Director is responsible for the development of the corporate goals and objectives and the setting of strategies to achieve them.

Role of the Company Secretaries

The Company Secretaries are responsible for ensuring that the Board procedures are followed, applicable rules and regulations for the conduct of the affairs of the Board are complied and for all matters associated with the maintenance of the Board or otherwise required for its efficient operation. The Company Secretaries also keep the Board members updated on new statutory requirements, guidelines and rulings issued by the relevant regulatory authorities from time to time.

All Board members have direct access to the advice and services of the Company Secretaries for the purpose of the Board's affairs and the business.

Access to Information and Advice

Prior to the Board meetings, every Director is given an agenda and a comprehensive set of Board papers consisting of reports on the Group's financial performance, status of major projects, future development, the quarterly or annual financial results, the minutes of preceding meetings of the Board and Board Committees, and relevant proposal papers (if any) to allow them sufficient time to review, consider and deliberate knowledgeably on the matters to be tabled.

Senior Management staff as well as advisers and professionals appointed to act for the Company on corporate proposals to be undertaken by the Company are invited to attend the meetings to furnish the Board with their views and explanations on relevant agenda items tabled to the Board and to provide clarification on issues that may be raised by any Director.

In between Board meetings, approvals on matters requiring the sanction of the Board are sought by way of circular resolutions enclosing all the relevant information to enable the Board to make informed decisions. All circular resolutions approved by the Board are tabled for notation at the subsequent Board meeting.

The Board also perused the decisions deliberated by the Board Committees through minutes of these Committees. The Chairman of the Board Committees is responsible for informing the Board at the Directors' meetings of any salient matters noted by the Committees and which may require the Board's direction.

The Board has access to the advice and services of the Company Secretaries and may undertake independent professional advice, where necessary and in appropriate circumstances, in furtherance of its duties.

Board Charter

The Board had in 2013 adopted a Board Charter which clearly sets out the Board's strategic intent and outline the Board's role, powers, duties, and functions as well as a Schedule of Matters Reserved for collective decision of the Board. The Board Charter serves as a source of reference and primary induction literature, providing insight to prospective Board members and the Senior Management.

The Board Charter is subject to periodic review and updates by the Board whenever deemed necessary. The Board Charter was reviewed and updated on 26 November 2020 in line with the needs of the Group and the new regulations that impacted the discharge of the Board's responsibilities. This is to ensure its relevance for good corporate governance practices within the Group.

Code of Best Practice

The Board continues to adhere to the Code of Best Practice for Directors which sets out the standard of conduct expected of Directors with the aim to cultivate a good ethical conduct that in turn, promotes the values of transparency, integrity, accountability and social responsibility.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Board Composition and Independence

The Board currently has 7 members, comprising 5 Non-Executive Directors, a Group Managing Director and an Executive Director. Out of the 7 Directors, 3 of them are Independent Directors which is in compliance with Paragraph 15.02 of the MMLR of Bursa Securities.

The Independent Non-Executive Directors do not participate in the day-to-day management as well as the daily business of the Company. In staying clear of any potential conflict of interest situation, the Independent Directors remain in a position to fulfil their responsibility to provide a check and balance to the Board. They provide independent and objective views, advice and judgment which take into account the interests of the Group as well as shareholders and investors.

Dato' Seri Subahan Bin Kamal, the Chairman of the Board is the Senior Independent Director to whom concerns of shareholders, management, employees, and others may be conveyed. The Independent Directors led by Dato' Seri Subahan Bin Kamal provide a broader view, independent and balanced assessment of proposals from the Senior Management of the Company.

Gender Diversity Policy

The Board members were of the view that the Board comprised a good mix of individuals of different age group and race from diverse industries contributing considerable knowledge, skills and expertise. All the Board Committees were also adequate in terms of number.

The Board had on 27 February 2020 adopted the Board Diversity Policy. The said Policy stipulates, among other things, that the NC will consider the benefit of all aspects of diversity in order to maintain an appropriate range and balance of skills, experience and background on the Board. In identifying suitable candidates for appointment to the Board, the NC will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board.

The Company therefore aims to appoint and/or maintain at least 1 woman participation on the Board and will work towards having appropriate age and ethnic diversity on the Board.

Appointments to the Board

Candidates for appointment to the Board as Independent Directors are selected after taking into consideration the mix of skills, experience and strength that would be relevant for the effective discharge of the Board's responsibilities. Potential candidates are first evaluated by the NC and if recommended by the NC, subsequently, by the Board based on their respective profiles as well as their character, integrity, professionalism, independence and their ability to commit sufficient time and energy to the Company's matters.

A Policy on Nomination and Assessment Process of Board Members which was proposed by the NC, was approved by the Board for adoption on 27 February 2020.

Annual Assessment

The NC annually reviews the size and composition of the Board and Board Committees in order to ensure the Board has the requisite competencies and capacity to effectively oversee the overall business and carry out its responsibilities. The NC uses the Board and Board Committee Evaluation Form comprising questionnaires for the assessment. The effectiveness of the Board is assessed in the areas of the Board's responsibilities and composition, administration and conduct of meetings, communication and interaction with management and stakeholders and board engagement.

The annual evaluation of the individual Directors/Board Committee members are performed by the NC via the Directors' Evaluation Form comprising questionnaires pertaining to the Director's knowledge and skills, participation, contribution and performance, calibre and personality.

To assess the independence of the Independent Directors, each of the Independent Directors annually provides the NC with their Self-Assessment Independence Checklist.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Tenure of Independent Directors

The Company has implemented a cumulative 9-year term limit for Independent Directors where upon completion of a cumulative 9-year term, an Independent Director may continue to serve on the Board subject to his re-designation as a Non-Independent Director in line with Practice 4.2 of the MCCG.

Alternatively, the Board may justify and seek shareholders' approval annually in the event the Board desires to retain as an Independent Director, a person who has served in that capacity for more than 9 years but no more than 12 years.

Independent Non-Executive Director, Razmi Bin Alias, will serve a cumulative term of 9 years by 16 July 2021. The NC had reviewed and recommended to the Board for Razmi Bin Alias to continue to act as Independent Non-Executive Director of the Company subject to shareholders' approval at the forthcoming Seventeenth AGM of the Company as the NC was of the view that a Director's independence cannot be determined solely with reference to his tenure of service. Instead, a Director's integrity, business knowledge or judgment, ability for dispassionate discourse, and the discharge of his duties and responsibilities in the best interest of the Group, are also valid criteria to determine his independence and effectiveness.

The Board has determined that Razmi Bin Alias is able to bring independent and objective judgments to the Board as a whole and strongly recommended for him to continue to serve as an Independent Non-Executive Director of the Company.

Re-elections to the Board

Clause 82 of the Company's Constitution provides that an election of Directors shall take place each year and at the AGM, 1/3 of the Directors for the time being, or if their number is not 3 or a multiple of 3, then the number nearest to 1/3 shall retire from office and be eligible for re-election PROVIDED ALWAYS that all Directors shall retire from office at least once in every 3 years but shall be eligible for re-election.

Clause 86 of the Company's Constitution provides that any Director so appointed during a year, shall hold office only until the next following AGM of the Company and shall be eligible for re-election but shall not be taken into account in determining the retirement of Directors by rotation at such meeting.

Directors, Yeoh Jin Hoe, Chee Khay Leong and Razmi Bin Alias who are due to retire at the conclusion of the forthcoming Seventeenth AGM of the Company pursuant to Clause 82 of the Company's Constitution, have offered themselves for re-election.

The Board, with Yeoh Jin Hoe, Chee Khay Leong and Razmi Bin Alias abstaining from voting, had endorsed their re-election as Directors at the Seventeenth AGM of the Company to be held on 29 June 2021.

Meetings and Time Commitment

4 Board meetings were held during the FYE 2020 and full attendance of the Board members was recorded at all the 4 Board meetings.

The Board is satisfied with the level of time commitment given by the Directors towards fulfilling their roles and responsibilities as Directors of the Company during the FYE 2020. All the Directors do not hold directorships more than that prescribed under the MMLR of Bursa Securities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Meetings and Time Commitment *(continued)*

The Directors also made time to attend/participate in the following webinars/conferences/dialogues to equip themselves further with the knowledge to discharge their duties more effectively and to keep abreast of developments on a continuous basis in compliance with Paragraph 15.08 of the MMLR of Bursa Securities:

Director	Webinars/Conferences/Dialogues	Date
Dato' Seri Subahan Bin Kamal	Corporate Training to Board of Directors and Management of Gagasan Nadi Cergas Berhad - Roles and Responsibilities of Directors and Guideline on Conduct of Directors of Listed Corporations and their Subsidiaries	19 August 2020
Marc Francis Yeoh Min Chang	Responsible Business Alliance Awareness and Documentation Training	10 and 11 September 2020
	TÜV Rheinland & Tricor's Webinar: Transforming Business Performance through Digitalization	21 October 2020
	Audit Committee Institute Virtual Roundtable 2020 Environmental, social and corporate governance ("ESG") perspective: Managing Recovery and Resilience	12 November 2020
	Engagement Session on the IFRS Foundations Consultation Paper on Sustainability Reporting	13 November 2020
	MIA Webinar Series: Strategic Planning Theories, Tools and Practice for Business	7 December 2020
	BDO Regional Tax Webinar Series on Effect of Covid-19 on Investments	9 December 2020
	MIA Webinar Series: Purpose-Driven Business Leadership	15 December 2020
Chee Khay Leong	TÜV Rheinland & Tricor's Webinar: Transforming Business Performance through Digitalization	21 October 2020
	Audit Committee Institute Virtual Roundtable 2020 ESG perspective: Managing Recovery and Resilience	12 November 2020
	Engagement Session on the IFRS Foundations Consultation Paper on Sustainability Reporting	13 November 2020
	Fraud Risk Management Workshop	25 November 2020
	BDO Regional Tax Webinar Series on Effect of Covid-19 on Investments	9 December 2020

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Meetings and Time Commitment *(continued)*

Director	Webinars/Conferences/Dialogues	Date
Yeoh Jin Hoe	KPMG's CEO webinar - Captains' Forum: Transformation Towards Recovery Session 3: Technology and Data	19 October 2020
	TÜV Rheinland & Tricor's Webinar: Transforming Business Performance through Digitalization	21 October 2020
	Audit Committee Institute Virtual Roundtable 2020 ESG perspective: Managing Recovery and Resilience	12 November 2020
	Engagement Session on the IFRS Foundations Consultation Paper on Sustainability Reporting	13 November 2020
Yeoh Jin Beng	KPMG's CEO webinar - Transformation Towards Recovery Session 1: Financial Resilience	25 September 2020
	KPMG's CEO webinar - Captains' Forum: Transformation Towards Recovery Session 2: Operational Resilience	9 October 2020
	KPMG's CEO webinar - Captains' Forum: Transformation Towards Recovery Session 3: Technology and Data	19 October 2020
	Audit Committee Institute Virtual Roundtable 2020 ESG perspective: Managing Recovery and Resilience	12 November 2020
Foo Kee Fatt	MIA AccTech Conference (Virtual)	25 and 26 June 2020
	National Tax Conference 2020	25 and 26 August 2020
Razmi Bin Alias	Mind the Gap! Audit Your Anti-Bribery and Corruption Programme Effectively	29 May 2020
	Violations of the Companies Act 2016: Oversights by Directors and Secretaries	2 September 2020
	KPMG's CEO webinar - Captains' Forum: Transformation Towards Recovery Session 1: Financial	25 September 2020
	KPMG's CEO webinar - Captains' Forum: Transformation Towards Recovery Session 2: Operational Resilience	9 October 2020
	KPMG's CEO webinar - Captains' Forum: Transformation Towards Recovery Session 3: Technology and Data	19 October 2020

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS *(continued)*

Meetings and Time Commitment *(continued)*

Director	Webinars/Conferences/Dialogues	Date
Razmi Bin Alias *(continued)*	TÜV Rheinland & Tricor's Webinar: Transforming Business Performance through Digitalization	21 October 2020
	Audit Committee Institute Virtual Roundtable 2020 ESG perspective: Managing Recovery and Resilience	12 November 2020
	Engagement Session on the IFRS Foundations Consultation Paper on Sustainability Reporting	13 November 2020

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Suitability and Independence of External Auditors

KPMG PLT, the External Auditors report to the ARMC in respect of their audit on each year's statutory financial statements on matters that require the attention of the ARMC.

At least twice a year, the ARMC will have a separate session with the External Auditors without the presence of the Group MD, Executive Directors and Management.

The External Auditors are required to declare their independence annually to the ARMC as specified by the By-Laws issued by the Malaysian Institute of Accountants. The External Auditors had provided the declaration in their annual audit plan presented to the ARMC of the Company.

Sound Risk Management Framework

The Board recognises the importance of a sound risk management framework and internal control system in order to safeguard the Group's assets and therefore, shareholders' investments in the Group.

The Board affirms its overall responsibility for the Group's system of internal controls. This includes reviewing the adequacy and integrity of financial, operational and compliance controls and risk management procedures within an acceptable risk profile. Since certain risks and threats are externally driven, unforeseen and beyond the Group's control, the system can only provide reasonable assurance against misstatement or loss.

The Board had put in place an ongoing process for identifying, evaluating and managing significant risks faced by the Group.

A Statement on Risk Management and Internal Control which provides an overview of the state of internal controls within the Group is set out in pages 58 to 62 of this Annual Report.

Internal Audit Function

The internal audit function are set out in the ARMC Report on page 57 of this Annual Report.

The key features of the Risk Management Framework are set out in the Directors' Statement on Risk Management and Internal Control as presented on pages 58 to 60 of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

Compliance with Applicable Financial Reporting Standards

The Board takes responsibility for presenting a balanced and understandable assessment of the Group's operations and prospects each time it releases its quarterly financial results and annual financial statements to shareholders. The ARMC reviews the information to be disclosed to ensure its accuracy and adequacy.

A statement by Directors of their responsibilities in preparing the financial statements is set out on page 63 of this Annual Report.

Investors Relations and Shareholders' Communication

The Company recognises the importance of effective and timely communication with shareholders and investors to keep them informed of the Group's latest financial performance and material business/corporate matters affecting the Company. Such information are available to shareholders and investors through the Annual Reports, the various disclosures and announcements made to Bursa Securities and the Company's website at *www.canone.com.my*. Notice of the AGM and related papers thereto are sent to the shareholders at least 28 days before the meeting to facilitate easy review by the shareholders. In respect of items on Special Business, the notice of meeting will be accompanied by a full explanation of the effects of the proposed resolution.

The AGM provides the principal platform for dialogue and interactions with the shareholders. At every meeting, the Chairman sets out the performance of the Group for the financial year then ended. Question and Answer session will then be convened wherein the Directors, Group Chief Financial Officer, Company Secretaries and the External Auditors will be available to answer to the queries raised by the shareholders. The Chairman of the Board will announce before the start of all general meetings, the right of the shareholders to demand a poll in accordance with the Company's Constitution. A full explanation for each resolution proposed at the AGM will usually be provided by the Chairman before the resolution is put to the vote.

Shareholders also have the option to submit to the Company's Share Registrar, Tricor Investor & Issuing House Sevices Sdn. Bhd. ("TIIH"), their proxy forms either in hard copy or by electronic form via TIIH Online, pursuant to Clause 76 of the Constitution of the Company.

A press briefing, attended by the Key Management, is also held after each AGM.

Shareholders and the public can access information on the Group's background, products and financial performance through the Company's website at *www.canone.com.my*.

Leverage on Information Technology for Effective Dissemination of Information

The Company is committed in providing accurate and complete information on a timely basis. Such information is disseminated through various disclosures and announcements made to Bursa Securities through the quarterly financial results, audited financial statements and Annual Reports.

This Annual Report, Circular to Shareholders, Notice of AGM and other AGM related documents will be made available on the Company's website at *www.canone.com.my* or shareholders may request for the printed copy of the same from the Company's Share Registrar, TIIH. Notifications in respect of the availability of the aforesaid documents will be sent via email to shareholders with email address and via ordinary mail to the other shareholders.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

COMPLIANCE WITH MCCG

The Board considers that the Company has complied with the provisions and applied the key principles of the MCCG throughout the FYE 2020 except for the Practices below where the explanation for departure is disclosed in the Corporate Governance Report.

Practice 4.1 : At least half of the Board comprises independent directors.

Practice 7.2 : The Board discloses on a named basis the top 5 Senior Management's remuneration component including salary, bonus, benefits-in-kind and other emoluments in bands of RM50,000.

The Board has reviewed and approved this Corporate Governance Overview Statement via a resolution of the Board dated 15 April 2021. The Board is satisfied that this Corporate Governance Overview Statement provides the information necessary to enable shareholders to evaluate how the MCCG has been applied and obligations are fulfilled under the MCCG, MMLR of Bursa Securities throughout the FYE 2020, save for the exceptions as disclosed above.

This Corporate Governance Overview Statement is to be read in conjunction with the Corporate Governance Report, which is made available online at *www.canone.com.my*.

ADDITIONAL COMPLIANCE INFORMATION

AUDIT AND NON-AUDIT FEES PAID/PAYABLE

During the FYE 2020, the amount of audit and non-audit fees paid/payable by the Group and the Company to the External Auditors, KPMG PLT and its affiliates for services rendered to the Company and its subsidiaries are as follows:

Type of fees	Group RM	Company RM
Audit fees	578,000	44,000
Non-audit fees	79,000	22,000

MATERIAL CONTRACTS

Saved as disclosed below, there were no material contracts (not being contracts entered into in the ordinary course of business) entered into by the Company and/or its subsidiaries involving Directors' and major shareholders' interests which subsisted at the end of the FYE 2020 or, if not then subsisting, which were entered into since the end of the previous financial year.

Recurrent Related Party Transactions

At the Sixteenth AGM of the Company held on 29 June 2020, the Company had obtained shareholders' mandate to allow the Company and its subsidiaries to enter into recurrent related party transactions ("RRPTs") of a revenue or trading nature which are necessary for the day-to-day operations of the Group and in the ordinary course of business, with related parties.

The aforesaid mandate will lapse at the conclusion of the forthcoming Seventeenth AGM of the Company.

In accordance with Paragraph 3.1.5 of Practice Note 12 of the MMLR of Bursa Securities, details of the RRPTs conducted during the FYE 2020 pursuant to the aforesaid shareholders' mandate are as follows:

Provider of products/services	Recipient of products/ services	Nature of Transaction	Actual value transacted from 29 June 2020 up to 31 December 2020 (RM'000)	Interested Related Party
Alcom Group Berhad ("AGB") group of companies	Can-One Group	Purchase of aluminium materials	1,018	Yeoh Jin Hoe (1) (2) Marc Francis Yeoh Min Chang (3)
Box-Pak (Malaysia) Bhd. ("Box-Pak") group of companies	Can-One Group	Purchase of cartons	2,653	Yeoh Jin Hoe (1) (2) Chee Khay Leong (4)
		Total :	**3,671**	

ADDITIONAL COMPLIANCE INFORMATION

MATERIAL CONTRACTS *(continued)*

Recurrent Related Party Transactions *(continued)*

Notes:

(1) Yeoh Jin Hoe is a Director and major shareholder of Can-One. He holds 7,505,700 ordinary shares in Can-One ("Can-One Shares") representing 3.91% of the total number of issued Can-One Shares and has an indirect equity interest over 45,592,981 Can-One Shares representing 23.73% of the total number of issued Can-One Shares held by Eller Axis Sdn. Bhd. ("Eller Axis"), a company in which he has more than 20% voting shares. He is also the Group Managing Director ("MD") and a major shareholder of KJCFB and has an indirect equity interest over 444,167,786 ordinary shares in KJCFB ("KJCFB Shares") representing 100% of the total number of issued KJCFB Shares held by Can-One and its wholly-owned subsidiary, Can-One International Sdn. Bhd. ("Can-One International"). He is also the Group MD and a major shareholder of Box-Pak by virtue of his indirect equity interest over 66,016,121 ordinary shares in Box-Pak ("Box- Pak Shares") representing 54.99% of the total number of issued Box-Pak Shares held by KJCFB.

(2) Yeoh Jin Hoe is an Executive Director of AGB and a major shareholder of AGB, having an indirect equity interest over 42,531,698 ordinary shares in AGB ("AGB Shares") representing 31.66% of the total number of issued AGB Shares held by Towerpack Sdn. Bhd. in which he has a controlling interest.

(3) Marc Francis Yeoh Min Chang is the Group MD of Can-One and holds 343,100 Can-One Shares representing 0.18% of the total number of issued Can-One Shares. He is an Alternate Director to Yeoh Jin Hoe (the Executive Director and major shareholder of AGB) in AGB.

(4) Chee Khay Leong is an Executive Director of Can-One and holds 2,054,100 Can-One Shares representing 1.07% of the total issued Can-One Shares. He is also the President cum Chief Executive Officer of KJCFB and Box-Pak. He does not have any interest, direct or indirect, in Box-Pak Shares and KJCFB Shares.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

COMPOSITION

The Audit and Risk Management Committee ("ARMC" or "the Committee") of Can-One Berhad ("the Company") comprises the following:

Members

Foo Kee Fatt *(Chairman/Independent Non-Executive Director)*
Dato' Seri Subahan Bin Kamal *(Member/Senior Independent Non-Executive Director)*
Razmi Bin Alias *(Member/Independent Non-Executive Director)*

Secretaries

Tan Bee Keng
Kwong Shuk Fong

The details of the terms of reference of the Committee are available at www.canone.com.my.

NUMBER OF MEETINGS AND ATTENDANCE

The Committee held 4 meetings during the financial year ended 31 December 2020 ("FYE 2020") and the attendance of the meetings was as follows:

Members	Number of meetings attended in FYE 2020	Percentage of Attendance
Foo Kee Fatt	4 out of 4 meetings	100
Dato' Seri Subahan Bin Kamal	4 out of 4 meetings	100
Razmi Bin Alias	4 out of 4 meetings	100

SUMMARY OF ACTIVITIES

The main activities undertaken by the Committee in discharging their responsibility during FYE 2020 were as follows:

(i) Reviewed the announcements on the quarterly unaudited financial results of the Company and its subsidiaries ("the Group") before recommendation to the Board for its consideration and approval;

(ii) Receiving internal audit and risk management reports of the Group prepared by the Internal Auditors and findings by the aforesaid Auditors and Management's response thereon and recommendations on corrective actions;

(iii) Reviewed conflict of interest situations and related parties transactions, if any, entered into by the Group and the disclosure of such transactions in the quarterly financial reporting and Annual Report to ensure compliance with Bursa Malaysia Securities Berhad's Main Market Listing Requirements;

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES *(continued)*

(iv) Receiving the audit report prepared by the External Auditors, and their findings on the audit of the financial statements of the Group and of the Company for the financial year ended 31 December 2019;

(v) Reviewed the annual audited financial statements of the Group and of the Company for the FYE 2019 with the External Auditors prior to submission to the Board for approval;

(vi) Discussed with the Management and the External Auditors on developments in respect of the Malaysian Financial Reporting Standards ("MFRSs") applicable to the financial statements of the Group and of the Company for the FYE 2020 and their judgment of the items that may affect the financial statements;

(vii) Reviewed the assistance given by the Company's employees to the Internal Auditors and External Auditors;

(viii) Reviewed the ARMC Report, Statement on Risk Management and Internal Control and Sustainability Report for inclusion in the Annual Report 2019;

(ix) Reviewed and approved the External Audit scope and plan in respect of the audit of the financial statements of the Group and of the Company for the FYE 2020 presented by the External Auditors;

(x) Evaluated the internal audit function and also the performance of the External Auditors prior to recommendation to the Board for their re-appointment;

(xi) Reviewed the Group's compliance with Covid-19 Standard Operating Procedures issued by Ministry of International Trade and Industry, Malaysia;

(xii) Reviewed action plan established to manage anti-bribery and corruption risk;

(xiii) Discussed the findings and key takeaways of the thematic review of the Internal Audit function of the Company by Bursa Malaysia Securities Berhad vide its letter dated 21 October 2020 addressed to the Chairman of the ARMC; and

(xiv) Reviewed and approved the Internal Audit Plan for the Group for year 2021 presented by the Internal Auditors.

INTERNAL AUDIT FUNCTION

In discharging its function, the Group utilises the in-house Internal Audit Department as well as the services of an external independent consulting firm (collectively, "Internal Auditors") to undertake independent regular and systematic review of the system of internal controls within the Group based on the approved Group Internal Audit Plan so as to provide reasonable assurance on the adequacy and effectiveness of governance, risk management and the internal control processes. The Internal Auditors provide the Committee with independent and objective reports on the state of internal control of the Group's operations, the extent of the branches' compliance with the Group's policies, procedures and relevant statutory requirements and made recommendations, where necessary. The Committee then deliberates on the internal audit reports to ensure recommendations made are duly acted upon by the Management.

Summary of activities of the internal audit function during FYE 2020 are presented in the Statement on Risk Management and Internal Control. The Group has collectively incurred a total costs of RM912,658 in respect of internal audit for FYE 2020.

This Statement is made in accordance with a resolution of the Board of Directors of the Company dated 15 April 2021.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

This Statement on Risk Management and Internal Control has been prepared pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and in accordance with the Statement on Risk Management and Internal Control – Guidelines for Directors of Listed Issuers.

BOARD OF DIRECTORS' RESPONSIBILITIES

The Board of Can-One recognises the importance of a sound risk management and system of internal control to meet the business objectives of Can-One and its subsidiary companies ("the Group"), safeguard shareholders' interests and the Group's assets. It affirms its overall responsibility for the Group's risk management and system of internal control, which includes the establishment of an appropriate control environment and framework as well as reviewing the adequacy and effectiveness of the systems.

In view of the inherent limitations in any system of internal controls, such a system is designed to identify and manage the Group's risk within the acceptable risk profile, rather than eliminate the risk of failure to achieve business objectives. Thus, the system can only provide reasonable but not absolute assurance against material misstatement, loss or fraud. The key areas covered by the Group's risk management and system of internal controls are financial, organisational, operational, environmental and compliance controls.

The Board has delegated the Audit and Risk Management Committee ("ARMC") to assist the Board in the implementation of the risk management and internal control system within an established framework throughout the Group.

RISK MANAGEMENT

There is an on-going process for identifying, assessing and responding to risks to achieve the objectives of the Group. The process was in place for the current year under review and up to the date of issuance of the Statement on Risk Management and Internal Control.

The Group has a formalised risk management process in place to identify, evaluate and manage the significant risks faced by the Group in meeting its business objectives. The risk management process is conducted in accordance with the Group's Risk Management Framework which sets out the Risk Management Policy and Risk Management Methodologies.

In accordance with the Group's Risk Management Framework, the Risk Management Executive Committee ("RMEC") oversees the Group's risk management and sustainability processes. The RMEC consists of the Group Managing Director ("MD"), the Executive Director ("ED"), the Group Chief Financial Officer ("CFO") and Chief Sustainability Officer ("CSO") with the Internal Auditor acting as coordinator. The RMEC is chaired by the Group MD.

Each business unit has its own Risk Management and Sustainability Working Group ("RMSWG") which consists of the Group MD, the ED, the Group CFO, CSO, General Managers, Branch Managers, Departmental Heads and key staffs with the Internal Auditor acting as the coordinator. Each RMSWG is tasked to identify major business and compliance risks concerning their respective business units, oversees and ensures integration of risk management into their business processes to safeguard the interest of the Group covering strategic, operation, reporting and compliance risks.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT *(continued)*

Risks are identified and assessed by employing the following methodologies :

(A) Identifying risks

Risk is defined as an event which will cause the Group to suffer financial or non-financial losses in the short-term or long-term. From another perspective, a risk may also be in the form of a missed opportunity to earn more profit.

In the risk identification process, all potential events that could adversely impact the achievement of business objectives are identified by the RMSWG.

The risks can typically be categorised into the following Group's objectives:

- Strategic – high level goals, aligned with and supporting Group's mission
- Operation – effective and efficient use of resources
- Reporting – reliability of financial reporting
- Compliance – compliance with applicable laws and regulations

(B) Quantify risks

The risks which are identified are quantified for their impact on the Group.

The potential impact of a risk event is the combination of the likelihood (probability) which the risk will happen and the impact (gravity) which it will cause if the risk does happen.

A score of (1) to (5) will be assigned for likelihood and impact.

Consequently, a risk event may have a combined score of (1) up to (25) depending on its likelihood and impact scores. A risk with a high rating poses more serious threat to the organisation than a low rating risk. The risk will be mapped into the following risk heat-chart:

LIKELIHOOD					
5	M	M	H	H	H
4	M	M	M	H	H
3	L	M	M	M	H
2	L	L	M	M	M
1	L	L	L	M	M
	1	2	3	4	5
			IMPACT		

(C) Responses to risks

For each risk identified, the Management will have 1 or more of the following response options:

- Avoid the risk by not proceeding with an activity which generates the risk.
- Treat the risk by applying controls to minimise the likelihood or impact of the risk.
- Transfer the risk by sharing the impact of the risk with outside parties such as insurance or joint-venture.
- Tolerate the residue (balance) risk if it is within the Group's risk appetite.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT *(continued)*

Risks are identified and assessed by employing the following methodologies *(continued)* :

(D) Risk control strategies

For each of the type of risk response chosen, the relevant control strategies are identified.

If an existing control falls short of its effectiveness or if there is no existing control in managing a significant risk, then new control strategies must be developed to manage the risk so that the residue risk is reduced to an acceptable level.

(E) Monitoring of risks and controls

Ongoing risk monitoring is conducted to review the effectiveness of the control strategies in respect of the risks identified and corrective actions are taken, where necessary. In this respect, Key Risk Indicators are set for each risk to help the RMSWG in the risk monitoring process.

(F) Periodic review

Risk profile of the Group changes with the internal and external organisational developments. An event regarded as low risk today may become high risk in future. Therefore, an effective risk management project is not a one-time exercise but an ongoing process which forms part of the operation of the Group. In this regard, the risk profile and control processes will be continually updated on a regular basis, at least quarterly.

The RMSWG of each business unit reports to the RMEC and the RMEC will then meet to discuss and evaluate the RMSWGs' reports for adoption. Thereafter, the RMEC will report to the ARMC twice a year about key risks and risk management activities carried out during that period.

INTERNAL CONTROL

The Group's internal control mechanism is embedded in the various work processes and procedures at appropriate levels in the Group. The Board maintains an organisational structure with clearly defined levels of responsibility and authority and appropriate reporting procedures which are clearly set out in the Board Charter. The Board meets at least quarterly and has a Schedule of Matters specifically reserved for its collective decision in order that effective control over strategic, management, financial, operational, environmental and compliance issues can be maintained.

The Group MD, the ED and Senior Management team are assigned with the responsibility of managing the Group. Key functions such as finance, tax, treasury, corporate, legal matters and contract awarding are controlled centrally by them. They are also accountable for the conduct and performance of the various business units. The Group MD, the ED and Senior Management team monitor the affairs of the business units through review of performance and operation reports and have monthly management meetings with the Departmental Heads of the business units to identify, discuss and resolve business, financial, operational, environmental, compliance and management issues. The meetings also serve as a platform whereby the Group's goals and objectives are communicated.

The key elements of the Group's internal control are as described below :

a) Delegation of Authority

Delegation of authority including authorisation limits at various level of Management and those requiring the Board's approval are documented and designed to ensure accountability and responsibility.

b) Business Performance

Actual business performances were discussed periodically between the Group MD, the ED, the CFO and management team via management reports and management meetings. Group performances were presented to the Board by the Group CFO on a quarterly basis.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL *(continued)*

The key elements of the Group's internal control are as described below *(continued)* :

c) Human Capital

There are documented policies and guidelines within the Group covering hire and termination of employees. Roles and responsibilities are clearly defined in the job description for each position. Continuous training and development programmes are provided to enhance employees' competencies and productivity. Employees' performances are assessed via systematic performance appraisal process, which provides rating criteria for each area of assessment.

d) Insurance

Sufficient insurance coverage and physical safeguards on major assets are in place to ensure the Group's assets are adequately covered against any mishap that could result in material loss. A yearly insurance policy renewal exercise is undertaken by the Management to review the coverage based on the costs in the Fixed Asset Register and its respective replacement values, where applicable.

e) Policies and Procedures

Policies and procedures are in place, where applicable, and are regularly updated to reflect changing risks or to address operational efficiencies.

f) Quality Credential Accreditations

Certain subsidiaries have been accredited various certifications such as ISO 9001:2015 and Food Safety System Certification 22000. Documented internal procedures and standard operating procedures ("SOPs") have been put in place since their accreditation. Surveillance audits are conducted by assessors of the credential certification bodies to ensure that the SOPs are implemented.

g) Information System

The Group operates an information system which enables transactions to be captured, compiled and reported in a timely and accurate manner. The information system provides the Management with dependable data, analysis and other inputs relevant to the Group's business operations. The information system is controlled by user access control for the enforcement of segregation of duties as well as approval limits.

INTERNAL AUDIT

The ARMC is responsible for reviewing and monitoring the adequacy and effectiveness of the Group's system of internal control. The review and monitoring of the adequacy and effectiveness of the system of internal control are carried out through the internal audit function. The Group's internal audit function is performed by an external independent consulting firm, Messrs Tan Yen Yeow & Company as well as the in-house internal audit department (collectively, "Internal Auditors").The internal audit function assists the ARMC in respect of the following:

- Assess the adequacy and effectiveness of the current internal control system and provide recommendations to improve on the existing control environment in relation to key business processes and risk management practices;
- Highlight opportunities to improve efficiency, effectiveness and economic aspects of the Group's operations; and
- Promote a system of internal control that is responsive to the dynamic and ever-changing business environment, cost effective and sustainable.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT *(continued)*

The annual Group Internal Audit Plan is reviewed and approved by the ARMC prior to each financial year. The Group Internal Audit Plan is developed based on the risk profile and analysis of the businesses of the Group, as well as past experience. The internal audit will focus its resources on areas of high risks which will be audited more frequently than low risk areas. For purposes of identifying and prioritising risks, the Internal Auditors will first discuss with the RMEC and the RMSWGs and review management reports and financial statements.

The findings of the internal audits together with proposed recommendations and management responses are tabled at the ARMC meetings for deliberation and the ARMC's expectations on the corrective measures are communicated to the respective heads of departments and business units.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in *Audit and Assurance Practice Guide ("AAPG 3", Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report* issued by the Malaysian Institute of Accountants ("MIA") for inclusion in the Annual Report of the Group for the FYE 31 December 2020, and reported to the Board that nothing has come to their attention that causes them to believe that this Statement intended to be included in the Annual Report of the Group, in all material respects :

(a) has not been prepared in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or

(b) is factually inaccurate.

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

CONCLUSION

The Board, having received assurance from the Group MD, the ED and the Group CFOs, is satisfied with the adequacy and effectiveness of the Group's risk management and internal control system for the financial year under review and up to the date of approval of this Statement. There were no material internal control weaknesses which had resulted in material losses, uncertainties or contingencies that would require disclosure in this Annual Report.

This Statement is made in accordance with a resolution of the Board of Directors of the Company dated 15 April 2021.

DIRECTORS' RESPONSIBILITY STATEMENT

The Directors are required by law to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and of the Company as at the end of the financial year and of the results and cash flows and changes in equity of the Group and of the Company for that financial year.

In preparing the financial statements of the Group and of the Company for the financial year ended 31 December 2020 ("FYE 2020") as set on pages 64 to 172 of this Annual Report, the Directors ensured that the Group has used the Malaysian Financial Reporting Standards ("MFRSs") and International Financial Reporting Standards ("IFRSs"), applied them consistently and made judgments and estimates that are reasonable and prudent. The Directors also ensured that the MFRSs and IFRSs have been followed and that the financial statements have been prepared on going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep accounting records which disclose with reasonable accuracy, at any time, the financial position of the Group and of the Company and which enable them to ensure that the financial statements comply with the provisions of the Companies Act 2016, disclosure provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, MFRSs and IFRSs.

This Statement is made in accordance with a resolution of the Board of Directors of the Company dated 15 April 2021.

DIRECTORS' REPORT
For The Year Ended 31 December 2020

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2020.

PRINCIPAL ACTIVITIES

The Company is principally engaged in investment holding activities whilst the principal activities of the subsidiaries are as stated in Note 7 to the financial statements.

There has been no significant change in the nature of this activity during the financial year.

SUBSIDIARIES

The details of the Company's subsidiaries are disclosed in Note 7 to the financial statements.

RESULTS

	Group RM'000	Company RM'000
Profit for the year attributable to :		
Owners of the Company	**76,418**	**63,117**
Non-controlling interests	**4,499**	**–**
	80,917	**63,117**

RESERVES AND PROVISIONS

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

DIVIDENDS

Since the end of the previous financial year, the amount of dividends paid by the Company in respect of the financial year ended 31 December 2019 as reported in the Directors' Report of that year were as follows :

- a first and final single-tier dividend of 4 sen per share totalling RM7,686,000 paid on 30 July 2020; and
- a special single-tier dividend of 2 sen per share totalling RM3,843,000 paid on 30 July 2020.

The Board of Directors has recommended a first and final single-tier dividend of 4 sen per share totalling RM7,686,000 for the financial year ended 31 December 2020, subject to shareholders' approval at the forthcoming Annual General Meeting.

DIRECTORS' REPORT
For The Year Ended 31 December 2020

DIRECTORS OF THE COMPANY

Directors who served during the financial year until the date of this report are :

Dato' Seri Subahan Bin Kamal
Yeoh Jin Hoe
Yeoh Jin Beng
Marc Francis Yeoh Min Chang
Chee Khay Leong
Foo Kee Fatt
Razmi Bin Alias

DIRECTORS OF SUBSIDIARIES

Pursuant to Section 253(2) of the Companies Act 2016, the Directors who served in the subsidiaries during the financial year and up to the date of this report are as follows :

Yeoh Jin Hoe
Yeoh Jin Beng
Marc Francis Yeoh Min Chang
Keith Christopher Yeoh Min Kit
Shaun Patrick Yeoh Min Jin
Chen Tien Tsai
Chong Yue Chin
Ooi Teik Huat
Chee Khay Leong
Khoo Kay Leong
Datuk Dr. Roslan Bin A. Ghaffar
Tan Kim Seng
Gong Wooi Teik
Tee Keng Hoon
Tuan Ngah @ Syed Ahmad Bin Tuan Baru
Nur Aisyah Wong @ Wong Wai Yin (Huang Huiyan)
Chew Hock San

DIRECTORS' REPORT
For The Year Ended 31 December 2020

DIRECTORS' INTERESTS IN SHARES

The interests and deemed interests in the shares of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at financial year end (including the interests of the spouses or children of the Directors who themselves are not Directors of the Company) as recorded in the Register of Directors' Shareholdings are as follows :

	Number of ordinary shares			
	At 01.01.2020	Bought	Sold	At 31.12.2020
Interests in the Company :				
Yeoh Jin Hoe - own	7,505,700	–	–	7,505,700
Yeoh Jin Beng - own	300,000	–	–	300,000
Marc Francis Yeoh Min Chang - own	343,100	–	–	343,100
Chee Khay Leong - own	2,054,100	–	–	2,054,100
Deemed interests in the Company :				
Yeoh Jin Hoe	45,157,281	435,700	–	45,592,981
Razmi Bin Alias	911,119	–	–	911,119

By virtue of his interests of more than 20% in the shares of the Company, Yeoh Jin Hoe is also deemed interested in the shares of the subsidiaries during the financial year to the extent that Can-One Berhad has an interest.

None of the other Directors holding office at 31 December 2020 had any interest in the shares of the Company and of its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Company has received nor become entitled to receive any benefit (other than those fees and other benefits included in the aggregate amount of remuneration received or due and receivable by Directors as shown in the financial statements of the Company or of related companies) by reason of a contract made by the Company or a related corporation with the Director or with a firm in which the Director is a member, or with a company in which the Director has a substantial financial interest other than a Director who has substantial financial interests in companies which traded with the Group in the ordinary course of business as disclosed in Note 33 to the financial statements.

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

ISSUE OF SHARES AND DEBENTURES

There were no changes in the issued and paid-up capital of the Company and no debentures were issued during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year.

DIRECTORS' REPORT
For The Year Ended 31 December 2020

INDEMNITY AND INSURANCE COSTS

During the financial year, the total amount of indemnity given to or insurance effected for Directors and officers of the Group and of the Company was RM65,000 for a total sum insured of RM10,000,000.

There was no indemnity or insurance effected for auditors of the Group and of the Company during the financial year.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps to ascertain that :

(i) all known bad debts have been written off and adequate provision made for doubtful debts, and

(ii) any current assets which were unlikely to be realised in the ordinary course of business have been written-down to an amount which they might be expected so to realise.

At the date of this report, the Directors are not aware of any circumstances :

(i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the Group and in the Company inadequate to any substantial extent, or

(ii) that would render the value attributed to the current assets in the financial statements of the Group and of the Company misleading, or

(iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate, or

(iv) not otherwise dealt with in this report or the financial statements that would render any amount stated in the financial statements of the Group and of the Company misleading.

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

(i) any charge on the assets of the Group or of the Company that has arisen since the end of the financial year and which secures the liabilities of any other person, or

(ii) any contingent liability in respect of the Group and of the Company that has arisen since the end of the financial year.

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

In the opinion of the Directors, except for the gain on disposal of certain subsidiaries as disclosed in the financial statements of the Group and of the Company, the financial performance of the Group and of the Company for the financial year ended 31 December 2020 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

DIRECTORS' REPORT
For The Year Ended 31 December 2020

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

Details of such events are disclosed in Note 36 to the financial statements.

SIGNIFICANT EVENT SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

Details of such event are disclosed in Note 37 to the financial statements.

AUDITORS

The auditors, KPMG PLT, have indicated their willingness to accept re-appointment.

The auditors' remuneration is disclosed in Note 24 to the financial statements.

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

Marc Francis Yeoh Min Chang
Director

Chee Khay Leong
Director

Kuala Lumpur,

Date : 15 April 2021

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As At 31 December 2020

	Note	2020 RM'000	2019 RM'000
Assets			
Property, plant and equipment	3	**1,791,969**	1,791,888
Right-of-use assets	4	**440,232**	449,576
Investment properties	5	**117,035**	113,702
Intangible assets	6	**1,398**	2,451
Deferred tax assets	8	**5,323**	5,292
Other assets	9	**24,124**	8,807
Total non-current assets		**2,380,081**	2,371,716
Inventories	10	**555,507**	604,721
Trade and other receivables	11	**583,344**	487,881
Other assets	9	**22,755**	7,842
Current tax assets		**12,669**	14,005
Derivative financial assets	12	**4,183**	414
Cash and cash equivalents	13	**229,729**	350,599
Total current assets		**1,408,187**	1,465,462
Total assets		**3,788,268**	3,837,178
Equity			
Share capital	14	**197,660**	197,660
Reserves	15	**1,582,742**	1,530,223
Equity attributable to owners of the Company		**1,780,402**	1,727,883
Non-controlling interests	7.2	**143,614**	140,865
Total equity		**1,924,016**	1,868,748

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As At 31 December 2020

	Note	2020 RM'000	2019 RM'000
Liabilities			
Loans and borrowings	16	**710,543**	736,207
Lease liabilities		**6,599**	8,340
Retirement benefit obligations	17	**65,306**	51,422
Derivative financial liabilities	12	**6,017**	5,370
Deferred tax liabilities	8	**101,220**	102,147
Total non-current liabilities		**889,685**	903,486
Loans and borrowings	16	**579,143**	649,331
Lease liabilities		**5,974**	3,209
Retirement benefit obligations	17	**7,433**	12,332
Provisions	18	**5,009**	5,005
Trade and other payables	19	**364,623**	388,744
Derivative financial liabilities	12	**6,077**	2,675
Current tax liabilities		**6,308**	3,648
Total current liabilities		**974,567**	1,064,944
Total liabilities		**1,864,252**	1,968,430
Total equity and liabilities		**3,788,268**	3,837,178

The notes on pages 85 to 172 are an integral part of these financial statements.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Year Ended 31 December 2020

	Note	2020 RM'000	2019 RM'000
Continuing operations			
Revenue	20	**2,530,126**	2,284,180
Cost of sales		**(2,313,467)**	(2,131,179)
Gross profit		**216,659**	153,001
Other income		**17,662**	357,491
Selling and distribution expenses		**(29,301)**	(30,821)
Administrative expenses		**(131,585)**	(161,414)
Net (loss)/reversal of loss on impairment of financial instruments		**(477)**	4,538
Other expenses		**(13,557)**	(26,529)
Results from operating activities		**59,401**	296,266
Interest income		**7,755**	5,860
Interest expense	21	**(55,156)**	(77,674)
Net interest expense		**(47,401)**	(71,814)
Share of loss of equity-accounted associate, net of tax		**–**	(3,402)
Profit before tax		**12,000**	221,050
Tax expense	22	**(19,083)**	(7,385)
(Loss)/Profit from continuing operations		**(7,083)**	213,665
Discontinued operation			
Profit from discontinued operation, net of tax	34	**88,000**	725,671
Profit for the year	24	**80,917**	939,336
Other comprehensive (expense)/income, net of tax			
Items that will not be reclassified subsequently to profit or loss			
Remeasurement of defined benefit liability	25	**(6,709)**	–
		74,208	939,336

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Year Ended 31 December 2020

	Note	2020 RM'000	2019 RM'000
Items that are or may be reclassified subsequently to profit or loss			
Cash flow hedge	25	**46**	(1,407)
Foreign currency translation differences for foreign operations	25	**(7,457)**	1,197
Share of other comprehensive expense of equity-accounted associate	25	**–**	(564)
		(7,411)	(774)
Total comprehensive income for the year		**66,797**	938,562
(Loss)/Profit attributable to :			
Owners of the Company			
- from continuing operations		**(11,582)**	(11,008)
- from discontinued operation		**88,000**	725,671
		76,418	714,663
Non-controlling interests		**4,499**	224,673
Profit for the year		**80,917**	939,336
Total comprehensive (expense)/income attributable to :			
Owners of the Company			
- from continuing operations		**(23,952)**	(11,713)
- from discontinued operation		**88,000**	725,671
		64,048	713,958
Non-controlling interests		**2,749**	224,604
Total comprehensive income for the year		**66,797**	938,562
Basic/Diluted (loss)/earnings per ordinary share (sen) :			
- from continuing operations	26	**(6.03)**	(5.73)
- from discontinued operation	26	**45.80**	377.65
		39.77	371.92

The notes on pages 85 to 172 are an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For The Year Ended 31 December 2020

		Attributable to owners of the Company						
			Non-distributable		Distributable			
	Note	Share capital RM'000	Cash flow hedge reserve RM'000	Foreign currency translation reserve RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 January 2019		197,660	–	9,504	623,607	830,771	–	830,771
Other comprehensive income/(expense) for the year								
- Cash flow hedge		–	(897)	–	–	(897)	(510)	(1,407)
- Foreign currency translation differences of foreign operations		–	–	756	–	756	441	1,197
- Share of other comprehensive expense of equity-accounted associate, net of tax		–	–	(564)	–	(564)	–	(564)
Total other comprehensive income/(expense) for the year		–	(897)	192	–	(705)	(69)	(774)
Profit for the year		–	–	–	714,663	714,663	224,673	939,336
Total comprehensive income/(expense) for the year		–	(897)	192	714,663	713,958	224,604	938,562
Distributions to owners of the Company								
- Dividends	27	–	–	–	(7,686)	(7,686)	–	(7,686)
Acquisition of a subsidiary		–	–	–	–	–	107,101	107,101
Acquisition of non-controlling interests		–	–	–	190,840	190,840	(190,840)	–
Total transactions with owners of the Company		–	–	–	183,154	183,154	(83,739)	99,415
At 31 December 2019		197,660	(897)	9,696	1,521,424	1,727,883	140,865	1,868,748
		Note 14	Note 15	Note 15	Note 15		Note 7.2	

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For The Year Ended 31 December 2020

		Attributable to owners of the Company						
			Non-distributable		Distributable			
	Note	Share capital RM'000	Cash flow hedge reserve RM'000	Foreign currency translation reserve RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 January 2020		197,660	(897)	9,696	1,521,424	1,727,883	140,865	1,868,748
Other comprehensive income/(expense) for the year								
- Remeasurement of defined benefit liability		–	–	–	(6,803)	(6,803)	94	(6,709)
- Cash flow hedge		–	455	–	–	455	(409)	46
- Foreign currency translation differences of foreign operations		–	–	(6,022)	–	(6,022)	(1,435)	(7,457)
Total other comprehensive income/(expense) for the year		–	455	(6,022)	(6,803)	(12,370)	(1,750)	(14,120)
Profit for the year		–	–	–	76,418	76,418	4,499	80,917
Total comprehensive income/(expense) for the year		–	455	(6,022)	69,615	64,048	2,749	66,797
Distributions to owners of the Company								
- Dividends	27	–	–	–	(11,529)	(11,529)	–	(11,529)
Total transactions with owners of the Company		–	–	–	(11,529)	(11,529)	–	(11,529)
At 31 December 2020		197,660	(442)	3,674	1,579,510	1,780,402	143,614	1,924,016
		Note 14	Note 15	Note 15	Note 15		Note 7.2	

The notes on pages 85 to 172 are an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For The Year Ended 31 December 2020

	Note	2020 RM'000	2019 RM'000
Cash flows from operating activities			
Profit before tax from :			
- continuing operations		**12,000**	221,050
- discontinued operation	34	**88,000**	738,889
		100,000	959,939
Adjustments for :			
Depreciation of :			
- property, plant and equipment	3	**116,723**	105,838
- right-of-use assets	4	**15,286**	12,520
- investment properties	5	**1,695**	1,108
Amortisation of intangible assets	6	**1,591**	1,200
Gain on disposal of :			
- property, plant and equipment	24	**(2,759)**	(411)
- subsidiaries	24	**(88,000)**	(671,763)
Gain arising from acquisition of a subsidiary	D	**–**	(346,251)
Gain on lease modification	24	**(850)**	(44)
Cash flow hedge		**46**	(1,407)
Interest expense	21	**55,156**	82,161
Interest income		**(7,755)**	(6,118)
Income distribution on money market placement with a financial institution	24	**(2,081)**	(1,200)
Impairment loss on property, plant and equipment	24	**–**	15,438
Net loss/(reversal of loss) on impairment of financial instruments	24	**477**	(4,538)
Goodwill on consolidation written off	24	**–**	16
Unrealised gain on foreign exchange		**(1,112)**	(2,653)
Unrealised loss/(gain) on derivatives financial instruments		**280**	(701)
Property, plant and equipment written off		**459**	2,473
Share of loss of equity-accounted associate, net of tax		**–**	3,402
Operating profit before changes in working capital		**189,156**	149,009
Changes in working capital :			
Inventories		**49,214**	(11,181)
Trade and other receivables		**(7,027)**	(12,175)
Trade and other payables		**(26,088)**	30,883
Retirement benefit obligations		**2,276**	1,420
Provisions		**4**	4,988
Usage of spare parts in property, plant and equipment		**14,280**	16,285
Other assets		**(30,230)**	27,018
Cash generated from operations		**191,585**	206,247
Tax paid		**(16,008)**	(15,589)
Net cash from operating activities		**175,577**	190,658

CONSOLIDATED STATEMENT OF CASH FLOWS
For The Year Ended 31 December 2020

	Note	2020 RM'000	2019 RM'000
Cash flows from investing activities			
Proceeds from disposal of :			
- subsidiaries, net of cash and cash equivalents disposed of	34	**–**	864,849
- property, plant and equipment		**4,442**	2,283
Acquisition of :			
- intangible assets	6	**(543)**	(2,584)
- property, plant and equipment	A	**(144,109)**	(164,942)
- investment properties	5	**(5,028)**	(25,910)
- right-of-use assets		**(2,844)**	–
- a subsidiary, net of cash and cash equivalents	D	**–**	(114,498)
- non-controlling interests	D	**–**	(658,339)
Interest received		**7,755**	6,118
Income distribution on money market placement with a financial institution		**2,081**	1,200
Net cash used in investing activities		**(138,246)**	(91,823)
Cash flows from financing activities			
Term loans, net		**(30,091)**	156,191
Trade financing, net		**(39,653)**	72,405
Revolving credits, net		**(24,271)**	15,722
Payment of hire purchase liabilities		**(118)**	(656)
Payment of lease liabilities		**(3,842)**	(6,896)
Interest paid		**(55,156)**	(82,161)
Dividends paid to owners of the Company		**(11,529)**	(7,686)
Net cash (used in)/from financing activities		**(164,660)**	146,919
Net (decrease)/increase in cash and cash equivalents		**(127,329)**	245,754
Effect of exchange rate fluctuations on cash and cash equivalents held		**6,459**	(3,369)
Cash and cash equivalents at 1 January		**350,599**	108,214
Cash and cash equivalents at 31 December	13	**229,729**	350,599

NOTES :

A. Acquisition of property, plant and equipment

During the financial year, the Group acquired property, plant and equipment with an aggregate cost of RM144,409,000 (2019 : RM164,942,000) of which RM144,109,000 (2019 : RM164,942,000) was paid in cash. The balance of RM300,000 (2019 : RM Nil) was acquired by way of hire purchase.

CONSOLIDATED STATEMENT OF CASH FLOWS

For The Year Ended 31 December 2020

NOTES (continued) :

B. Cash outflows for leases as a lessee

	Note	2020 RM'000	2019 RM'000
Included in net cash from operating activities :			
Payment relating to :			
- short-term leases	24	**2,054**	669
- leases of low-value assets	24	**442**	94
Included in net cash from financing activities :			
Payment of lease liabilities		**3,842**	6,896
Interest paid in relation to lease liabilities	21	**700**	320
Total cash outflows for leases		**7,038**	7,979

C. Reconciliation of movements of liabilities to cash flows arising from financing activities

	At 1.1.2019 RM'000	Net changes from financing cash flows RM'000	Acquisition of new lease RM'000	Changes arising from acquisition of subsidiaries RM'000	Changes arising from disposal of subsidiaries RM'000	Foreign exchange movement RM'000	At 31.12.2019 RM'000
Group							
Term loans	301,873	156,191	–	426,151	(46,835)	1,855	839,235
Trade financing	182,078	72,405	–	255,611	(121,118)	(377)	388,599
Revolving credits	55,136	15,722	–	86,668	–	–	157,526
Hire purchase liabilities	1,034	(656)	–	–	(200)	–	178
Lease liabilities	9,199	(6,896)	11,412	3,349	(5,520)	5	11,549
	549,320	236,766	11,412	771,779	(173,673)	1,483	1,397,087

	At 1.1.2020 RM'000	Net changes from financing cash flows RM'000	Acquisition of new lease RM'000	Foreign exchange movement RM'000	At 31.12.2020 RM'000
Group					
Term loans	**839,235**	**(30,091)**	**–**	**(1,983)**	**807,161**
Trade financing	**388,599**	**(39,653)**	**–**	**(36)**	**348,910**
Revolving credits	**157,526**	**(24,271)**	**–**	**–**	**133,255**
Hire purchase liabilities	**178**	**(118)**	**300**	**–**	**360**
Lease liabilities	**11,549**	**(3,842)**	**4,865**	**1**	**12,573**
	1,397,087	**(97,975)**	**5,165**	**(2,018)**	**1,302,259**

CONSOLIDATED STATEMENT OF CASH FLOWS

For The Year Ended 31 December 2020

NOTES (continued) :

D. Net cash outflow on acquisition of a subsidiary - Kian Joo Can Factory Berhad ("KJCFB")

Fair value consideration

	2019 RM'000
Fair value of previously held equity interests in KJCFB	453,008
Fair value of consideration transferred	265,672
Fair value of non-controlling interests in KJCFB	658,240
	1,376,920

The following summarises the major classes of consideration transferred and the recognised amounts of assets acquired and liabilities assumed at the acquisition date :

Identifiable assets acquired and liabilities assumed

	Note	18.3.2019 RM'000
Property, plant & equipment	3	1,537,910
Right-of-use assets	4	431,974
Investment properties	5	88,900
Intangible assets	6	707
Other assets		9,063
Inventories		489,749
Trade and other receivables		369,467
Derivative financial instruments		(8,395)
Tax refundable		15,911
Cash and cash equivalents		151,174
Loans and borrowings		(768,430)
Lease liabilities		(3,349)
Deferred tax liabilities	8	(91,122)
Trade and other payables		(275,140)
Provisions		(17)
Retirement benefits obligations	17	(62,334)
Non-controlling interests		(107,101)
Net identifiable assets acquired		1,778,967

CONSOLIDATED STATEMENT OF CASH FLOWS

For The Year Ended 31 December 2020

NOTES (continued) :

D. Net cash outflow on acquisition of a subsidiary - Kian Joo Can Factory Berhad ("KJCFB") (continued)

Net cash outflow arising from acquisition

	18.3.2019 RM'000
Purchase consideration settled in cash and cash equivalents	(265,672)
Cash and cash equivalents acquired	151,174
	(114,498)

Gain arising from acquisition of a subsidiary

	18.3.2019 RM'000
Fair value of consideration transferred	265,672
Carrying amount of investment in an associate as at 17 March 2019	508,705
Non-controlling interests, based on the fair value of non-controlling interests in KJCFB	658,339
Fair value of net identifiable assets acquired	(1,778,967)
	(346,251)

The gain arising from the acquisition of the subsidiary of RM346,251,000 attibutable to the owners of the Company and the non-controlling interests of the Company amounted to RM155,411,000 and RM190,840,000 respectively.

STATEMENT OF FINANCIAL POSITION

As At 31 December 2020

	Note	2020 RM'000	2019 RM'000
Assets			
Property, plant and equipment	3	**2**	2
Investments in subsidiaries	7	**1,300,480**	1,294,948
Total non-current assets		**1,300,482**	1,294,950
Trade and other receivables	11	**236,541**	67,328
Other assets	9	**–**	4
Current tax assets		**–**	83
Cash and cash equivalents	13	**3,379**	160,486
Total current assets		**239,920**	227,901
Total assets		**1,540,402**	1,522,851
Equity			
Share capital	14	**197,660**	197,660
Reserves	15	**946,457**	894,869
Equity attributable to owners of the Company		**1,144,117**	1,092,529
Liabilities			
Loans and borrowings	16	**389,107**	389,107
Total non-current liability		**389,107**	389,107
Trade and other payables	19	**6,971**	41,215
Current tax liabilities		**207**	–
Total current liabilities		**7,178**	41,215
Total liabilities		**396,285**	430,322
Total equity and liabilities		**1,540,402**	1,522,851

The notes on pages 85 to 172 are an integral part of these financial statements.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Year Ended 31 December 2020

	Note	2020 RM'000	2019 RM'000
Revenue	20	**16,841**	32,013
Administrative expenses		**(2,516)**	(50,653)
Net loss on impairment of financial instruments		**(23,097)**	–
Other expense		**(10,468)**	(18,352)
Other income		**88,587**	805,895
Results from operating activities		**69,347**	768,903
Interest income		**13,437**	37,228
Interest expense	21	**(16,627)**	(37,393)
Net interest expense		**(3,190)**	(165)
Profit before tax		**66,157**	768,738
Tax expense	22	**(3,040)**	(2,174)
Profit for the year and total comprehensive income for the year	24	**63,117**	766,564

The notes on pages 85 to 172 are an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY
For The Year Ended 31 December 2020

	Share capital RM'000	Distributable Retained earnings RM'000	Total equity RM'000
At 1 January 2019	197,660	135,991	333,651
Profit for the year and total comprehensive income for the year	–	766,564	766,564
Distributions to owners of the Company - Dividends (Note 27)	–	(7,686)	(7,686)
At 31 December 2019/1 January 2020	**197,660**	**894,869**	**1,092,529**
Profit for the year and total comprehensive income for the year	**–**	**63,117**	**63,117**
Distributions to owners of the Company - Dividends (Note 27)	**–**	**(11,529)**	**(11,529)**
At 31 December 2020	**197,660**	**946,457**	**1,144,117**
	Note 14	Note 15	

The notes on pages 85 to 172 are an integral part of these financial statements.

STATEMENT OF CASH FLOWS
For The Year Ended 31 December 2020

	Note	2020 RM'000	2019 RM'000
Cash flows from operating activities			
Profit before tax		**66,157**	768,738
Adjustments for :			
Gain on disposal of subsidiaries	24	**(88,000)**	(805,872)
Impairment loss on investment in subsidiaries	24	**10,468**	18,302
Net loss on impairment of financial instruments	24	**23,097**	–
Dividend income		**(16,841)**	(32,013)
Interest expense	21	**16,627**	37,393
Interest income		**(13,437)**	(37,228)
Income distribution on money market placement with a financial institution	24	**(587)**	(21)
Operating loss before changes in working capital		**(2,516)**	(50,701)
Changes in working capital :			
Trade and other receivables		**(113,078)**	(898,764)
Other assets		**4**	(4)
Trade and other payables		**(34,244)**	9,423
Cash used in operations		**(149,834)**	(940,046)
Tax paid		**(2,750)**	(2,108)
Dividend received		**16,841**	32,013
Net cash used in operating activities		**(135,743)**	(910,141)
Cash flows from investing activities			
Proceeds from disposal of subsidiaries		**–**	903,500
Increase in investments in subsidiaries	A	**–**	(1,970)
Capital repayment from a subsidiary		**–**	3,000
Interest received		**6,205**	35,573
Income distribution on money market placement with a financial institution		**587**	21
Net cash from investing activities		**6,792**	940,124
Cash flows from financing activities			
Term loans, net		**–**	174,107
Dividends paid to owners of the Company		**(11,529)**	(7,686)
Interest paid		**(16,627)**	(37,393)
Net cash (used in)/from financing activities		**(28,156)**	129,028
Net (decrease)/increase in cash and cash equivalents		**(157,107)**	159,011
Cash and cash equivalents at 1 January		**160,486**	1,475
Cash and cash equivalents at 31 December	13	**3,379**	160,486

STATEMENT OF CASH FLOWS

For The Year Ended 31 December 2020

NOTES :

A. Increase in investments in subsidiaries

During the financial year, the Company increased its investment in a subsidiary with an aggregate cost of RM16,000,000 (2019 : RM935,970,000) of which RM16,000,000 (2019 : RM934,000,000) was through capitalisation of amount due from subsidiary.

B. Reconciliation of movements of liabilities to cash flows arising from financing activities :

	At 1.1.2019 RM'000	Net changes from financing cash flows RM'000	At 31.12.2019 RM'000	Net changes from financing cash flows RM'000	At 31.12.2020 RM'000
Term loans	215,000	174,107	389,107	–	**389,107**

The notes on pages 85 to 172 are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Can-One Berhad is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad. The addresses of the registered office and principal place of business of the Company are as follows :

Registered office

2B-4 Level 4
Jalan SS 6/6
Kelana Jaya
47301 Petaling Jaya
Selangor Darul Ehsan

Principal place of business

Lot 2244, Jalan Rajawali
Batu 9, Kampung Kebun Baru
42500 Telok Panglima Garang
Kuala Langat
Selangor Darul Ehsan

The consolidated financial statements of the Company as at and for the financial year ended 31 December 2020 comprise the Company and its subsidiaries (together referred to as the "Group" and individually referred to as "Group entities").

The Company is principally engaged in investment holding activities whilst the principal activities of the subsidiaries are as stated in Note 7.

These financial statements were authorised for issue by the Board of Directors on 15 April 2021.

1. BASIS OF PREPARATION

(a) Statement of compliance

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

The following are accounting standards, interpretations and amendments of the MFRSs that have been issued by the Malaysian Accounting Standards Board ("MASB") but have not been adopted by the Group and the Company :

MFRSs, interpretations and amendments effective for annual periods beginning on or after 1 June 2020

- Amendment to MFRS 16, *Leases - Covid-19-Related Rent Concessions*

MFRSs, interpretations and amendments effective for annual periods beginning on or after 1 January 2021

- Amendments to MFRS 9, *Financial Instruments,* MFRS 139, *Financial Instruments: Recognition and Measurement*, MFRS 7, *Financial Instruments: Disclosures,* MFRS 4, *Insurance Contracts* and MFRS 16*, Leases - Interest Rate Benchmark Reform - Phase 2*

MFRSs, interpretations and amendments effective for annual periods beginning on or after 1 April 2021

- Amendment to MFRS 16, *Leases - Covid-19-Related Rent Concessions beyond 30 June 2021*

1. BASIS OF PREPARATION *(continued)*

(a) Statement of compliance *(continued)*

MFRSs, interpretations and amendments effective for annual periods beginning on or after 1 January 2022

- Amendments to MFRS 1, *First-time Adoption of Malaysian Financial Reporting Standards (Annual Improvements to MFRS Standards 2018-2020)*
- Amendments to MFRS 3, *Business Combinations - Reference to the Conceptual Framework*
- Amendments to MFRS 9, *Financial Instruments (Annual Improvements to MFRS Standards 2018-2020)*
- Amendments to Illustrative Examples accompanying MFRS 16, *Leases (Annual Improvements to MFRS Standards 2018-2020)*
- Amendments to MFRS 116, *Property, Plant and Equipment - Proceeds before Intended Use*
- Amendments to MFRS 137, *Provisions, Contingent Liabilities and Contingent Assets - Onerous Contracts - Cost of Fulfilling a Contract*
- Amendments to MFRS *141, Agriculture (Annual Improvements to MFRS Standards 2018-2020)*

MFRSs, interpretations and amendments effective for annual periods beginning on or after 1 January 2023

- MFRS 17, *Insurance Contracts*
- Amendments to MFRS 101, *Presentation of Financial Statements - Classification of Liabilities as Current or Non-current and Disclosures of Accounting Policies*
- Amendments to MFRS 108, *Accounting Policies, Changes in Accounting Estimates and Errors - Definition of Accounting Estimates*

MFRSs, interpretations and amendments effective for annual periods beginning on or after a date yet to be confirmed

- Amendments to MFRS 10, *Consolidated Financial Statements* and MFRS 128, *Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group and the Company plan to apply the abovementioned accounting standards, interpretations and amendments :

- from the annual period beginning on 1 January 2021 for the amendment that is effective for annual periods beginning on or after 1 June 2020.

- from the annual period beginning on 1 January 2021 for those amendments that are effective for annual periods beginning on or after 1 January 2021.

- from the annual period beginning on 1January 2022 for those amendments that are effective for annual periods beginning on or after 1 April 2021.

- from the annual period beginning on 1 January 2022 for those amendments that are effective for annual periods beginning on or after 1 January 2022, except for Amendments to MFRS 141, *Agriculture (Annual Improvements to MFRS Standards 2018–2020)*, which is not applicable to the Group and to the Company.

- from the annual period beginning on 1 January 2023 for the accounting standard and amendments that are effective for annual periods beginning on or after 1 January 2023, except for MFRS 17, *Insurance Contracts* which is not applicable to the Group and to the Company.

The initial application of the accounting standards, interpretations or amendments are not expected to have any material financial impacts to the current period and prior period financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

1. BASIS OF PREPARATION *(continued)*

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis other than as disclosed in Note 2.

(c) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest thousand, unless otherwise stated.

(d) Use of estimates and judgements

The preparation of the financial statements in conformity with MFRSs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than as disclosed in following notes :

- Note 3 – valuation of property, plant and equipment
- Note 4 – extension options and incremental borrowing rate in relation to leases
- Note 17 – retirement benefit obligations
- Note 29.4 – measurement of expected credit loss ("ECL")

2. SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to the periods presented in these financial statements and have been applied consistently by Group entities, unless otherwise stated.

(a) Basis of consolidation

(i) Subsidiaries

Subsidiaries are entities, including structured entities, controlled by the Company. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.

The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Potential voting rights are considered when assessing control only when such rights are substantive.

The Group also considers it has de facto power over an investee when, despite not having the majority of voting rights, it has the current ability to direct the activities of the investee that significantly affect the investee's return.

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses, unless the investment is classified as held for sale or distribution. The cost of investment includes transaction costs.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(a) Basis of consolidation *(continued)*

(ii) Business combinations

Business combinations are accounted for using the acquisition method from the acquisition date, which is the date on which control is transferred to the Group.

For new acquisitions, the Group measures the cost of goodwill at the acquisition date as :

- the fair value of the consideration transferred; plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

When the excess is negative, a bargain purchase gain is recognised immediately in profit or loss.

For each business combination, the Group elects whether it measures the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets at the acquisition date.

Transaction costs, other than those associated with the issue of debt or equity securities, that the Group incurs in connection with a business combination are expensed as incurred.

(iii) Acquisitions of non-controlling interests

The Group accounts for all changes in its ownership interest in a subsidiary that do not result in a loss of control as equity transactions between the Group and its non-controlling interest holders. Any difference between the Group's share of net assets before and after the change, and any consideration received or paid, is adjusted to or against Group reserves.

(iv) Loss of control

Upon the loss of control of a subsidiary, the Group derecognises the assets and liabilities of the former subsidiary, any non-controlling interests and the other components of equity related to the former subsidiary from the consolidated statement of financial position. Any surplus or deficit arising on the loss of control is recognised in profit or loss. If the Group retains any interest in the former subsidiary, then such interest is measured at fair value at the date that control is lost. Subsequently, it is accounted for as an equity-accounted investee or as a financial asset depending on the level of influence retained.

(v) Non-controlling interests

Non-controlling interests at the end of the reporting period, being the equity in a subsidiary not attributable directly or indirectly to the equity holders of the Company, are presented in the consolidated statement of financial position and statement of changes in equity within equity, separately from equity attributable to the owners of the Company. Non-controlling interests in the results of the Group is presented in the consolidated statement of profit or loss and other comprehensive income as an allocation of the profit or loss and total comprehensive income for the year between non-controlling interests and owners of the Company.

Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests even if doing so causes the non-controlling interests to have a deficit balance.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(a) Basis of consolidation *(continued)*

(vi) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

(b) Foreign currency

(i) Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the end of the reporting period are retranslated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies are not retranslated at the end of the reporting period, except for those that are measured at fair value which are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in profit or loss, except for differences arising on the retranslation of equity instruments where they are measured at fair value through other comprehensive income or a financial instrument designated as a cash flow hedge, which are recognised in other comprehensive income.

In the consolidated financial statements, when settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and are presented in the foreign currency translation reserve ("FCTR") in equity.

(ii) Operations denominated in functional currencies other than Ringgit Malaysia

The assets and liabilities of operations denominated in functional currencies other than RM, including goodwill and fair value adjustments arising on acquisition, are translated to RM at exchange rates at the end of the reporting period. The income and expenses of foreign operations are translated to RM at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the FCTR in equity. However, if the operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the FCTR related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate that includes a foreign operation while retaining significant influence, the relevant proportion of the cumulative amount is reclassified to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(c) Financial instruments

(i) Recognition and initial measurement

A financial asset or a financial liability is recognised in the statement of financial position when, and only when, the Group or the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without significant financing component) or a financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance. A trade receivable without a significant financing component is initially measured at the transaction price.

An embedded derivative is recognised separately from the host contract where the host contract is not a financial asset, and accounted for separately if, and only if, the derivative is not closely related to the economic characteristics and risks of the host contract and the host contract is not measured at fair value through profit or loss. The host contract, in the event an embedded derivative is recognised separately, is accounted for in accordance with policy applicable to the nature of the host contract.

(ii) Financial instrument categories and subsequent measurement

Financial assets

Categories of financial assets are determined on initial recognition and are not reclassified subsequent to their initial recognition unless the Group or the Company changes its business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change of the business model.

(a) Amortised cost

Amortised cost category comprises financial assets that are held within a business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The financial assets are not designated as fair value through profit or loss. Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Interest income is recognised by applying effective interest rate to the gross carrying amount except for credit impaired financial assets (see Note 2(h)(i)) where the effective interest rate is applied to the amortised cost.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(c) Financial instruments *(continued)*

(ii) Financial instrument categories and subsequent measurement *(continued)*

***Financial assets** (continued)*

(b) Fair value through other comprehensive income

(i) Debt investments

Fair value through other comprehensive income category comprises debt investment where it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the debt investment, and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The debt investment is not designated as at fair value through profit or loss. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are reclassified to profit or loss.

Interest income is recognised by applying effective interest rate to the gross carrying amount except for credit impaired financial assets (see Note 2(h)(i)) where the effective interest rate is applied to the amortised cost.

(ii) Equity investments

This category comprises investment in equity that is not held for trading, and the Group and the Company irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of investment. Other net gains and losses are recognised in other comprehensive income. On derecognition, gains and losses accumulated in other comprehensive income are not reclassified to profit or loss.

(c) Fair value through profit or loss

All financial assets not measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss. This includes derivative financial assets (except for a derivative that is a designated and effective hedging instrument). On initial recognition, the Group or the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at fair value through other comprehensive income as at fair value through profit or loss if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets categorised as fair value through profit or loss are subsequently measured at their fair value. Net gains or losses, including any interest or dividend income, are recognised in the profit or loss.

All financial assets, except for those measured at fair value through profit or loss and equity investments measured at fair value through other comprehensive income, are subject to impairment assessment (see Note 2(h)(i)).

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(c) Financial instruments *(continued)*

(ii) Financial instrument categories and subsequent measurement *(continued)*

Financial liabilities

The categories of financial liabilities at initial recognition are as follows :

(a) Fair value through profit or loss

Fair value through profit or loss category comprises financial liabilities that are derivatives (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument), contingent consideration in a business combination and financial liabilities that are specifically designated into this category upon initial recognition.

On initial recognition, the Group or the Company may irrevocably designate a financial liability that otherwise meets the requirements to be measured at amortised cost as at fair value through profit or loss :

(a) if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise;
(b) a group of financial liabilities or assets and financial liabilities is managed and its performance is evaluated on a fair value basis, in accordance with a documented risk management or investment strategy, and information about the group is provided internally on that basis to the Group's key management personnel; or
(c) if a contract contains one or more embedded derivatives and the host is not a financial asset in the scope of MFRS 9, where the embedded derivative significantly modifies the cash flows and separation is not prohibited.

Financial liabilities categorised as fair value through profit or loss are subsequently measured at their fair value with gains or losses, including any interest expense are recognised in the profit or loss.

For financial liabilities where it is designated as fair value through profit or loss upon initial recognition, the Group and the Company recognise the amount of change in fair value of the financial liability that is attributable to change in credit risk in the other comprehensive income and remaining amount of the change in fair value in the profit or loss, unless the treatment of the effects of changes in the liability's credit risk would create or enlarge an accounting mismatch.

(b) Amortised cost

Other financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(c) Financial instruments *(continued)*

(iii) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of :

- the amount of the loss allowance; and
- the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15, *Revenue from Contracts with Customers.*

Liabilities arising from financial guarantees are presented together with other provisions.

(iv) Regular way purchase or sale of financial assets

A regular way purchase or sale of financial assets is recognised and derecognised, as applicable, using trade date or settlement date accounting in current year. Trade date accounting refers to :

(a) the recognition of an asset to be received and the liability to pay for it on the trade date, and
(b) derecognition of an asset that is sold, recognition of any gain or loss on disposal and the recognition of a receivable from the buyer for payment on the trade date.

Settlement date accounting refers to :

(a) the recognition of an asset on the day it is received by the Group or the Company, and
(b) derecognition of an asset and recognition of any gain or loss on disposal on the day that is delivered by the Group or the Company.

Any change in the fair value of the asset to be received during the period between the trade date and the settlement date is accounted in the same way as it accounts for the acquired asset.

Generally, the Group or the Company apply settlement date accounting unless otherwise stated for the specific class of asset.

(v) Hedge accounting

At inception of a designated hedging relationship, the Group and the Company document the risk management objective and strategy for undertaking the hedge. The Group and the Company also document the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(c) Financial instruments *(continued)*

(v) Hedge accounting *(continued)*

(a) Cash flow hedge

A cash flow hedge is a hedge of the exposure to variability in cash flows that is attributable to a particular risk associated with all, or a component of, a recognised asset or liability or a highly probable forecast transaction and could affect the profit or loss. In a cash flow hedge, the portion of the gain or loss on the hedging instrument that is determined to be an effective hedge is recognised in other comprehensive income and accumulated in equity and the ineffective portion is recognised in profit or loss. The effective portion of changes in the fair value of the derivative that is recognised in other comprehensive income is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge.

Subsequently, the cumulative gain or loss recognised in other comprehensive income is reclassified from equity into profit or loss in the same period or periods during which the hedged forecast cash flows affect profit or loss. If the hedge item is a non-financial asset or liability, the associated gain or loss recognised in other comprehensive income is removed from equity and included in the initial amount of the asset or liability. However, loss recognised in other comprehensive income that will not be recovered in one or more future periods is reclassified from equity into profit or loss immediately.

The Group designates only the change in fair value of the spot element of forward contracts as the hedging instrument in cash flow hedging relationships. The change in fair value of the forward element of forward exchange contracts ("forward points") and/or the foreign currency basis spread are separately accounted for as cost of hedging and recognised in a cost of hedging reserve within equity.

Cash flow hedge accounting is discontinued prospectively when the hedging instrument expires or is sold, terminated or exercised, the hedge is no longer highly effective, the forecast transaction is no longer expected to occur or the hedge designation is revoked. If the hedge is for a forecast transaction, the cumulative gain or loss on the hedging instrument remains in equity until the forecast transaction occurs. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the hedging reserve and the cost of hedging reserve remains in equity until, for a hedge of a transaction resulting in recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the hedging reserve and the cost of hedging reserve are immediately reclassified to profit or loss.

(vi) Derecognition

A financial asset or part of it is derecognised when, and only when the contractual rights to the cash flows from the financial asset expire or transferred, or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party. On derecognition of a financial asset, the difference between the carrying amount of the financial asset and the sum of consideration received (including any new asset obtained less any new liability assumed) is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(c) Financial instruments *(continued)*

(vi) Derecognition *(continued)*

A financial liability or a part of it is derecognised when, and only when, the obligation specified in the contract is discharged, cancelled or expires. A financial liability is also derecognised when its terms are modified and the cash flows of the modified liability are substantially different, in which case, a new financial liability based on modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

(vii) Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group or the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and liability simultaneously.

(d) Intangible assets

(i) Goodwill

Goodwill arises on business combinations is measured at cost less any accumulated impairment losses.

(ii) Other intangible assets

Other intangible assets, comprise of software costs, which have finite useful lives, are measured at cost less any accumulated amortisation and any accumulated impairment losses.

(iii) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in profit or loss as incurred.

(iv) Amortisation

Goodwill with indefinite useful lives is not amortised but are tested for impairment annually and whenever there is an indication that they may be impaired.

Other intangible assets are amortised from the date that they are available for use. Amortisation is based on the cost of an asset less its residual value. Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets.

The estimated useful lives for software costs are two years.

Amortisation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted, if appropriate.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(e) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset and any other costs directly attributable to bringing the asset to working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. The cost of self-constructed assets also includes the cost of materials and direct labour. For qualifying assets, borrowing costs are capitalised in accordance with the accounting policy on borrowing costs. Cost also may include transfers from equity of any gain or loss on qualifying cash flow hedges of foreign currency purchases of property, plant and equipment.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The gain or loss on disposal of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and is recognised net within “other income” and “other expenses” respectively in profit or loss.

(ii) Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group or the Company, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised to profit or loss. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

(iii) Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed, and if a component has a useful life that is different from the remainder of that asset, then that component is depreciated separately.

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Freehold land is not depreciated. Property, plant and equipment under construction (capital expenditure-in-progress) are not depreciated until the assets are ready for their intended use.

The estimated useful lives for the current and comparative periods are as follows :

	Years
Buildings	27 - 50
Plant, machinery and equipment	3 - 20
Furniture, fittings and office equipment	2 - 15
Motor vehicles	5 - 10

Depreciation methods, useful lives and residual values are reviewed at the end of the reporting period and adjusted as appropriate.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(f) Leases

(i) Definition of a lease

A contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether :

- the contract involves the use of an identified asset - this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- the customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- the customer has the right to direct the use of the asset. The customer has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, the customer has the right to direct the use of the asset if either the customer has the right to operate the asset; or the customer designed the asset in a way that predetermines how and for what purpose it will be used.

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

(ii) Recognition and initial measurement

(a) As a lessee

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using the Group incremental borrowing rate. Generally, the Group use their incremental borrowing rate as the discount rate.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(f) Leases *(continued)*

(ii) Recognition and initial measurement *(continued)*

(a) As a lessee *(continued)*

Lease payments included in the measurement of the lease liability comprise the following :

- fixed payments, including in-substance fixed payments less any incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that the Group is reasonably certain to exercise; and
- penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The Group excludes variable lease payments that linked to future performance or usage of the underlying asset from the lease liability. Instead, these payments are recognised in profit or loss in the period in which the performance or use occurs.

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(b) As a lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

If an arrangement contains lease and non-lease components, the Group applies MFRS 15 to allocate the consideration in the contract based on the stand-alone selling prices.

The Group recognises assets held under a finance lease in its statement of financial position and presents them as a receivable at an amount equal to the net investment in the lease. The Group uses the interest rate implicit in the lease to measure the net investment in the lease.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. It assesses the lease classification of a sublease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sublease as an operating lease.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(f) Leases *(continued)*

(iii) Subsequent measurement

(a) As a lessee

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a revision of in-substance fixed lease payments, or if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

(b) As a lessor

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of "revenue" or "other income".

(g) Investment properties

Investment properties are properties which are owned or right-of-use asset held under a lease contract to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are stated at cost less any accumulated depreciation and any accumulated impairment losses, consistent with the accounting policy for property, plant and equipment as stated in accounting policy Note 2(e).

Cost includes expenditure that is attributable to the acquisition of the investment property. The cost of self-constructed investment property includes materials and direct labour, any other costs directly attributable to bringing the investment property to a working condition for their intended use and capitalised borrowing costs. Right-of-use asset held under a lease contract that meets the definition of investment property is initially measured similar to other right-of-use assets.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of 17 - 50 years for buildings. Leasehold land is depreciated over the lease term and freehold land is not depreciated.

An investment property is derecognised on its disposal, or when it is permanently withdrawn from use and no future economic benefits are expected from its disposal. The difference between the net disposal proceeds and the carrying amount is recognised in profit or loss in the period in which the item is derecognised.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(h) Impairment

(i) Financial assets

The Group and the Company recognise loss allowances for expected credit losses on financial assets measured at amortised cost, debt investments measured at fair value through other comprehensive income and lease receivables. Expected credit losses are a probability-weighted estimate of credit losses.

The Group and the Company measure loss allowances at an amount equal to lifetime expected credit loss, except for debt securities that are determined to have low credit risk at the reporting date, cash and bank balance and other debt securities for which credit risk has not increased significantly since initial recognition, which are measured at 12-month expected credit loss. Loss allowances for trade receivables, contract assets and lease receivables are always measured at an amount equal to lifetime expected credit loss.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit loss, the Group and the Company consider reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information, where available.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the 12 months after the reporting date. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group and the Company are exposed to credit risk.

The Group and the Company estimate the expected credit losses on trade receivables using a provision matrix with reference to historical credit loss experience.

An impairment loss in respect of financial assets measured at amortised cost is recognised in profit or loss and the carrying amount of the asset is reduced through the use of an allowance account.

An impairment loss in respect of debt investments measured at fair value through other comprehensive income is recognised in profit or loss and the allowance account is recognised in other comprehensive income.

At each reporting date, the Group and the Company assess whether financial assets carried at amortised cost and debt securities at fair value through other comprehensive income are credit-impaired. A financial asset is credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The gross carrying amount of a financial asset is written off (either partially or full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group or the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's or the Company's procedures for recovery of amounts due.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(h) Impairment *(continued)*

(ii) Other assets

The carrying amounts of other assets (except for inventories and deferred tax assets) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its estimated recoverable amount.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (or a group of cash-generating unit) and then to reduce the carrying amounts of the other assets in the cash-generating unit (or a group of cash-generating units) on a *pro rata* basis.

Impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised. Reversals of impairment losses are credited to profit or loss in the financial year in which the reversals are recognised.

(i) Inventories

Inventories are measured at the lower of cost and net realisable value.

The cost of inventories is measured based on first-in, first-out method, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. In the case of work-in-progress and manufactured inventories, cost includes an appropriate share of production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(j) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, balances and deposits with banks and highly liquid investments which have an insignificant risk of changes in fair value with original maturities of three months or less, and are used by the Group and the Company in the management of their short term commitments. For the purpose of the statement of cash flows, cash and cash equivalents are presented net of bank overdrafts and pledged deposits, if any.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(k) Equity instruments

Instruments classified as equity are measured at cost on initial recognition and are not remeasured subsequently.

(i) Issue expenses

Costs directly attributable to the issue of instruments classified as equity are recognised as a deduction from equity.

(ii) Ordinary shares

Ordinary shares are classified as equity.

(l) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as interest expense.

(i) Restructuring

A provision for restructuring is recognised when the Group has approved a detailed formal restructuring plan, and the restructuring either has commenced or has been announced publicly. Future operating losses are not provided for.

(m) Contingent liabilities

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is not recognised in the statements of financial position and is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

(n) Income tax

Income tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities in the statement of financial position and their tax bases. Deferred tax is not recognised for the following temporary differences : the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(n) Income tax *(continued)*

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Deferred tax assets and liabilities are not discounted.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax assets and liabilities on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Unutilised reinvestment allowance being tax incentives that is not a tax base of an asset, is recognised as a deferred tax asset to the extent that it is probable that the future taxable profits will be available against which the unutilised tax incentive can be utilised.

(o) Revenue and other income

(i) Revenue from contracts with customers

Revenue is measured based on the consideration specified in a contract with a customer in exchange for transferring goods or services to a customer, excluding amounts collected on behalf of third parties. The Group or the Company recognises revenue when (or as) it transfers control over a product or service to customer. An asset is transferred when (or as) the customer obtains control of the asset.

The Group or the Company transfers control of a good or service at a point in time unless one of the following over time criteria is met :

(a) the customer simultaneously receives and consumes the benefits provided as the Group or the Company performs;

(b) the Group's or the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or

(c) the Group's or the Company's performance does not create an asset with an alternative use and the Group or the Company has an enforceable right to payment for performance completed to date.

(ii) Dividend income

Dividend income is recognised in profit or loss on the date that the Group's or the Company's right to receive payment is established, which in the case of quoted securities is the ex-dividend date.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(o) Revenue and other income *(continued)*

(iii) Interest income

Interest income is recognised as it accrues using the effective interest method in profit or loss except for interest income arising from temporary investment of borrowings taken specifically for the purpose of obtaining a qualifying asset which is accounted for in accordance with the accounting policy on borrowing costs.

(iv) Rental income

Rental income from investment property is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease. Rental income from sub-leased property is recognised as “revenue” or “other income”.

(p) Borrowing costs

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

(q) Employee benefits

(i) Short-term employee benefits

Short-term employee benefit obligations in respect of salaries, annual bonuses, paid annual leave and sick leave 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 under short-term cash bonus or profit-sharing plans 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.

NOTES TO THE FINANCIAL STATEMENTS

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(q) Employee benefits *(continued)*

(ii) State plans

The Group's contributions to statutory pension funds are charged to profit or loss in the financial year to which they relate. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

(iii) Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed once every three years by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Remeasurements of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in other comprehensive income. The Group determines the net interest expense or income on the net defined liability or asset for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then net defined benefit liability or asset, taking into account any changes in the net defined benefit liability or asset during the period as a result of contributions and benefit payments.

Net interest expense and other expenses relating to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

(r) Discontinued operation

A discontinued operation is a component of the Group's business that represents a separate major line of business or geographical area of operations that has been disposed of or is held for sale or distribution, or is a subsidiary acquired exclusively with a view to resale. Classification as a discontinued operation occurs upon disposal or when the operation meets the criteria to be classified as held for sale, if earlier. When an operation is classified as a discontinued operation, the comparative statement of profit or loss and other comprehensive income is re-presented as if the operation had been discontinued from the start of the comparative period.

2. SIGNIFICANT ACCOUNTING POLICIES *(continued)*

(s) Earnings per ordinary share

The Group presents basic and diluted earnings per share data for its ordinary shares ("EPS").

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held.

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares.

(t) Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. Operating segment results are reviewed regularly by the chief operating decision maker, which in this case is the Group Managing Director of the Group, to make decisions about resources to be allocated to the segment and to assess its performance, and for which discrete financial information is available.

(u) Fair value measurements

Fair value of an asset or a liability, except for share-based payment and lease transactions, is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair value is categorised into different levels in a fair value hierarchy based on the inputs used in the valuation technique as follows :

Level 1 : quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3 : unobservable inputs for the asset or liability.

The Group recognises transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

NOTES TO THE FINANCIAL STATEMENTS

3. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land RM'000	Buildings RM'000	Plant, machinery and equipment RM'000	Furniture, fittings and office equipment RM'000	Motor vehicles RM'000	Spare parts RM'000	Capital expenditure-in-progress RM'000	Total RM'000
Cost								
At 1 January 2019	89,748	119,159	391,379	15,651	10,391	–	33,593	659,921
Acquisition of subsidiaries	248,732	476,349	1,396,930	87,146	13,862	47,838	8,895	2,279,752
Other additions	69	2,698	47,443	6,674	787	19,498	87,773	164,942
Reclassification	–	6,999	12,834	13	1	–	(19,847)	–
Disposals	–	(184)	(2,726)	(16)	(983)	–	–	(3,909)
Disposal of subsidiaries	(25,678)	(34,413)	(159,382)	(3,538)	(2,767)	–	(56,940)	(282,718)
Usage for the year (Note 3.5)	–	–	37	–	–	(16,143)	(179)	(16,285)
Written off	–	–	(3,620)	(1,237)	(14)	–	(910)	(5,781)
Foreign exchange difference	–	1,446	1,657	244	5	–	–	3,352
At 31 December 2019/ 1 January 2020	**312,871**	**572,054**	**1,684,552**	**104,937**	**21,282**	**51,193**	**52,385**	**2,799,274**
Additions	**–**	**3,720**	**15,101**	**9,322**	**398**	**18,572**	**97,296**	**144,409**
Reclassification	**–**	**9,236**	**33,005**	**161**	**(95)**	**–**	**(42,307)**	**–**
Transfer to intangible assets	**–**	**–**	**(18)**	**–**	**–**	**–**	**(17)**	**(35)**
Disposals	**–**	**–**	**(3,452)**	**(78)**	**(1,966)**	**–**	**–**	**(5,496)**
Usage for the year (Note 3.5)	**–**	**–**	**–**	**–**	**–**	**(14,280)**	**–**	**(14,280)**
Written off	**–**	**–**	**(18)**	**(235)**	**–**	**–**	**(307)**	**(560)**
Adjustments	**–**	**–**	**–**	**–**	**–**	**–**	**1,025**	**1,025**
Foreign exchange difference	**–**	**(6,152)**	**(7,959)**	**(911)**	**(30)**	**(48)**	**(122)**	**(15,222)**
At 31 December 2020	**312,871**	**578,858**	**1,721,211**	**113,196**	**19,589**	**55,437**	**107,953**	**2,909,115**

NOTES TO THE FINANCIAL STATEMENTS

3. PROPERTY, PLANT AND EQUIPMENT *(continued)*

Group	Freehold land RM'000	Buildings RM'000	Plant, machinery and equipment RM'000	Furniture, fittings and office equipment RM'000	Motor vehicles RM'000	Spare parts RM'000	Capital expenditure-in-progress RM'000	Total RM'000
Depreciation and impairment losses								
At 1 January 2019								
Accumulated depreciation	–	13,261	190,261	10,015	5,910	–	–	219,447
Accumulated impairment losses	–	–	2,212	–	–	–	–	2,212
	–	13,261	192,473	10,015	5,910	–	–	221,659
Acquisition of subsidiaries	–	1,622	657,337	72,285	10,598	–	–	741,842
Charge for the financial year	–	13,630	84,094	6,254	1,860	–	–	105,838
Disposals	–	(57)	(1,398)	(13)	(569)	–	–	(2,037)
Written off	–	–	(2,807)	(487)	(14)	–	–	(3,308)
Impairment losses	–	–	15,438	–	–	–	–	15,438
Disposal of subsidiaries	–	(5,424)	(63,681)	(2,245)	(1,339)	–	–	(72,689)
Foreign exchange difference	–	80	344	215	4	–	–	643
At 31 December 2019/ 1 January 2020								
Accumulated depreciation	–	23,112	866,242	86,024	16,450	–	–	991,828
Accumulated impairment losses	–	–	15,558	–	–	–	–	15,558
	–	23,112	881,800	86,024	16,450	–	–	1,007,386
Charge for the financial year	–	13,523	89,909	11,042	2,249	–	–	116,723
Disposals	–	–	(1,905)	(53)	(1,855)	–	–	(3,813)
Written off	–	–	(4)	(97)	–	–	–	(101)
Reclassification	–	(5)	47	(31)	(11)	–	–	–
Adjustments	–	–	–	–	–	–	1,025	1,025
Foreign exchange difference	–	(387)	(2,918)	(749)	(20)	–	–	(4,074)
At 31 December 2020								
Accumulated depreciation	–	36,243	951,559	96,136	16,813	–	–	1,100,751
Accumulated impairment losses	–	–	15,370	–	–	–	1,025	16,395
	–	36,243	966,929	96,136	16,813	–	1,025	1,117,146
Carrying amounts								
At 1 January 2019	89,748	105,898	198,906	5,636	4,481	–	33,593	438,262
At 31 December 2019/ 1 January 2020	312,871	548,942	802,752	18,913	4,832	51,193	52,385	1,791,888
At 31 December 2020	312,871	542,615	754,282	17,060	2,776	55,437	106,928	1,791,969

NOTES TO THE FINANCIAL STATEMENTS

3. PROPERTY, PLANT AND EQUIPMENT *(continued)*

	Furniture, fittings and office equipment RM'000
Company	
Cost	
At 1 January 2019/31 December 2019/1 January 2020/31 December 2020	**20**
Accumulated depreciation	
At 1 January 2019/31 December 2019/1 January 2020/31 December 2020	**18**
Carrying amounts	
At 1 January 2019/31 December 2019/1 January 2020/31 December 2020	**2**

3.1 Leased motor vehicles

At 31 December 2020, the net carrying amounts of leased motor vehicles of the Group were RM452,000 (2019 : RM319,000).

3.2 Security

The carrying amounts of freehold land, buildings, plant and machinery and capital expenditure-in-progress collateralised for banking facilities granted to the Group are as follows (see Note 16) :

	2020 RM'000	2019 RM'000
Group		
Freehold land	**4,749**	4,749
Buildings	**15,507**	15,875
Plant and machinery	**10,073**	10,577
Capital expenditure-in-progress	**3,324**	3,648
	33,653	34,849

3. PROPERTY, PLANT AND EQUIPMENT *(continued)*

3.3 Buildings subject to operating lease

The Group leases part of certain buildings to a third party. Each of the leases contains an initial non-cancellable period of two years. Subsequent renewals are negotiated with the lessee.

The Group does not require a financial guarantee on the lease arrangement. However, two months of advanced rental payments were collected from the lessee. These leases do not include residual value guarantees.

The following is recognised in profit or loss :

	2020 RM'000	**2019 RM'000**
Group		
Lease income	**446**	476

The operating lease payments to be received are as follows :

	2020 RM'000	**2019 RM'000**
Group		
Less than one year	**203**	701
One to two years	**–**	701
Two to three years	**–**	701
Three to four years	**–**	583
Total undiscounted lease payment	**203**	2,686

3.4 Impairment of property, plant and equipment

Certain subsidiaries in the Group made losses during the financial year ended 31 December 2020 or had a history of continuous losses. As a result, certain property, plant and equipment of these subsidiaries were tested for impairment. The recoverable amounts of these property, plant and equipment were estimated based on either the value in use or fair value less costs to sell methods. Value in use was determined by discounting the future cash flows generated from the continuing use of the cash-generating unit and the projected cash flows were prepared based on the assets' longest useful lives provided by the management and approved by Board of Directors and were based on the following key assumptions :

- The revenue growth and gross profit margin represent management's assessment of future trends of the business and are based on past business performance and management's expectations on market development.
- A pre-tax discount rate ranging from 6.56% - 10% was applied to the cash flow projections.

NOTES TO THE FINANCIAL STATEMENTS

3. PROPERTY, PLANT AND EQUIPMENT *(continued)*

3.4 Impairment of property, plant and equipment *(continued)*

The values assigned to the key assumptions represent management's assessment of future trends as well as historical data in the industry which are based on both external and internal sources.

Fair value less costs to sell was determined based on comparison of the Group's property, plant and equipment with similar property, plant and equipment that were published for sale within the same locality or other comparable localities where applicable taking into consideration market trends and is classified as level 3 fair value.

Premised on the above, the said carrying amounts of property, plant and equipment were determined to be lower than the recoverable amount and accordingly, no impairment loss was recognised in current financial year (2019 : RM15,438,000).

The estimated recoverable amounts exceeded the carrying amount of the cash-generating units and management considers that it is not reasonably possible for the assumptions to change so significantly as to eliminate the excess.

In 2019, the Group has written off certain assets which had been previously impaired with an aggregate impairment losses of RM1,204,000 and disposed of certain assets through the disposal of subsidiaries, as mentioned in Note 34, which have been previously impaired with an aggregate impairment losses of RM888,000.

3.5 Spare parts, which are held for use in the production and supply of goods are expected to be used over more than one period, and are classified as property, plant and equipment. The cost of spare parts utilised are charged out to profit or loss. These are classified as upkeep of machinery under cost of sales in the consolidated statement of profit or loss and other comprehensive income.

3.6 Borrowing costs capitalised

Included in the additions to property, plant and equipment of the Group was borrowing costs capitalised amounted to RM Nil (2019 : RM503,000).

NOTES TO THE FINANCIAL STATEMENTS

4. RIGHT-OF-USE ASSETS - GROUP

	Land RM'000	Buildings RM'000	Plant and equipment RM'000	Motor vehicles RM'000	Total RM'000
Cost					
At 1 January 2019	15,670	3,889	5,412	–	24,971
Acquisition of subsidiaries	431,879	2,614	504	119	435,116
Other additions	–	6,914	3,985	246	11,145
Disposal of subsidiaries	–	(4,306)	(2,522)	–	(6,828)
Foreign exchange difference	1,648	–	–	–	1,648
At 31 December 2019/1 January 2020	**449,197**	**9,111**	**7,379**	**365**	**466,052**
Additions	**2,844**	**3,415**	**1,995**	**326**	**8,580**
Derecognition	**–**	**(1,038)**	**(516)**	**–**	**(1,554)**
Adjustments	**931**	**400**	**–**	**–**	**1,331**
Foreign exchange difference	**(2,780)**	**(10)**	**(4)**	**(6)**	**(2,800)**
At 31 December 2020	**450,192**	**11,878**	**8,854**	**685**	**471,609**
Depreciation					
At 1 January 2019	2,871	–	–	–	2,871
Acquisition of subsidiaries	3,142	–	–	–	3,142
Charge for the financial year	6,795	3,276	2,356	93	12,520
Disposal of subsidiaries	–	(836)	(542)	–	(1,378)
Derecognition	–	(715)	–	–	(715)
Foreign exchange difference	38	–	–	(2)	36
At 31 December 2019/1 January 2020	**12,846**	**1,725**	**1,814**	**91**	**16,476**
Charge for the financial year	**9,343**	**3,145**	**2,618**	**180**	**15,286**
Adjustments	**332**	**167**	**–**	**–**	**499**
Derecognition	**–**	**(538)**	**(165)**	**–**	**(703)**
Foreign exchange difference	**(172)**	**(4)**	**–**	**(5)**	**(181)**
At 31 December 2020	**22,349**	**4,495**	**4,267**	**266**	**31,377**
Carrying amounts					
At 1 January 2019	12,799	3,889	5,412	–	22,100
At 31 December 2019/1 January 2020	436,351	7,386	5,565	274	449,576
At 31 December 2020	**427,843**	**7,383**	**4,587**	**419**	**440,232**

The Group leases land and a number of factory buildings and factory facilities that run between two and four years with an option to renew the lease after the initial period.

NOTES TO THE FINANCIAL STATEMENTS

4. RIGHT-OF-USE ASSETS - GROUP *(continued)*

4.1 The carrying amount of land collateralised for banking facilities granted to the Group is RM653,000 (2019 : RM667,000) (see Note 16).

4.2 Extension options

The lease of land and certain leases of factory buildings contain extension options exercisable by the Group prior to the end of the non-cancellable contract period. Where applicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held is exercisable only by the Group and not by the lessors. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstances within its control.

The extension option of the lease is currently included in the lease term as the Group assessed that it is reasonably certain to exercise the extension option, which is supported by the high historical rate of extensions exercised by the Group. Hence, as at 31 December 2020, there are no potential future lease payments not included in lease liabilities.

4.3 Significant judgements and assumptions in relation to lease

The Group assesses at lease commencement by applying significant judgement whether it is reasonably certain to exercise the extension options. The Group considers all facts and circumstances including its past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help it determines the lease term.

The Group also applied judgement and assumptions in determining the incremental borrowing rate of the respective leases. The Group first determines the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases.

4.4 Impairment loss

Certain subsidiaries in the Group made losses during the financial year ended 31 December 2020 or had a history of continuous losses. As a result, certain right-of-use assets of these subsidiaries were tested for impairment. See Note 3.4 for details on value in use ("VIU") and fair value less cost to sell ("FVLCTS") methods including key assumptions used.

Premised on the above, the said carrying amounts of right-of-use assets were determined to be lower than the recoverable amount and accordingly, no impairment loss was recognised in current financial year (2019 : RM Nil).

NOTES TO THE FINANCIAL STATEMENTS

5. INVESTMENT PROPERTIES - GROUP

	Freehold land RM'000	Freehold buildings RM'000	Leasehold land RM'000	Leasehold buildings RM'000	Total RM'000
Cost					
At 1 January 2019	–	–	–	–	–
Acquisition of subsidiaries	–	–	69,300	19,600	88,900
Additions	13,782	12,128	–	–	25,910
At 31 December 2019/1 January 2020	**13,782**	**12,128**	**69,300**	**19,600**	**114,810**
Additions	**–**	**5,028**	**–**	**–**	**5,028**
At 31 December 2020	**13,782**	**17,156**	**69,300**	**19,600**	**119,838**
Amortisation					
At 1 January 2019	–	–	–	–	–
Amortisation for the financial year	–	21	776	311	1,108
At 31 December 2019/1 January 2020	**–**	**21**	**776**	**311**	**1,108**
Amortisation for the financial year	**–**	**246**	**1,034**	**415**	**1,695**
At 31 December 2020	**–**	**267**	**1,810**	**726**	**2,803**
Carrying amounts					
At 1 January 2019	–	–	–	–	–
At 31 December 2019/1 January 2020	13,782	12,107	68,524	19,289	113,702
At 31 December 2020	**13,782**	**16,889**	**67,490**	**18,874**	**117,035**

5.1 Investment properties of the Group comprise leasehold and freehold land and buildings that are leased to third parties or were vacant. No contingent rents are charged.

The following are recognised in profit or loss :

	2020 RM'000	2019 RM'000
Lease income	**2,380**	1,071
Direct operating expenses		
- income generating investment properties	**2,656**	104
- non-income generating investment property	**–**	21

5. INVESTMENT PROPERTIES - GROUP *(continued)*

5.2 The operating lease payments to be received are as follows :

	2020 RM'000	2019 RM'000
Less than one year	**1,987**	942
One to two years	**1,269**	20
Two to three years	**740**	–
Total undiscounted lease payments	**3,996**	962

5.3 Fair value information

The fair value of the investment properties is classified as level 3 of fair value hierarchy and determined to be approximately RM119,930,000 (2019 : RM114,810,000).

Level 3 fair value

Level 3 fair value is estimated using unobservable inputs for the investment properties. The valuation technique used in the determination of fair value within Level 3 is as follows :

Description of Valuation Technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Sales comparison approach :		
This approach entails comparing the property with similar properties that were sold. The characteristics, merits and demerits of these properties are noted and appropriate adjustments thereof are then made to arrive at the value of the investment properties.	Price per square meter (RM356 – RM2,150) (2019 : RM356 – RM2,150)	The estimated fair value would increase (decrease) if the price per square meter is higher (lower).

Valuation processes applied by the Group for Level 3 fair value

The fair value of investment properties of the Group was based on Directors' estimation using the latest available market information and recent experience and knowledge in the location and category of properties being valued.

6. INTANGIBLE ASSETS - GROUP

	Goodwill on consolidation RM'000	Software RM'000	Total RM'000
Cost			
At 1 January 2019	1,424	1,231	2,655
Acquisition of subsidiaries	–	6,391	6,391
Other additions	–	2,584	2,584
Disposal of subsidiaries	(1,408)	(554)	(1,962)
Goodwill written off	(16)	–	(16)
Foreign exchange difference	–	6	6
At 31 December 2019/1 January 2020	**–**	**9,658**	**9,658**
Additions	**–**	**543**	**543**
Transfer from property, plant and equipment	**–**	**35**	**35**
Foreign exchange difference	**–**	**(64)**	**(64)**
At 31 December 2020	**–**	**10,172**	**10,172**
Amortisation			
At 1 January 2019	–	869	869
Acquisition of subsidiaries	–	5,684	5,684
Amortisation for the financial year	–	1,200	1,200
Disposal of subsidiaries	–	(549)	(549)
Foreign exchange difference	–	3	3
At 31 December 2019/1 January 2020	**–**	**7,207**	**7,207**
Amortisation for the financial year	**–**	**1,591**	**1,591**
Foreign exchange difference	**–**	**(24)**	**(24)**
At 31 December 2020	**–**	**8,774**	**8,774**
Carrying amounts			
At 1 January 2019	1,424	362	1,786
At 31 December 2019/1 January 2020	–	2,451	2,451
At 31 December 2020	**–**	**1,398**	**1,398**

6.1 The above goodwill on consolidation was in respect of the Group's acquisition of subsidiaries.

6.2 The amortisation of software is included in administrative expenses.

NOTES TO THE FINANCIAL STATEMENTS

7. INVESTMENTS IN SUBSIDIARIES - COMPANY

	Note	2020 RM'000	2019 RM'000
Cost of investment		**1,349,186**	1,333,186
Less : Impairment loss	7.1	**(48,706)**	(38,238)
		1,300,480	1,294,948

During the financial year, the Company subscribed an additional 16,000,000 ordinary shares in Sanjung Nuri Sdn. Bhd. by capitalising the amount owing from the subsidiary.

7.1 Impairment loss

During the current and previous financial years, the Company recognised impairment loss of RM10,468,000 (2019 : RM18,302,000) on certain investments in subsidiaries as these subsidiaries are unlikely to turn profitable in the foreseeable future. The impairment loss is included in other expense.

Details of the subsidiaries are as follows :

Name of subsidiary	Principal place of business/ Country of incorporation	Effective ownership interest and voting interest 2020 %	2019 %	Principal activities
Aik Joo Can Factory Sdn. Berhad	Malaysia	**100.0**	100.0	Can manufacturer
AJCan Sdn. Bhd.	Malaysia	**100.0**	100.0	Can manufacturer
Canzo Sdn. Bhd.	Malaysia	**100.0**	100.0	Can manufacturer
Amber Alliance Sdn. Bhd.	Malaysia	**100.0**	100.0	Investment holding
Can-One International Sdn. Bhd.	Malaysia	**100.0**	100.0	Investment holding
Newmarq Sdn. Bhd.	Malaysia	**100.0**	100.0	Investment holding
Sanjung Nuri Sdn. Bhd.	Malaysia	**100.0**	100.0	Property investment
Grensing Pte. Ltd. (1)	Singapore	**100.0**	100.0	Trading
PT. Corum (1)	Indonesia	**100.0**	100.0	Can manufacturer
PT. AJ Candace (2)	Indonesia	**100.0**	100.0	Dormant

NOTES TO THE FINANCIAL STATEMENTS

7. INVESTMENTS IN SUBSIDIARIES - COMPANY *(continued)*

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

Name of subsidiary	Principal place of business/ Country of incorporation	Effective ownership interest and voting interest 2020 %	2019 %	Principal activities
TOGO Greenland Sdn. Bhd. (Formerly known as TOGO Palm Oils & Fats Sdn. Bhd.)	Malaysia	**100.0**	100.0	Property development, construction of building, purchase and sale of properties Packing and blending of edible oils and fats
Hinoki Beverages Sdn. Bhd.	Malaysia	**100.0**	100.0	Provision of contract manufacturing
Kian Joo Can Factory Berhad	Malaysia	**100.0**	100.0	Can manufacturer and investment holding
Kian Joo Packaging Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Letting of factory building
KJM Aluminium Can Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	2-piece aluminium retortable can manufacturer
Federal Metal Printing Factory, Sdn. Berhad (3)	Malaysia	**100.0**	100.0	Can manufacturer
Metal-Pak (Malaysia) Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Can manufacturer
KJ Can (Selangor) Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Can manufacturer
KJ Can (Johore) Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Can manufacturer
Kian Joo Canpack Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Provision of contract manufacturing
Kian Joo Canpack (Shah Alam) Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Provision of contract packing services
Kian Joo Cans Distribution Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Dormant

NOTES TO THE FINANCIAL STATEMENTS

7. INVESTMENTS IN SUBSIDIARIES - COMPANY *(continued)*

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

Name of subsidiary	Principal place of business/ Country of incorporation	Effective ownership interest and voting interest 2020 %	2019 %	Principal activities
Indastri Kian Joo Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Letting of factory building
Kian Joo Manufacturing Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Dormant
KJ Can (Singapore) Pte. Ltd. (1)(3)	Singapore	**100.0**	100.0	Trading
Kian Joo Can (Vietnam) Co., Ltd. (3)	Vietnam	**100.0**	100.0	Can manufacturer
KJO International Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Investment holding
Bintang Seribu Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Letting of factory building
Great Asia Tin Cans Factory Company, Sdn. Berhad (3)	Malaysia	**100.0**	100.0	Letting of factory building
Kianjoo Can (Myanmar) Company Limited (3)(4)	Myanmar	**100.0**	100.0	Can manufacturer
KJ TOGO Pte. Ltd. (1)(3)	Singapore	**100.0**	100.0	Dormant
KJ TOGO (Malaysia) Sdn. Bhd. (3)	Malaysia	**100.0**	100.0	Dormant
PT. KJ Canmax (1)(3)	Indonesia	**100.0**	100.0	Can manufacturer
PT. KJ Canco (1)(3)	Indonesia	**100.0**	100.0	Dormant
Box-Pak (Malaysia) Bhd. (1)(3)	Malaysia	**55.0**	55.0	Corrugated fibre board carton manufacturer
BP MPak Sdn. Bhd. (1)(3)	Malaysia	**55.0**	55.0	Corrugated fibre board carton manufacturer
Box-Pak (Vietnam) Co., Ltd. (1)(3)	Vietnam	**55.0**	55.0	Corrugated fibre board carton manufacturer

NOTES TO THE FINANCIAL STATEMENTS

7. INVESTMENTS IN SUBSIDIARIES - COMPANY *(continued)*

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

Name of subsidiary	Principal place of business/ Country of incorporation	Effective ownership interest and voting interest 2020 %	2019 %	Principal activities
Box-Pak (Hanoi) Co., Ltd. (1)(3)	Vietnam	**55.0**	55.0	Corrugated fibre board carton manufacturer
Box-Pak (Johore) Sdn. Bhd. (1)(3)	Malaysia	**55.0**	55.0	Dormant
Boxpak (Myanmar) Company Limited (1)(3)(4)	Myanmar	**55.0**	55.0	Corrugated fibre board carton manufacturer
BP Pax (Singapore) Pte. Ltd. (1)(3)	Singapore	**55.0**	55.0	Investment holding
PT. KJ Box-Pak (1)(3)	Indonesia	**55.0**	55.0	Dormant

(1) The financial statements of these subsidiary companies are not audited by KPMG PLT, Malaysia or other KPMG International member firms.
(2) The unaudited management financial statements were consolidated in the Group's financial statements.
(3) Deemed effective ownership interest and voting interest via a wholly-owned subsidiary, Kian Joo Can Factory Berhad.
(4) The accounting year end of these subsidiaries is 30 September.

7.2 Non-controlling interest in subsidiaries

The Group's subsidiaries that have material non-controlling interest ("NCI") are as follows :

	Box-Pak (Malaysia) Bhd. 2020	Box-Pak (Malaysia) Bhd. 2019	Kian Joo Can Factory Berhad 2019
NCI percentage of ownership interest and voting interest	**45.01%**	45.01%	–

	Box-Pak (Malaysia) Bhd. 2020	Box-Pak (Malaysia) Bhd. 2019	Kian Joo Can Factory Berhad 2019	Total 2020	Total 2019
Carrying amount of NCI (RM'000)	**143,614**	140,865	–	**143,614**	140,865
Profit allocated to NCI (RM'000)	**4,499**	33,833	190,840	**4,499**	224,673

NOTES TO THE FINANCIAL STATEMENTS

7. INVESTMENTS IN SUBSIDIARIES - COMPANY *(continued)*

7.2 Non-controlling interest in subsidiaries *(continued)*

Summarised financial information before intra-group elimination and fair value adjustments

	Box-Pak (Malaysia) Bhd.	
	2020	**2019**
	RM'000	**RM'000**
As at 31 December		
Non-current assets	**349,730**	373,029
Current assets	**274,419**	256,879
Non-current liabilities	**(88,726)**	(112,930)
Current liabilities	**(291,149)**	(280,765)
Net assets	**244,274**	236,213
Year ended 31 December		
Revenue	**650,860**	647,469
Profit/(Loss) for the year	**11,948**	(10,508)
Total comprehensive income/(expense)	**8,060**	(13,809)
Cash flows from/(used in) :		
- operating activities	**47,044**	56,739
- investing activities	**(3,064)**	(26,041)
- financing activities	**(35,961)**	(54,264)
Net increase/(decrease) in cash and cash equivalents	**8,019**	(23,566)

7.3 Shares pledged for banking facilities

The entire unquoted shares of Kian Joo Can Factory Berhad are charged to a bank for a term loan facility granted to the Company.

8. DEFERRED TAX ASSETS/(LIABILITIES) - GROUP

Recognised deferred tax assets/(liabilities)

Deferred tax assets and liabilities are attributable to the following :

	Assets		Liabilities		Net	
	2020 RM'000	**2019 RM'000**	**2020 RM'000**	**2019 RM'000**	**2020 RM'000**	**2019 RM'000**
Capital allowances and depreciation differences	**–**	–	**(190,964)**	(191,284)	**(190,964)**	(191,284)
Unutilised reinvestment allowances	**59,763**	60,737	**–**	–	**59,763**	60,737
Tax loss carry-forward	**3,879**	3,632	**–**	–	**3,879**	3,632
Unabsorbed capital allowances	**16,878**	15,875	**–**	–	**16,878**	15,875
Provisions and other temporary differences	**14,547**	14,185	**–**	–	**14,547**	14,185
Deferred tax assets/(liabilities)	**95,067**	94,429	**(190,964)**	(191,284)	**(95,897)**	(96,855)
Set-off of tax	**(89,744)**	(89,137)	**89,744**	89,137	**–**	–
Net deferred tax assets/(liabilities)	**5,323**	5,292	**(101,220)**	(102,147)	**(95,897)**	(96,855)

8. DEFERRED TAX ASSETS/(LIABILITIES) - GROUP *(continued)*

Movements in temporary differences during the financial year are as follows :

	At 1 January 2019 RM'000	Recognised in profit or loss (Note 22) RM'000	Foreign exchange difference RM'000	Acquisition of subsidiaries RM'000	Disposal of subsidiaries (Note 34) RM'000	At 31 December 2019 RM'000
Capital allowances and depreciation differences	(34,180)	3,165	1	(184,484)	24,214	(191,284)
Unutilised reinvestment allowances	–	–	–	60,737	–	60,737
Tax loss carry-forward	–	(4)	–	3,636	–	3,632
Unabsorbed capital allowances	–	(95)	–	15,970	–	15,875
Provisions and other temporary differences	2,796	(1,034)	(2)	13,019	(594)	14,185
	(31,384)	2,032	(1)	(91,122)	23,620	(96,855)

	At 1 January 2020 RM'000	**Recognised in profit or loss (Note 22) RM'000**	**Foreign exchange difference RM'000**	**At 31 December 2020 RM'000**
Capital allowances and depreciation differences	**(191,284)**	**318**	**2**	**(190,964)**
Unutilised reinvestment allowances	**60,737**	**(974)**	**–**	**59,763**
Tax loss carry-forward	**3,632**	**247**	**–**	**3,879**
Unabsorbed capital allowances	**15,875**	**1,003**	**–**	**16,878**
Provisions and other temporary differences	**14,185**	**366**	**(4)**	**14,547**
	(96,855)	**960**	**(2)**	**(95,897)**

NOTES TO THE FINANCIAL STATEMENTS

8. DEFERRED TAX ASSETS/(LIABILITIES) - GROUP *(continued)*

	2020 RM'000	2019 RM'000 Restated
Unrecognised deferred tax assets		
Unutilised reinvestment allowances	**125,660**	121,322
Tax loss carry-forward	**78,861**	52,756
Unabsorbed capital allowances	**209,407**	197,640
Provisions and other temporary differences	**(37,350)**	(27,573)
	376,578	344,145

Deferred tax assets have not been recognised in respect of the above items because it is not probable that future taxable profits will be available against which the subsidiaries can utilise the benefits therefrom.

With effect from year of assessment 2018, the unutilised reinvestment allowances and tax loss carry-forward for the Malaysian entities can be carried forward for utilisation up to 7 consecutive years of assessment.

	Unutilised reinvestment allowance RM'000	Tax loss carry-forward RM'000
Year of assessment 2018, expire in year of assessment 2025	109,724	20,564
Year of assessment 2019, expire in year of assessment 2026	9,573	20,379
Year of assessment 2020, expire in year of assessment 2027	6,363	37,918
	125,660	78,861

The use of tax losses of subsidiaries in other countries is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the subsidiaries operate.

The comparative figures have been restated to reflect the revised unutilised reinvestment allowances, tax loss carry-forward, unabsorbed capital allowances and provisions and other temporary differences available to the Group.

9. OTHER ASSETS

	Note	Group 2020 RM'000	Group 2019 RM'000	Company 2019 RM'000
Non-current				
Prepayments	9.1	**24,124**	8,807	–
Current				
Prepayments	9.2	**22,755**	7,842	4

9.1 These are prepayments for acquisition of land and building, plant and machinery.

9.2 These prepayments include advance payments to suppliers for purchase of raw materials.

10. INVENTORIES - GROUP

	2020 RM'000	2019 RM'000
Raw materials	**342,479**	374,815
Work-in-progress	**118,257**	127,283
Finished goods	**94,771**	102,623
	555,507	604,721

Recognised in profit or loss :

	2020 RM'000	2019 RM'000
Inventories recognised as cost of sales		
- continuing operations	**2,291,186**	2,108,760
- discontinued operation	**–**	506,163
Write down to net realisable value	**17,125**	18,609

The write down are included in cost of sales.

11. TRADE AND OTHER RECEIVABLES

	Note	Group 2020 RM'000	Group 2019 RM'000	Company 2020 RM'000	Company 2019 RM'000
Trade					
Trade receivables		**455,741**	445,082	**–**	–
Less : Loss allowance		**(5,683)**	(5,653)	**–**	–
		450,058	439,429	**–**	–
Non-trade					
Amount due from subsidiaries	11.1	**–**	–	**163,946**	58,131
Less : Loss allowance		**–**	–	**(24,024)**	(927)
		–	–	**139,922**	57,204
Other receivables	11.2	**122,683**	40,076	**96,618**	10,123
Deposits		**10,603**	8,376	**1**	1
		133,286	48,452	**96,619**	10,124
		583,344	487,881	**236,541**	67,328

11.1 Amount due from subsidiaries

The amount due from subsidiaries is unsecured, bears interest rate at 3.66% (2019 : 4.64%) per annum and repayable on demand.

11.2 Other receivables

Included in other receivables of the Group are the following :

i) a sum of RM14,024,000 (2019 : RM16,862,000) of the Group is in relation to goods and services tax and value added tax to be recovered from the relevant authorities, and
ii) a sum of RM96,616,000 (2019 : RM10,080,000) of the Group and of the Company is to be received from a third party pursuant to the disposal of certain subsidiaries in the last financial year (see Note 34), of which RM88,000,000 (2019 : RM8,500,000) relates to the disposal consideration and interest of RM8,616,000 (2019 : RM1,580,000) which is equivalent to an internal rate of return of 8% per annum as prescribed in the sales and purchase agreement from date of disposal up to the end of reporting period.

11.3 The Group has entered into a non-recourse receivables financing agreements with certain financial institutions where the rights for collection and significantly all the risks and rewards over the receivables under the financing agreements have been transferred to the financial institutions. At the end of the reporting period, a total of RM66,004,000 (2019 : RM81,119,000) of the Group has been derecognised from the trade receivables balance.

NOTES TO THE FINANCIAL STATEMENTS

12. DERIVATIVES FINANCIAL ASSETS/(LIABILITIES) - GROUP

	Note	Nominal amount RM'000	2020 Assets RM'000	Liabilities RM'000
Derivatives at fair value through profit or loss				
- Forward exchange contracts	12.1	**73,907**	**11**	**(1,263)**
Derivatives at fair value through other comprehensive income				
- Commodity contracts	12.2	**14,516**	**4,172**	**–**
- Interest rate swap contracts	12.3	**221,939**	**–**	**(10,831)**
			4,183	**(12,094)**
Current assets/(liabilities)			**4,183**	**(6,077)**
Non-current liabilities			**–**	**(6,017)**
			4,183	**(12,094)**

	Note	Nominal amount RM'000	2019 Assets RM'000	Liabilities RM'000
Derivatives at fair value through profit or loss				
- Forward exchange contracts	12.1	30,879	414	(10)
Derivatives at fair value through other comprehensive income				
- Commodity contracts	12.2	2,764	–	(279)
- Interest rate swap contracts	12.3	274,871	–	(7,756)
			414	(8,045)
Current assets/(liabilities)			414	(2,675)
Non-current liabilities			–	(5,370)
			414	(8,045)

12.1 Forward exchange contracts are used to manage the foreign currency exposure arising from the Group's receivables and payables denominated in currencies other than the functional currency of the Group. The forward exchange contracts have maturities of less than one year after the end of the reporting period. When necessary, the forward exchange contracts are rolled over at maturity.

12.2 This represents arrangements entered into with banks to hedge pricing risk of aluminium.

12.3 Interest rate swap contracts have been entered into with a financial institution in order to operationally hedge monthly interest payments on borrowings that would mature in March 2023. The fair value of interest rate swap contracts are determined by using mark-to-market values.

NOTES TO THE FINANCIAL STATEMENTS

13. CASH AND CASH EQUIVALENTS

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Cash and bank balances	**137,368**	124,035	**3,379**	4,452
Short-term deposits placed with licensed banks	**32,399**	19,627	**–**	–
Money market placement with a financial institution	**59,962**	206,937	**–**	156,034
	229,729	350,599	**3,379**	160,486

14. SHARE CAPITAL - GROUP/COMPANY

	2020		2019	
	Amount RM'000	Number of shares '000	Amount RM'000	Number of shares '000
Issued and fully paid ordinary shares with no par value classified as equity instruments	**197,660**	**192,153**	197,660	192,153

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at general meetings of the Company.

15. RESERVES

		Group		Company	
	Note	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Group					
Non-distributable					
Cash flow hedge reserve	15.1	**(442)**	(897)	**–**	–
Foreign currency translation reserve	15.2	**3,674**	9,696	**–**	–
		3,232	8,799	**–**	–
Distributable					
Retained earnings		**1,579,510**	1,521,424	**946,457**	894,869
		1,582,742	1,530,223	**946,457**	894,869

NOTES TO THE FINANCIAL STATEMENTS

15. RESERVES *(continued)*

15.1 Cash flow hedge reserve comprises the effective portion of the cumulative net change in the fair value of the cash flow hedges related to hedged transactions that have not yet occurred.

15.2 Foreign currency translation reserve is used to record foreign currency exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency of the Group.

16. LOANS AND BORROWINGS

	Group		Company	
	2020 RM'000	**2019 RM'000**	**2020 RM'000**	**2019 RM'000**
Non-current				
Term loans	**710,311**	736,140	**389,107**	389,107
Hire purchase liabilities	**232**	67	**–**	–
	710,543	736,207	**389,107**	389,107
Current				
Term loans	**96,850**	103,095	**–**	–
Trade financing	**348,910**	388,599	**–**	–
Revolving credits	**133,255**	157,526	**–**	–
Hire purchase liabilities	**128**	111	**–**	–
	579,143	649,331	**–**	–
	1,289,686	1,385,538	**389,107**	389,107

16.1 Securities

Certain loans and borrowings are secured against legal charges over land, buildings, plant and machinery and capital expenditure-in-progress of certain subsidiaries (see Note 3.2 and Note 4.1), investment in a subsidiary (see Note 7.3) and corporate guarantee from the Company (see Note 29.4).

16.2 Covenants required by certain banks

The covenants of banking facilities taken by certain subsidiaries of the Group restrict the ability of those subsidiaries to declare dividends to its shareholders :

i. from exceeding profit after tax for the financial year of the subsidiaries; and

ii. from exceeding certain amount of the profit before tax for the financial year of the subsidiaries.

NOTES TO THE FINANCIAL STATEMENTS

17. RETIREMENT BENEFIT OBLIGATIONS - GROUP

Certain entities in the Group operate an unfunded, defined Retirement Benefit Scheme ("the Scheme") for its eligible employees. The Group's obligation under the Scheme is determined based on the latest actuarial valuation by an independent actuary dated 16 November 2020. The Group carries out the valuation every three years. Under the Scheme, eligible employees are entitled to retirement benefits varying between 18 days and 38 days per year of final salary upon attainment of the retirement age of 60.

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

	2020 RM'000	2019 RM'000
Analysed as :		
Current liabilities	**7,433**	12,332
Non-current liabilities	**65,306**	51,422
Retirement benefit obligations representing net liability	**72,739**	63,754
Analysed as :		
Not later than one year	**7,433**	12,332
Later than one year but not later than two years	**4,811**	2,409
Later than two years but not later than five years	**19,748**	9,493
Later than five years	**40,747**	39,520
	72,739	63,754

The movements during the financial year in the amounts recognised in the consolidated statement of financial position in respect of the retirement benefit obligations are as follows :

	2020 RM'000	2019 RM'000
At 1 January	**63,754**	–
Included in profit or loss		
Assumed in acquisition of subsidiaries	**–**	62,334
Current service cost	**4,173**	2,115
Interest cost	**3,206**	1,661
	7,379	66,110
Included in other comprehensive income		
Remeasurement loss		
- Actuarial loss arising from change in financial assumptions	**6,709**	–
Other		
Benefits paid	**(5,103)**	(2,356)
At 31 December	**72,739**	63,754

Certain assumptions are used in the actuarial valuation and due to the long term nature of this Scheme, such estimates are subject to uncertainty.

NOTES TO THE FINANCIAL STATEMENTS

17. RETIREMENT BENEFIT OBLIGATIONS - GROUP *(continued)*

The principal actuarial assumptions used are as follows :

	2020	**2019**
	%	**%**
Discount rate	**3.8**	5.4
Price inflation	**3.5**	3.5
Expected rate of salary increases	**5.5**	6.0

The discount rate is determined based on the values of AA-rated corporate bond yields with 10 to 15 years of maturity.

Sensitivity analysis

Significant actuarial assumption for determination of the retirement benefit obligations is the discount rate. The sensitivity analysis below has been determined based on changes to significant assumption, with all other assumptions held constant.

	2020	**2019**
	RM'000	**RM'000**
Discount rate (1% movement)	**5,790**	5,148

The sensitivity analysis presented above may not be representative of the actual change in retirement benefit obligations as it is unlikely that the change in assumptions would occur in isolation of one another as some assumptions may be correlated.

18. PROVISIONS - GROUP

Included in provisions is a sum of RM5,000,000 (2019 : RM5,000,000) in relation to internal reorganisation costs planned for the Group.

NOTES TO THE FINANCIAL STATEMENTS

19. TRADE AND OTHER PAYABLES

	Note	Group 2020 RM'000	Group 2019 RM'000	Company 2020 RM'000	Company 2019 RM'000
Trade					
Trade payables		**191,237**	193,945	**–**	–
Amount due to a related party	19.1	**277**	145	**–**	–
		191,514	194,090	**–**	–
Non-trade					
Amount due to a subsidiary	19.2	**–**	–	**–**	25,203
Other payables	19.3	**93,123**	80,528	**3**	8,141
Accrued expenses	19.4	**79,102**	112,187	**6,968**	7,871
Deposits received		**884**	1,939	**–**	–
		173,109	194,654	**6,971**	41,215
		364,623	388,744	**6,971**	41,215

19.1 Amount due to a related party

The amount due to a related party is subject to normal trade terms.

19.2 Amount due to a subsidiary

The amount due to a subsidiary was unsecured, carried interest rate at 4.42% per annum and repayable on demand.

19.3 Other payables

Included in other payables of the Group are the following :

i) a sum of RM569,000 (2019 : RM3,806,000) in relation to value added tax to be paid to the relevant authorities; and
ii) a sum of RM7,944,000 (2019 : RM5,199,000) relates to amounts owing to suppliers for the construction expenses for factories and deposit from Southern Agricultural Bags Joint Stock Company for transfer of land use rights and factory at My Phuoc Industry.

19.4 Accrued expenses

Included in accrued expenses are the following :

i) Retention sums of RM881,000 (2019 : RM14,983,000) of the Group that relate to amounts owing to suppliers for the construction of factories.
ii) a sum of RM6,760,000 (2019 : RM27,433,000) of the Group that relates to amounts to be paid to third party suppliers for the construction of factories.

NOTES TO THE FINANCIAL STATEMENTS

20. REVENUE

	Continuing operations		Discontinued operation	Total	
	2020 RM'000	2019 RM'000	2019* RM'000	2020 RM'000	2019 RM'000
Group					
Revenue from contracts with customers	**2,529,988**	2,284,071	678,577	**2,529,988**	2,962,648
Other revenue					
- Rental income	**138**	109	–	**138**	109
Total revenue	**2,530,126**	2,284,180	678,577	**2,530,126**	2,962,757
Company					
Dividend income	**16,841**	32,013	–	**16,841**	32,013

* From 1 January 2019 to 14 October 2019.

20.1 Nature of goods and timing of recognition

Revenue from the sale of the products of general packaging and contract manufacturing as well as trading of goods in the course of ordinary activities is typically recognised at the point in time when the Group transfers the control of the goods to the customers. Revenue is measured as the amount of consideration to which the Group is expected to be entitled, net of discounts and rebates.

The general credit terms granted to customers range from cash on delivery to 120 days (2019 : cash on delivery to 120 days) and there is no warranty attached to the goods sold by the Group. The Group generally allows return of goods in exchange with new goods.

20.2 Transaction price allocated to the remaining performance obligations

The Group applies the practical expedient in paragraph 121(a) of MFRS 15 and did not disclose the transaction price allocated to unsatisfied (or partially satisfied) performance obligations where the contract has an original expected duration of one year or less.

20.3 Disaggregation of revenue based on the geographical location and revenue from major product lines has been presented in the operating segments, Note 28 to the financial statements.

21. INTEREST EXPENSE

	Continuing operations		Discontinued operation	Total	
	2020	2019	2019*	2020	2019
	RM'000	RM'000	RM'000	RM'000	RM'000
Group					
Interest expense of financial liabilities that are not at fair value through profit or loss	**54,456**	77,354	4,313	**54,456**	81,667
Interest expense on lease liabilities	**700**	320	174	**700**	494
	55,156	77,674	4,487	**55,156**	82,161

	2020	2019
	RM'000	RM'000
Company		
Interest expense of financial liabilities that are not at fair value through profit or loss	**16,627**	37,393

* From 1 January 2019 to 14 October 2019.

22. TAX EXPENSE

22.1 Recognised in profit or loss

	Group		Company	
	2020	2019	2020	2019
	RM'000	RM'000	RM'000	RM'000
Tax expense on :				
- continuing operations	**19,083**	7,385	**3,040**	2,174
- discontinued operation	**–**	13,218	**–**	–
Share of tax of equity-accounted associate*	**–**	633	**–**	–
Total tax expense	**19,083**	21,236	**3,040**	2,174

NOTES TO THE FINANCIAL STATEMENTS

22. TAX EXPENSE *(continued)*

22.1 Recognised in profit or loss *(continued)*

	Group		Company	
	2020	**2019**	**2020**	**2019**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Major components of income tax expense include :				
Current tax expense/(credit)				
- Current year	**19,214**	23,652	**2,907**	2,158
- Prior years	**829**	(1,017)	**133**	16
	20,043	22,635	**3,040**	2,174
Deferred tax (credit)/expense				
- Current year	**(1,104)**	(1,260)	**–**	–
- Prior years	**144**	(772)	**–**	–
	(960)	(2,032)	**–**	–
Share of tax of equity-accounted associate*	**–**	633	**–**	–
Total tax expense	**19,083**	21,236	**3,040**	2,174

22.2 Reconciliation of tax expense

	Group		Company	
	2020	**2019**	**2020**	**2019**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Profit for the year	**80,917**	939,336	**63,117**	766,564
Total tax expense	**19,083**	21,236	**3,040**	2,174
Profit excluding tax	**100,000**	960,572	**66,157**	768,738

22. TAX EXPENSE *(continued)*

22.2 Reconciliation of tax expense *(continued)*

	Group		Company	
	2020 RM'000	**2019 RM'000**	**2020 RM'000**	**2019 RM'000**
Income tax calculated using Malaysian tax rate of 24%	**24,000**	230,537	**15,878**	184,497
Non-deductible expenses	**37,229**	91,769	**12,191**	18,753
Tax exempt income	**(45,057)**	(305,062)	**(25,162)**	(201,092)
Tax incentives	**(1,578)**	(10)	**–**	–
Effect of :				
- different tax rates in foreign jurisdictions	**(4,204)**	(10,723)	**–**	–
- current year unrecognised deferred tax assets	**9,316**	20,022	**–**	–
Recognition of previously unrecognised deferred tax assets	**(1,532)**	(3,704)	**–**	–
Reversal of deferred tax on revaluation of property	**(64)**	(284)	**–**	–
Difference in effective tax rate of equity-accounted associate*	**–**	480	**–**	–
	18,110	23,025	**2,907**	2,158
Under/(Over) provision in prior years	**973**	(1,789)	**133**	16
Total tax expense	**19,083**	21,236	**3,040**	2,174

* It represents share of tax of equity-accounted associate which had been included in the share of results of equity-accounted associate as presented in the consolidated statement of profit or loss and other comprehensive income.

23. EMPLOYEE INFORMATION (INCLUDING KEY MANAGEMENT PERSONNEL COMPENSATIONS)

	Group		Company	
	2020 RM'000	**2019 RM'000**	**2020 RM'000**	**2019 RM'000**
Staff costs	**325,384**	298,210	**2,145**	7,764

Staff costs of the Group and of the Company include contributions to the Employees' Provident Fund of RM22,761,000 (2019 : RM19,184,000) and RM166,000 (2019 : RM224,000) respectively.

NOTES TO THE FINANCIAL STATEMENTS

24. PROFIT FOR THE YEAR

Profit for the year is arrived at after charging/(crediting) :

	Note	Group 2020 RM'000	Group 2019 RM'000	Company 2020 RM'000	Company 2019 RM'000
Auditors' remuneration					
Audit fees					
- KPMG in Malaysia		**490**	138	**44**	48
- Affiliates of KPMG in overseas		**88**	35	**–**	–
- Other auditors		**332**	646	**–**	–
Other services					
- KPMG in Malaysia		**53**	405	**16**	365
- Affiliates of KPMG in Malaysia		**26**	298	**6**	259
- Other auditors		**58**	23	**–**	–
- Affiliates of other auditors		**141**	248	**12**	–
Material expenses/(income)					
Net foreign exchange loss/(gain)		**806**	(1,792)	**–**	–
Impairment loss on :					
- property, plant and equipment		**–**	15,438	**–**	–
- investment in subsidiaries		**–**	–	**10,468**	18,302
Goodwill on consolidation written off		**–**	16	**–**	–
Income distribution on money market placement with a financial institution		**(2,081)**	(1,200)	**(587)**	(21)
Gain on disposal of :					
- property, plant and equipment		**(2,759)**	(411)	**–**	–
- subsidiaries		**(88,000)**	(671,763)	**(88,000)**	(805,872)
Gain arising from acquisition of a subsidiary		**–**	(346,251)	**–**	–
Expenses/(income) arising from leases					
Expenses relating to :					
- short-term leases	a	**2,054**	669	**–**	–
- leases of low-value assets	a	**442**	94	**–**	–
Gain on leases modification		**(850)**	(44)	**–**	–
Lease income from properties		**(2,888)**	(1,686)	**–**	–
Net loss/(reversal of loss) on impairment of financial instruments					
Financial assets at amortised cost		**477**	(4,538)	**23,097**	–

Note a

The Group leases plant and equipment and office equipment with contract term of 1 to 5 years. These leases are short-term and/or leases of low-value items. The Group had elected not to recognise right-of-use assets and leases liabilities for these leases.

NOTES TO THE FINANCIAL STATEMENTS

25. OTHER COMPREHENSIVE (EXPENSE)/INCOME - GROUP

	2020 Before tax RM'000	2020 Tax expense RM'000	2020 Net of tax RM'000	2019 Before tax RM'000	2019 Tax expense RM'000	2019 Net of tax RM'000
Group						
Items that will not be reclassified subsequently to profit or loss						
Remeasurement of defined benefit liability	**(6,709)**	**–**	**(6,709)**	–	–	–
Items that are or may be reclassified subsequently to profit or loss						
Cash flow hedge	**46**	**–**	**46**	(1,407)	–	(1,407)
Foreign currency translation differences for foreign operations	**(7,457)**	**–**	**(7,457)**	1,197	–	1,197
	(14,120)	**–**	**(14,120)**	(210)	–	(210)
Share of other comprehensive expense of equity-accounted associates			**–**			(564)
			(14,120)			(774)

26. (LOSS)/EARNINGS PER ORDINARY SHARE

The calculation of basic (loss)/earnings per ordinary share was based on the (loss)/profit attributable to ordinary shareholders and a weighted average number of ordinary shares outstanding, calculated as follows :

	2020 RM'000	2019 RM'000
(Loss)/Profit for the year attributable to the owners of the Company from :		
- continuing operations	**(11,582)**	(11,008)
- discontinued operation	**88,000**	725,671
	76,418	714,663
Weighted average number of ordinary shares ('000)	**192,153**	192,153

26. (LOSS)/EARNINGS PER ORDINARY SHARE *(continued)*

The calculation of basic (loss)/earnings per ordinary share was based on the (loss)/profit attributable to ordinary shareholders and a weighted average number of ordinary shares outstanding, calculated as follows *(continued)* :

	2020 **sen**	**2019** **sen**
From continuing operations	**(6.03)**	(5.73)
From discontinued operation	**45.80**	377.65
Basic earnings per ordinary share	**39.77**	371.92

The diluted earnings per ordinary share is the same as basic earnings per ordinary share as there are no dilutive instruments as at end of the current and last financial years.

27. DIVIDENDS

Dividends recognised by the Company :

	Sen per share	**Total amount RM'000**	**Date of payment**
2020			
First and final 2019 single-tier dividend	**4**	**7,686**	**30 July 2020**
Special single-tier dividend	**2**	**3,843**	**30 July 2020**
		11,529	
2019			
First and final 2018 single-tier dividend	4	7,686	26 July 2019

The Directors recommended a first and final single-tier dividend of 4 sen per share totalling RM7,686,000 for the financial year ended 31 December 2020. These financial statements do not reflect the said dividend which will be accounted for as an appropriation of retained earnings in the financial year ending 31 December 2021 when approved by the shareholders at the forthcoming Annual General Meeting.

28. OPERATING SEGMENTS - GROUP

The Group has four reportable segments, as described below, which are the Group's strategic business units. The strategic business units offer different products and services, and are managed separately because they require different technology and marketing strategies. For each of the strategic business units, the Group Managing Director (the chief operating decision maker) reviews internal management reports at least on a quarterly basis.

The following summary describes the operations in each of the Group's reportable segments :

- Division 1 - General packaging - manufacture of metal and lithographed tin cans, plastic jerry cans, rigid packaging, aluminium cans and corrugated fibre board cartons
- Division 2 - Contract manufacturing - manufacturing, packaging and distribution of carbonated and non-carbonated beverages as well as edible oils products
- Division 3 - Trading
- Division 4 - Property and investment holding

Performance is measured based on segment profit before tax and interest as included in the internal management reports that are reviewed by the Group Managing Director. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Management monitors the operating results of its business units separately for the purpose of making decision about resource allocation and performance assessment.

Segment assets

The total of segment assets is measured based on all assets of a segment (excluding current and deferred tax assets), as included in the internal management reports that are reviewed by the Group Managing Director. Segment total asset is used to measure the return of assets of each segment.

Segment capital expenditure

Segment capital expenditure is the total cost incurred during the financial year to acquire property, plant and equipment, investment properties, right-of-use assets and intangible assets.

NOTES TO THE FINANCIAL STATEMENTS

28. OPERATING SEGMENTS - GROUP *(continued)*

	General packaging RM'000	Contract manufacturing RM'000	Trading RM'000	Property and investment holding RM'000	Discontinued operation RM'000	Total RM'000	Reconciliations/ Eliminations RM'000	Note	Consolidated financial statements RM'000
2020									
Segment profit/(loss)	94,784	(36,615)	2,422	19,129	88,000	167,270	(20,319)	28.1.1	147,401
Included in the measure of segment profit/(loss) are :									
Revenue from external customers	2,254,251	297,649	661,765	5,935	-	3,219,600	(689,474)		2,530,126
Inter-segments revenue	207,685	367	-	-	-	208,052	(208,052)		-
Write down of inventories	(17,243)	118	-	-	-	(17,125)	-		(17,125)
Inventories written off	(3,887)	(1,269)	-	-	-	(5,156)	-		(5,156)
Property, plant and equipment written off	(25)	(432)	(2)	-	-	(459)	-		(459)
Impairment loss on investment in subsidiaries	-	-	-	(11,956)	-	(11,956)	11,956		-
Net (loss)/reversal of loss on impairment of financial instruments	(352)	(173)	48	(23,097)	-	(23,574)	23,097		(477)
Gain on disposal of subsidiaries	-	-	-	-	88,000	88,000	-		88,000
Depreciation and amortisation	(136,666)	(7,820)	(157)	(1,655)	-	(146,298)	11,003		(135,295)
Not included in the measure of segment profit/(loss) but provided to Group Managing Director :									
Interest income	4,165	55	9,377	12,741	-	26,338	(18,583)		7,755
Interest expense	(40,833)	(7,032)	(8,815)	(17,849)	-	(74,529)	19,373		(55,156)
Tax expense	(13,464)	(45)	(1,931)	(3,643)	-	(19,083)	-		(19,083)
Segment assets	3,538,977	199,598	415,810	379,571	-	4,533,956	(763,680)	28.1.2	3,770,276
Included in the measure of segment assets are :									
Segment capital expenditure	114,038	42,018	7	10,421	-	166,484	(7,959)		158,525

NOTES TO THE FINANCIAL STATEMENTS

28. OPERATING SEGMENTS - GROUP *(continued)*

	General packaging RM'000	Contract manufacturing RM'000	Trading RM'000	Property and investment holding RM'000	Discontinued operation RM'000	Total RM'000	Reconciliations/ Eliminations RM'000	Note	Consolidated financial statements RM'000
2019									
Segment profit/(loss)	21,271	(23,980)	5,530	(41,483)	742,945	704,283	331,526	28.1.1	1,035,809
Included in the measure of segment profit/(loss) are :									
Revenue from external customers	2,003,543	223,614	479,396	42,538	678,577	3,427,668	(464,911)		2,962,757
Inter-segments revenue	163,212	-	-	29,800	-	193,012	(193,012)		-
Write down of inventories	(18,626)	17	-	-	-	(18,609)	-		(18,609)
Inventories written off	(3,662)	(148)	-	-	-	(3,810)	-		(3,810)
Property, plant and equipment written off	(2,392)	-	-	-	-	(2,392)	(81)		(2,473)
Goodwill on consolidation written off	-	-	-	-	-	-	(16)		(16)
Impairment loss on :									
- investment in subsidiaries	-	-	-	(26,769)	-	(26,769)	26,769		-
- property, plant and equipment	(8,587)	(6,851)	-	-	-	(15,438)	-		(15,438)
Net reversal of loss/(loss) on impairment of financial instruments	4,101	39	(49)	-	447	4,538	-		4,538
Gain on disposal of subsidiaries	-	-	-	-	805,872	805,872	(134,109)		671,763
Gain arising from acquisition of a subsidiary	-	-	-	-	-	-	346,251		346,251
Share of loss of equity-accounted associate, net of tax	-	-	-	(3,402)	-	(3,402)	-		(3,402)
Depreciation and amortisation	(116,205)	(4,827)	(155)	(1,187)	(9,251)	(131,625)	10,959		(120,666)
Not included in the measure of segment profit/(loss) but provided to Group Managing Director :									
Interest income	3,193	29	7,741	6,078	258	17,299	(11,181)		6,118
Interest expense	(41,670)	(3,423)	(6,720)	(38,188)	(4,487)	(94,488)	12,327		(82,161)
Tax expense	(3,853)	89	(1,240)	(2,381)	(13,218)	(20,603)	-		(20,603)
Segment assets	3,501,344	182,048	329,227	323,674	-	4,336,293	(518,412)	28.1.2	3,817,881
Included in the measure of segment assets are :									
Segment capital expenditure	117,109	45,192	396	163	46,027	208,887	(4,306)		204,581

28. OPERATING SEGMENTS - GROUP *(continued)*

28.1 Reconciliations of reportable segment revenue, profit or loss and assets

28.1.1 The following items are added to/(deducted from) continuing operations' segment profit/(loss) to arrive at "Profit before tax" presented in the consolidated statement of profit or loss and other comprehensive income :

	2020 RM'000	2019 RM'000
Segment profit	**147,401**	1,035,809
Interest income from continuing operations	**7,755**	5,860
Interest expense from continuing operations	**(55,156)**	(77,674)
Segment profit from discontinued operation	**–**	(71,182)
Gain on disposal of subsidiaries	**(88,000)**	(671,763)
Consolidated profit before tax	**12,000**	221,050

28.1.2 The following items are added to segment assets to arrive at total assets reported in the consolidated statement of financial position :

	2020 RM'000	2019 RM'000
Segment assets	**3,770,276**	3,817,881
Deferred tax assets	**5,323**	5,292
Current tax assets	**12,669**	14,005
Consolidated total assets	**3,788,268**	3,837,178

28.2 Geographical information

The Group's geographical information is based on the location of the Group's assets. In presenting on the basis of geographical areas, segment revenue is based on the geographical location from which the sale transactions originated. The amounts of non-current assets does not include financial instruments.

	Revenue		Non-current assets	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Malaysia	**1,559,825**	1,477,366	**1,671,286**	1,619,246
Vietnam	**588,100**	491,848	**258,547**	275,499
Singapore	**259,873**	230,123	**5,137**	11,232
Myanmar	**98,718**	65,994	**396,524**	415,639
Others	**23,610**	18,849	**48,587**	50,100
	2,530,126	2,284,180	**2,380,081**	2,371,716
Malaysia (discontinued operation)	**–**	678,577	**–**	–
	2,530,126	2,962,757	**2,380,081**	2,371,716

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS

29.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows :

(a) Amortised cost ("AC")
(b) Fair value through profit or loss ("FVTPL") - Mandatorily required by MFRS 9
(c) Fair value through other comprehensive income ("FVOCI")

	Carrying amount RM'000	AC RM'000	FVTPL RM'000	FVOCI RM'000
Group				
2020				
Financial assets				
Trade and other receivables (excluding deposits)	572,741	572,741	–	–
Cash and cash equivalents	229,729	169,767	59,962	–
Derivatives financial assets	4,183	–	11	4,172
	806,653	742,508	59,973	4,172
Financial liabilities				
Loans and borrowings	(1,289,686)	(1,289,686)	–	–
Trade and other payables (excluding deposits received)	(363,739)	(363,739)	–	–
Derivatives financial liabilities	(12,094)	–	(1,263)	(10,831)
	(1,665,519)	(1,653,425)	(1,263)	(10,831)

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.1 Categories of financial instruments *(continued)*

	Carrying amount RM'000	AC RM'000	FVTPL RM'000	FVOCI RM'000
Group				
2019				
Financial assets				
Trade and other receivables (excluding deposits)	479,505	479,505	–	–
Cash and cash equivalents	350,599	143,662	206,937	–
Derivatives financial assets	414	–	414	–
	830,518	623,167	207,351	–
Financial liabilities				
Loans and borrowings	(1,385,538)	(1,385,538)	–	–
Trade and other payables (excluding deposits received)	(386,805)	(386,805)	–	–
Derivatives financial liabilities	(8,045)	–	(10)	(8,035)
	(1,780,388)	(1,772,343)	(10)	(8,035)

	Carrying amount RM'000	AC RM'000
Company		
2020		
Financial assets		
Trade and other receivables (excluding deposits)	**236,540**	**236,540**
Cash and cash equivalents	**3,379**	**3,379**
	239,919	**239,919**

29. FINANCIAL INSTRUMENTS *(continued)*

29.1 Categories of financial instruments *(continued)*

	Carrying amount RM'000	AC RM'000	FVTPL RM'000
Company			
2020			
Financial liabilities			
Loans and borrowings	**(389,107)**	**(389,107)**	**–**
Trade and other payables (excluding deposits received)	**(6,971)**	**(6,971)**	**–**
	(396,078)	**(396,078)**	**–**
2019			
Financial assets			
Trade and other receivables (excluding deposits)	67,327	67,327	–
Cash and cash equivalents	160,486	4,452	156,034
	227,813	71,779	156,034
Financial liabilities			
Loans and borrowings	(389,107)	(389,107)	–
Trade and other payables (excluding deposits received)	(41,215)	(41,215)	–
	(430,322)	(430,322)	–

29.2 Net gains and losses arising from financial instruments

	Group		Company	
	2020 RM'000	2019 RM'000	2020 RM'000	2019 RM'000
Net losses on :				
Fair value through :				
- profit or loss	**2,046**	1,604	**587**	21
- other comprehensive expenses	**46**	(1,407)	**–**	–
Financial assets at amortised cost	**8,402**	12,175	**(9,660)**	37,228
Financial liabilities at amortised cost	**(57,086)**	(77,663)	**(16,627)**	(37,393)
	(46,592)	(65,291)	**(25,700)**	(144)

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.3 Financial risk management

The Group has exposure to the following risks from its use of financial instruments :

- Credit risk
- Liquidity risk
- Market risk

29.4 Credit risk

Credit risk is the risk of a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables from customers and cash and cash equivalents. The Company's exposure to credit risk arises principally from loans and advances to subsidiaries, cash and cash equivalents and financial guarantees given to banks for banking facilities granted to subsidiaries. There are no significant changes as compared to prior periods.

Trade receivables

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Normally financial guarantees given by banks, shareholders or directors of customers are obtained, and credit evaluations are performed on customers requiring credit over a certain amount.

At each reporting date, the Group assesses whether any of the trade receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partially or full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write off. Nevertheless, trade receivables that are written off could still be subject to recovery activities.

There are no significant changes as compared to previous year.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables of the Group are summarised in the table below :

	2020 RM'000	**2019 RM'000**
Maximum exposure	**450,058**	439,429
Collaterals obtained	**(268,091)**	(233,242)
	181,967	206,187

The above collaterals were credit insurance obtained by the Group.

29. FINANCIAL INSTRUMENTS *(continued)*

29.4 Credit risk *(continued)*

Trade receivables *(continued)*

Concentration of credit risk

The exposure of credit risk for trade receivables as at the end of the reporting period by geographic location from which the trade receivables originated was :

	2020 RM'000	2019 RM'000
Group		
Malaysia	**242,968**	256,379
Vietnam	**137,977**	139,850
Singapore	**49,572**	26,553
Myanmar	**15,466**	15,060
Others	**4,075**	1,587
	450,058	439,429

Recognition and measurement of impairment losses

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances. Generally, trade receivables will pay within past due 120 days.

The Group considers credit loss experience and observable data such as current changes and future forecasts in economic conditions by market segment of the Group to estimate the amount of expected impairment loss. The methodology and assumptions including any forecasts of future economic conditions are reviewed regularly.

During this process, the probability of non-payment by the trade receivable is adjusted by forward looking information and multiplied by the amount of the expected loss arising from default to determine the lifetime expected credit loss for the trade receivables. For trade receivables which are presented on a net basis, such impairments are recorded in a separate impairment account with the loss being recognised in profit or loss.

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

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.4 Credit risk *(continued)*

Trade receivables *(continued)*

Recognition and measurement of impairment losses (continued)

The following table provides information about the exposure to credit risk and ECLs for trade receivables which are grouped together as they are expected to have similar risk nature.

	Gross carrying amount RM'000	Impairment loss allowances RM'000	Net balance RM'000
Group			
2020			
Not past due	**325,683**	**–**	**325,683**
Past due 1-30 days	**82,646**	**–**	**82,646**
Past due 31-120 days	**36,752**	**–**	**36,752**
	445,081	**–**	**445,081**
Credit impaired			
More than 120 days past due	**10,660**	**(5,683)**	**4,977**
	455,741	**(5,683)**	**450,058**
2019			
Not past due	300,555	–	300,555
Past due 1-30 days	91,080	–	91,080
Past due 31-120 days	39,676	–	39,676
	431,311	–	431,311
Credit impaired			
More than 120 days past due	13,771	(5,653)	8,118
	445,082	(5,653)	439,429

There are trade receivables where the Group has not recognised any loss allowance as the trade receivables are supported by subsequent collection after the reporting period and historical collection trend from these customers.

29. FINANCIAL INSTRUMENTS *(continued)*

29.4 Credit risk *(continued)*

Trade receivables *(continued)*

Recognition and measurement of impairment losses (continued)

The movements in the allowance for impairment in respect of trade receivables during the financial year are shown below :

	Lifetime ECL/ Credit impaired	
	2020	**2019**
	RM'000	**RM'000**
Group		
Balance at 1 January	**5,653**	3,930
Amounts written off	**(114)**	(212)
Net remeasurement of loss allowance	**477**	(4,538)
Foreign exchange difference	**(333)**	1
Assumed in acquisition of subsidiaries	**–**	6,472
Balance at 31 December	**5,683**	5,653

Financial guarantees

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured financial guarantees to banks in respect of banking facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to service their loans on an individual basis.

Exposure to credit risk, credit quality and collateral

The maximum exposure to credit risk amounts to RM155 million (2019 : RM266 million) representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period.

The financial guarantees are provided as credit enhancements for the subsidiaries' to secure loans.

Recognition and measurement of impairment loss

The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when :

- The subsidiary is unlikely to repay its credit obligation to the bank in full; or
- The subsidiary is continuously loss making and is having a deficit shareholders' funds.

The Company determines the probability of default of the guaranteed loans individually using internal information available.

The subsidiaries defaulting on the credit lines is remote. Consequently, the Company is of the view that the loss allowance is not material and hence, it is not provided for.

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.4 Credit risk *(continued)*

Inter-company loans and advances

Risk management objectives, policies and processes for managing the risk

The Company provides unsecured loans and advances to subsidiaries. The Company monitors the ability of the subsidiaries to repay the loans and advances on an individual basis.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

Loans and advances provided are not secured by any collateral or supported by any other credit enhancements.

Recognition and measurement of impairment loss

Generally, the Company considers loans and advances to subsidiaries have low credit risk. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the subsidiaries' loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded. The Company considers a subsidiary's loan or advance to be credit impaired when :

- The subsidiary is unlikely to repay its loan or advance to the Company in full;
- The subsidiary is continuously loss making and is having a deficit shareholders' funds.

The Company determines the probability of default for these loans and advances individually using internal information available.

The following table provides information about the exposure to credit risk and ECLs for subsidiaries' loans and advances.

	Gross carrying amount RM'000	Impairment loss allowances RM'000	Net balance RM'000
Company			
2020			
Low credit risk	**140,849**	**(927)**	**139,922**
Credit impaired	**23,097**	**(23,097)**	**–**
	163,946	**(24,024)**	**139,922**
2019			
Low credit risk	58,131	(927)	57,204

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.4 Credit risk *(continued)*

Inter-company loans and advances *(continued)*

Recognition and measurement of impairment loss (continued)

The movement in the allowance for impairment in respect of subsidiaries' loans and advances during the year is as follows :

	Lifetime ECL/ Credit impaired RM'000
Company	
At 1 January 2019/31 December 2019/1 January 2020	**927**
Net remeasurement of loss allowance	**23,097**
At 31 December 2020	**24,024**

The increase in net measurement of loss allowance is primarily due to a subsidiary which is loss making and is unlikely to repay.

Cash and cash equivalents

The cash and cash equivalents are held with banks and financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

These banks and financial institutions have low credit risks. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

Other receivables

Credit risks on other receivables are mainly arising from receivable balance from the disposal consideration from disposal of certain subsidiaries.

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

These other receivables have low credit risks. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.5 Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's exposure to liquidity risk arises principally from its various payables, loans and borrowings.

The Group maintains a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

Maturity analysis

The table below summarises the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments :

Group	Carrying amount RM'000	Contractual interest rate/ Discount rate %	Contractual cash flows RM'000	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
2020							
Non-derivative financial liabilities							
Term loans	807,161	1.22 - 6.57	923,395	118,333	108,119	254,724	442,219
Trade financing	348,910	0.62 - 5.57	348,910	348,910	-	-	-
Revolving credits	133,255	2.95 - 3.40	133,255	133,255	-	-	-
Hire purchase liabilities	360	1.48 - 2.08	378	137	107	134	-
Lease liabilities	12,573	2.65 - 6.70	12,415	5,965	4,263	2,187	-
Trade and other payables (excluding deposits received)	363,739	-	363,739	363,739	-	-	-
	1,665,998		1,782,092	970,339	112,489	257,045	442,219
Derivative financial liabilities							
Forward exchange contracts (gross settled) :							
- Outflow	1,252	-	73,907	73,907	-	-	-
- Inflow	-	-	(72,655)	(72,655)	-	-	-
	1,667,250		1,783,344	971,591	112,489	257,045	442,219

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.5 Liquidity risk *(continued)*

Maturity analysis (continued)

Group	Carrying amount RM'000	Contractual interest rate/ Discount rate %	Contractual cash flows RM'000	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
2019							
Non-derivative financial liabilities							
Term loans	839,235	2.90 - 7.20	964,933	137,483	141,827	501,283	184,340
Trade financing	388,599	2.33 - 7.64	388,599	388,599	–	–	–
Revolving credits	157,526	3.48 - 4.80	157,526	157,526	–	–	–
Hire purchase liabilities	178	2.08	188	73	73	42	–
Lease liabilities	11,549	2.65 - 6.70	14,764	6,071	4,634	3,946	113
Trade and other payables (exclude deposits received)	386,805	–	386,805	386,805	–	–	–
	1,783,892		1,912,815	1,076,557	146,534	505,271	184,453
Derivative financial liabilities							
Forward exchange contracts (gross settled) :							
- Outflow	–	–	30,475	30,475	–	–	–
- Inflow	(404)	–	(30,879)	(30,879)	–	–	–
	1,783,488		1,912,411	1,076,153	146,534	505,271	184,453

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.5 Liquidity risk *(continued)*

Maturity analysis (continued)

Company	Carrying amount RM'000	Contractual interest rate %	Contractual cash flows RM'000	Under 1 year RM'000	1 - 2 years RM'000	2 - 5 years RM'000	More than 5 years RM'000
2020							
Non-derivative financial liabilities							
Term loan	**389,107**	**3.45**	**476,165**	**13,424**	**13,424**	**40,309**	**409,008**
Trade and other payables	**6,971**	**–**	**6,971**	**6,971**	**–**	**–**	**–**
Financial guarantees	**–**	**–**	**154,982**	**154,982**	**–**	**–**	**–**
	396,078		**638,118**	**175,377**	**13,424**	**40,309**	**409,008**
2019							
Non-derivative financial liabilities							
Term loan	389,107	4.93	474,428	19,236	33,873	258,163	163,156
Trade and other payables							
- interest bearing	25,203	4.42	25,203	25,203	–	–	–
- non-interest bearing	16,012	–	16,012	16,012	–	–	–
Financial guarantees	–	–	266,118	266,118	–	–	–
	430,322		781,761	326,569	33,873	258,163	163,156

29. FINANCIAL INSTRUMENTS *(continued)*

29.6 Market risk

Market risk is the risk that changes in market prices, such as foreign currency exchange rates and interest rates that will affect financial position or cash flows. The Group's exposure to market risk arises principally from changes in foreign currency exchange rates and interest rates. The Company's exposure to market risk arises principally from changes in interest rates.

29.6.1 Currency risk

The Group is exposed to foreign currency risk on sales, purchases and borrowings that are denominated in a currency other than the respective functional currencies of Group entities, primarily Ringgit Malaysia ("RM"). The currencies giving rise to this risk are primarily United States Dollar ("USD") and Singapore Dollar ("SGD").

Risk management objectives, policies and processes for managing the risk

The Group's uses forward exchange contracts to hedge its foreign currency risk. The forward exchange contracts have maturities of less than one year after the end of the reporting period. Where necessary, the forward exchange contracts are rolled over at maturity.

Exposure to foreign currency risk

The Group's exposure to foreign currency (a currency which is other than the functional currencies of the Group entities) risk, based on carrying amounts in the consolidated statement of financial position as at the end of the reporting period was :

	Denominated in	
	SGD	**USD**
	RM'000	**RM'000**
Group		
2020		
Balance recognised in the consolidated statement of financial position		
Trade and other receivables	**5,045**	**160,877**
Cash and cash equivalents	**5,582**	**27,311**
Trade and other payables	**(2,236)**	**(132,815)**
Loans and borrowings	**–**	**(98,597)**
Net exposure	**8,391**	**(43,224)**

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.6 Market risk *(continued)*

29.6.1 Currency risk *(continued)*

Exposure to foreign currency risk (continued)

	Denominated in	
	SGD	**USD**
	RM'000	**RM'000**
Group		
2019		
Balance recognised in the consolidated statement of financial position		
Trade and other receivables	5,498	143,436
Cash and cash equivalents	5,285	24,202
Trade and other payables	(1,160)	(122,020)
Loans and borrowings	–	(23,526)
Net exposure	9,623	22,092

Currency risk sensitivity analysis

A 10% strengthening of the Ringgit Malaysia (RM) against the following currencies at the end of the reporting period would have increased/(decreased) post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remained constant and ignores any impact of forecasted sales and purchases.

	Profit or loss	
	2020	**2019**
	RM'000	**RM'000**
Group		
SGD	**(638)**	(731)
USD	**3,285**	(1,679)

A 10% weakening of RM against the above currencies at the end of the reporting period would have had equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remained constant.

29.6.2 Interest rate risk

The Group's fixed rate borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's and the Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short term receivables and payables are not significantly exposed to interest rate risk.

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.6 Market risk *(continued)*

29.6.2 Interest rate risk *(continued)*

Risk management objectives, policies and processes for managing the risk

The Group and the Company are exposed to interest rate risk through the impact of rate changes on interest bearing loans and borrowings and interest earning deposits. The Group's policy is to borrow principally on the floating basis but to retain a portion of fixed rate debt. The objectives for the mix between fixed and floating rate loans and borrowings are set to reduce the impact of an upward change in interest rates while enabling benefits to be enjoyed if interest rates fall.

Exposure to interest rate risk

The interest rate profile of the Group's and the Company's significant interest earning and interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was :

	2020 RM'000	**2019 RM'000**
Group		
Fixed rate instruments		
Financial assets	**120,399**	28,127
Financial liabilities	**(482,525)**	(546,303)
	(362,126)	(518,176)
Floating rate instruments		
Financial assets	**59,962**	206,937
Financial liabilities	**(807,161)**	(839,235)
	(747,199)	(632,298)
Company		
Fixed rate instruments		
Financial assets	**227,922**	65,704
Financial liabilities	**–**	(25,203)
	227,922	40,501
Floating rate instruments		
Financial assets	**–**	156,034
Financial liabilities	**(389,107)**	(389,107)
	(389,107)	(233,073)

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.6 Market risk *(continued)*

29.6.2 Interest rate risk *(continued)*

Interest rate risk sensitivity analysis

(a) Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss, and the Group does not designate forward exchange contracts as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

(b) Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points (bp) in interest rates at the end of the reporting period would have increased/(decreased) post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remained constant.

	Group Profit or loss		Company Profit or loss	
	100 bp Increase RM'000	**100 bp Decrease RM'000**	**100 bp Increase RM'000**	**100 bp Decrease RM'000**
2020				
Floating rate instruments	**(5,679)**	**5,679**	**(2,957)**	**2,957**
2019				
Floating rate instruments	(4,805)	4,805	(1,771)	1,771

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.7 Hedging activities

Cash flow hedge

The Group held the following instruments to hedge exposures to change in interest rates of certain bank loans and aluminium price.

	Maturity			
	Under 1 year RM'000	**1-2 years RM'000**	**2-5 years RM'000**	**More than 5 years RM'000**
Group				
2020				
Commodity risk				
Commodity contracts	**(4,172)**	**–**	**–**	**–**
Interest rate risk				
Interest rate swap contracts				
Net exposure	**2,071**	**1,530**	**358**	**–**
Fixed interest rates	**2.76% - 2.86%**	**2.76% - 2.86%**	**2.76% - 2.86%**	**2.76% - 2.86%**
2019				
Commodity risk				
Commodity contracts	279	–	–	–
Interest rate risk				
Interest rate swap contracts				
Net exposure	1,906	1,449	1,262	–
Fixed interest rates	2.76% - 2.86%	2.76% - 2.86%	2.76% - 2.86%	2.76% - 2.86%

The Group entered into arrangement with financial institutions in order to operationally hedge the pricing risk of aluminium.

The Group entered into interest rate swap contracts with a financial institution in order to operationally hedge the cash flow risk in relation to the floating monthly interest rates of bank loans of RM199,461,000 (2019 : RM234,532,000). The interest rate swap contracts have nominal value of RM221,939,000 (2019 : RM274,871,000) and are settled every three months, consistent with the interest repayment schedule of the bank loans.

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.7 Hedging activities *(continued)*

Cash flow hedge *(continued)*

The amounts relating to items designated as hedged items as at reporting date are as follows :

	Change in value used for calculation of hedge ineffectiveness RM'000	Cash flow hedge reserve RM'000	Nominal amount RM'000	(Assets)/ Liabilities RM'000	Line item in the consolidated financial position where the hedging instrument is included
Group					
2020					
Commodity risk					
Commodity contracts	**–**	**3,234**	**14,516**	**(4,172)**	*Derivative financial assets*
Interest rate risk					
Interest rate swap contracts	**–**	**(2,779)**	**221,939**	**10,831**	*Derivative financial liabilities*
2019					
Commodity risk					
Commodity contracts	–	1,575	2,764	279	*Derivative financial liabilities*
Interest rate risk					
Interest rate swap contracts	–	(2,472)	274,871	7,756	*Derivative financial liabilities*

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.7 Hedging activities *(continued)*

Cash flow hedge *(continued)*

	Changes in the value of hedging instrument recognised RM'000	Hedge ineffectiveness recognised in other comprehensive income RM'000	Line item in other comprehensive income that includes hedge ineffectiveness
Group			
2020			
Commodity risk			
Commodity contracts	**3,234**	**–**	*Cash flow hedge*
Interest rate risk			
Interest rate swap contracts	**(2,779)**	**–**	*Cash flow hedge*
2019			
Commodity risk			
Commodity contracts	1,575	–	*Cash flow hedge*
Interest rate risk			
Interest rate swap contracts	(2,472)	–	*Cash flow hedge*

The following table provides reconciliation by risk category of components of equity and analysis of other comprehensive income items, net of tax, resulting from cash flow hedge accounting :

	2020 Hedging reserve RM'000	2019 Hedging reserve RM'000
Group		
At 1 January	**(897)**	–
Changes in fair value		
Commodity contracts	**3,234**	1,575
Interest rate swap contracts	**(2,779)**	(2,472)
At 31 December	**(442)**	(897)

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.8 Fair value information

The carrying amounts of cash and cash equivalents, short-term receivables and payables and short-term borrowings approximate their fair values due to the relatively short term nature of these financial instruments.

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statements of financial position.

	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value					
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Total fair value RM'000	Carrying amount RM'000
2020										
Group										
Financial assets										
Commodity contracts	–	4,172	–	4,172	–	–	–	–	4,172	4,172
Forward exchange contracts	–	11	–	11	–	–	–	–	11	11
Money market placement with a financial institution	–	59,962	–	59,962	–	–	–	–	59,962	59,962
	–	64,145	–	64,145	–	–	–	–	64,145	64,145
Financial liabilities										
Term loans	–	–	–	–	–	–	(827,296)	(827,296)	(827,296)	(807,161)
Hire purchase liabilities	–	–	–	–	–	–	(372)	(372)	(372)	(360)
Interest rate swap contracts	–	(10,831)	–	(10,831)	–	–	–	–	(10,831)	(10,831)
Forward exchange contracts	–	(1,263)	–	(1,263)	–	–	–	–	(1,263)	(1,263)
	–	(12,094)	–	(12,094)	–	–	(827,668)	(827,668)	(839,762)	(819,615)
Company										
Financial liabilities										
Term loan	–	–	–	–	–	–	(397,525)	(397,525)	(397,525)	(389,107)

29. FINANCIAL INSTRUMENTS *(continued)*

29.8 Fair value information *(continued)*

	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value					
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Total fair value RM'000	Carrying amount RM'000
2019										
Group										
Financial assets										
Money market placement with a financial institution	–	206,937	–	206,937	–	–	–	–	206,937	206,937
Forward exchange contracts	–	414	–	414	–	–	–	–	414	414
	–	207,351	–	207,351	–	–	–	–	207,351	207,351
Financial liabilities										
Term loans	–	–	–	–	–	–	(859,285)	(859,285)	(859,285)	(839,235)
Hire purchase liabilities	–	–	–	–	–	–	(185)	(185)	(185)	(178)
Commodity contracts	–	(279)	–	(279)	–	–	–	–	(279)	(279)
Interest rate swap contracts	–	(7,756)	–	(7,756)	–	–	–	–	(7,756)	(7,756)
Forward exchange contracts	–	(10)	–	(10)	–	–	–	–	(10)	(10)
	–	(8,045)	–	(8,045)	–	–	(859,470)	(859,470)	(867,515)	(847,458)
Company										
Financial assets										
Money market placement with a financial institution	–	156,034	–	156,034	–	–	–	–	156,034	156,034
Financial liabilities										
Term loan	–	–	–	–	–	–	(400,243)	(400,243)	(400,243)	(389,107)

The Company provides financial guarantees to banks for credit facilities granted to certain subsidiaries. The fair value of such guarantees is negligible as the probability of the subsidiaries defaulting on the credit lines is remote.

NOTES TO THE FINANCIAL STATEMENTS

29. FINANCIAL INSTRUMENTS *(continued)*

29.8 Fair value information *(continued)*

Level 2 fair value

Derivatives

The fair value of forward exchange contracts is estimated by discounting the difference between the contractual forward price and the current forward price for the residual maturity of the contract using a risk-free interest rate (based on government bonds).

The fair value of commodity contracts and interest rate swap contracts are determined by using mark-to-market values at the end of the reporting date.

Transfers between Level 1 and Level 2 fair values

There has been no transfer between Level 1 and 2 fair values during the financial year (2019 : no transfer in either directions).

Level 3 fair value

Non-derivative financial liabilities

Fair value which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the end of the reporting period. The market rate of interest is determined by reference to similar borrowing arrangements.

The fair value of term loans and hire purchase liabilities are calculated using discounted cash flows.

30. CAPITAL MANAGEMENT - GROUP

The Group's objectives when managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investors, creditors and market confidence and to sustain future development of the business. The Directors monitor and are determined to maintain an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

During 2020, the Group's strategy which was unchanged from 2019, was to maintain the net debt-to-equity ratio at below 1.5 : 1. The net debt-to-equity ratios at 31 December 2020 and 31 December 2019 were as follows :

	2020 **RM'000**	**2019** **RM'000**
Loans and borrowings (Note 16)	**1,289,686**	1,385,538
Lease liabilities	**12,573**	11,549
Less : Cash and cash equivalents (Note 13)	**(229,729)**	(350,599)
Net debt	**1,072,530**	1,046,488
Total equity	**1,780,402**	1,727,883
Net debt-to-equity ratio	**0.60**	0.61

NOTES TO THE FINANCIAL STATEMENTS

31. CAPITAL COMMITMENTS - GROUP

	2020 RM'000	2019 RM'000
Capital expenditure commitments		
Contracted but not provided for		
- Property, plant and equipment	**45,442**	38,706
- Acquisition of land and buildings	**95,908**	–
	141,350	38,706

32. CONTINGENT LIABILITIES - COMPANY

Corporate guarantees

The Company has provided corporate guarantees amounting to RM746 million (2019 : RM660 million) to secure banking facilities granted to certain subsidiaries. As at 31 December 2020, the amount of facilities utilised amounted to RM155 million (2019 : RM266 million).

33. RELATED PARTIES

For the purposes of these financial statements, parties are considered to be related to the Group or the Company if the Group or the Company has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel are Directors of the Group.

The Group has related party relationship with the following :

(i) subsidiaries of the Company as disclosed in Note 7 to the financial statements;

(ii) associate and its subsidiaries ("associated companies")*; and

(iii) a company in which a Director has substantial financial interests – Alcom Group Berhad ("related party").

* On 18 March 2019, the Group had acquired more than 50% of the equity interests of the associate. Accordingly, the associate and its subsidiaries became subsidiaries of the Company.

33. RELATED PARTIES *(continued)*

33.1 Significant related party transactions

Related party transactions have been entered into the normal course of business under normal trade terms. The significant related party transactions of the Group and of the Company, other than key management personnel compensations as disclosed in Note 33.2 to the financial statements, are as follows :

	2020 RM'000	**2019 RM'000**
Group		
Purchases from a related party	**1,698**	2,154
Purchases from associated companies	**–**	9,716
Sales to associated companies	**–**	(2,743)
Company		
Interest paid to subsidiaries	**180**	716
Interest income from subsidiaries	**(6,098)**	(32,684)
Dividend income from subsidiaries	**(16,841)**	(32,013)

Trade and non-trade balances with subsidiaries and a related party are disclosed in Notes 11 and 19 to the financial statements.

33.2 Key management personnel compensations

The key management personnel compensations are as follows :

	Group		**Company**	
	2020 RM'000	**2019 RM'000**	**2020 RM'000**	**2019 RM'000**
Directors of the Company				
- Fees	**1,045**	939	**540**	540
- Remuneration	**11,590**	10,501	**742**	1,093
- Benefits-in-kind	**112**	100	**7**	7
	12,747	11,540	**1,289**	1,640
Other directors in the Group entities				
- Fees	**639**	483	**–**	–
- Remuneration	**387**	547	**–**	–
	1,026	1,030	**–**	–

33. RELATED PARTIES *(continued)*

33.2 Key management personnel compensations *(continued)*

The key management personnel compensations are as follows *(continued)* :

	Group		Company	
	2020 RM'000	**2019 RM'000**	**2020 RM'000**	**2019 RM'000**
Past directors				
- Fees	–	563	–	47
- Remuneration	–	1,216	–	169
- Benefits-in-kind	–	17	–	–
	–	1,796	–	216
	13,773	14,366	**1,289**	1,856

34. DISPOSAL OF SUBSIDIARIES

On 15 October 2019, the Company completed the disposal of its entire equity interests of F & B Nutrition Sdn. Bhd. ("F&B") through the disposal of Can Ridge Sdn. Bhd. ("Can Ridge") for an aggregate disposal consideration of between RM800 million (minimum) to RM1,000 million (maximum). Following the disposal, F&B and Can Ridge ceased to be subsidiaries of the Group. The entire results of F&B and Can Ridge in the last financial year had been presented to show discontinued operation separately from continuing operations.

The Company estimated the preliminary disposal consideration to be RM912 million based on cash proceeds received as at the date of the auditors report for the financial year ended 31 December 2019. On 17 August 2020, the Company and the third party buyer had agreed on the final disposal consideration of RM1,000 million. The difference between the final disposal consideration and the preliminary disposal consideration amounting to RM88 million was accounted for as gain on disposal of subsidiaries in the financial year ended 31 December 2020.

Profit attributable to the discontinued operation was as follows :

	2020 RM'000	**2019 RM'000**
Group		
Results of discontinued operation		
Revenue	–	678,577
Expenses	–	(611,451)
Gain on disposal of subsidiaries	**88,000**	671,763
Profit before tax	**88,000**	738,889
Tax expense	–	(13,218)
Profit for the year attributable to the owners of the Company	**88,000**	725,671

NOTES TO THE FINANCIAL STATEMENTS

34. DISPOSAL OF SUBSIDIARIES *(continued)*

Profit attributable to the discontinued operation was as follows *(continued)* :

	2019 RM'000
Group	
Net cash flows from/(used in) discontinued operation	
- operating activities	50,322
- investing activities	(43,893)
- financing activities	(27,712)
Effect on cash flows	(21,283)

The effects of disposal were as follows :

	Note	2019 RM'000
Property, plant and equipment		210,029
Right-of-use assets		5,450
Intangible assets		1,413
Inventories		81,704
Trade and other receivables		210,890
Cash and cash equivalents		38,651
Derivative financial liabilities		(9)
Deferred tax liabilities	8	(23,620)
Net assets and liabilities		524,508
Loans and borrowings		(168,153)
Lease liabilities		(5,520)
Trade and other payables		(110,048)
Current tax payables		(550)
Net assets and liabilities		240,237
Gain on disposal of subsidiaries recognised in profit or loss		671,763
Preliminary disposal consideration		912,000
Balance receivable	11.2	(8,500)
Less : Cash and cash equivalents disposed of		(38,651)
Net cash inflows		864,849

35. MATERIAL LITIGATION - GROUP

Claim by a former Director, See Teow Koon ("STK") for reinstatement as Executive Director

Kian Joo Can Factory Berhad ("KJCFB"), a wholly-owned subsidiary, had on 14 August 2014, received a sealed Writ of Summons and Statement of Claim ("STK Claim") from the solicitors acting for STK, a former Director.

STK Claim include, among others, the following :

(i) Further or alternatively, KJCFB be ordered to pay to STK all salaries, perks and benefits including retirement benefits under the Kian Joo Group of Companies Terms and Conditions of Employment for Executive Director, that is due to STK upon STK attaining 70 years of age on 14 June 2019 in the sum of approximately RM12,601,000 as particularised in paragraphs 42(i) to (v) of the Statement of Claim;

(ii) Interest thereon at the rate of 8% per annum on all the judgment sums awarded by the Kuala Lumpur High Court ("High Court") from 16 April 2014 and/or from the date of filing this action in Court until the date of full and final settlement;

(iii) An order that the costs of this action on a full indemnity basis be paid by KJCFB to STK; and

(iv) Such further or any other reliefs as the High Court shall deem fit and proper to grant.

On 31 October 2014, the High Court allowed STK to amend his Writ of Summons and Statement of Claim to add two wholly-owned subsidiaries, Kian Joo Packaging Sdn. Bhd. ("KJP") and KJ Can (Selangor) Sdn. Bhd. ("KJCS") with costs in the cause.

On 4 November 2015, the High Court ruled in favour of STK. At the hearing on quantum of payments on 21 January 2016, the High Court granted the following relief to STK :

(i) A total sum of approximately RM8,823,000 being the retirement gratuity, contractual bonus and arrears of salary as claimed by STK until the age of 70 years old;

(ii) Interest at 5% per annum on item (i) above from 21 January 2016 until full payment; and

(iii) Cost of approximately RM519,000 with interest at 5% per annum from 21 January 2016 until full payment.

All the other claims by STK were disallowed.

Two appeals to the Court of Appeal were filed on 1 December 2015 and 2 February 2016 by KJCFB, KJP and KJCS (collectively, "KJCFB and two others") against the decision of the High Court. Both appeals were consolidated and heard together by the Court of Appeal on 29 September 2016.

On 14 February 2017, the Court of Appeal set aside the Order of the High Court entered on 4 November 2015. The Court of Appeal set aside the judgment of approximately RM8,823,000 and substituted a judgment in the sum of approximately RM2,529,000 in favour of STK as gratuity payment with interest at the rate of 5% per annum from the date of filing of the Writ of Summons. The Court of Appeal further awarded Court of Appeal costs to KJCFB and two others of RM20,000, and the High Court costs to STK of RM20,000.

NOTES TO THE FINANCIAL STATEMENTS

35. MATERIAL LITIGATION - GROUP *(continued)*

Claim by a former Director, See Teow Koon ("STK") for reinstatement as Executive Director *(continued)*

On 13 March 2017, KJCFB received an unsealed Notice of Motion ("Leave Application") of the same date together with STK's Affidavit for the following Orders :

(i) That pursuant to Section 96 of the Courts of Judicature Act 1964, STK be granted leave to appeal to the Federal Court of Malaysia ("Federal Court") against the whole of the decision of the Court of Appeal given on 14 February 2017;

(ii) In the event that STK is granted leave to appeal to the Federal Court under the above paragraph, further orders be granted that STK be given two weeks from the date of the Order to file and serve the Notice of Appeal to the Federal Court;

(iii) Costs of Application will be included in the eventual award decision; and

(iv) Such further or any other reliefs be granted as the Federal Court shall deem fit and proper.

The Federal Court, on 3 May 2018, granted STK leave to appeal to the Federal Court against the decision of the Court of Appeal dated 14 February 2017.

The Federal Court, on 12 March 2019, allowed the application of KJCFB and two others by way of Notice of Motion to strike out the following :

(i) The leave granted by the Federal Court on 3 May 2018 to STK to appeal against the whole of the decision of the Court of Appeal dated 14 February 2017 in setting aside the High Court award of damages of approximately RM8,823,000 and costs of approximately RM519,000 to STK and substituting instead an award of approximately RM2,529,000 together with interest;

(ii) The Notice of Appeal dated 16 May 2018 filed by STK, pursuant to the said leave granted by the Federal Court to appeal against the whole of the decision of the Court of Appeal dated 14 February 2017; and

(iii) The issue or question in respect of the said leave granted by the Federal Court to STK to appeal against the whole of the decision of the Court of Appeal dated 14 February 2017.

The Federal Court had ordered costs of RM25,000 to be paid by STK in respect of the said Notice of Motion by the KJCFB and two others being allowed and the Appeal proper being struck out.

STK had on 13 September 2019 filed an application by way of a Notice of Motion for review to reinstate his Appeal.

The hearing for the above matter has been fixed on 30 June 2021. The Directors, based on legal advice, are of the view that the Appeal made by the claimant is without merit.

NOTES TO THE FINANCIAL STATEMENTS

36. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

(a) Bintang Seribu Sdn. Bhd. ("BSSB"), an indirect wholly-owned subsidiary of the Company had on 13 July 2020 entered into 2 Sale and Purchase Agreements ("Former SPAs") with Golden Valley Industries Sdn. Bhd. ("GVI") ("the Vendor"), a subsidiary of Klanggroup Holdings Sdn. Bhd., to acquire from GVI, vacant freehold lands i.e. Lot 4 (34.947 acres) and Lot 5 (32.975 acres) ("Said Lots") located at Jalan Akrob, Kapar, Klang, Selangor Darul Ehsan, free from encumbrances and with vacant possession and no buildings erected thereon, at a total cash consideration of RM103,554,000 ("Proposed Kapar Acquisition").

BSSB and the Vendor had on 29 December 2020 executed the Deed of Revocation and Rescission to revoke and rescind the Former SPAs. On the same day, TOGO Greenland Sdn. Bhd. (formerly known as TOGO Palm Oils & Fats Sdn. Bhd.) ("TGSB"), a wholly-owned subsidiary of the Company, and the Vendor entered into 2 new Sale and Purchase agreements to acquire the Said Lots ("New SPAs") at the same total cash consideration, and upon the same principal terms and conditions as the Former SPAs, save and except for the Compliance Period under the New SPAs which now refers to the period of 7 months commencing from the date of the New SPAs, and Item 4 of the Conditions Precedent wherein TGSB has to now obtain a facility from a financial institution to fund the purchase of the Said Lots within 4 months commencing from the date of the New SPAs.

Pursuant to the Deed of Revocation and Rescission, BSSB and the Vendor further mutually and voluntarily agree and consent that the monies paid to and received by the Vendor pursuant to the Former SPAs (including but not limited to the deposit in the total amount of RM10,355,000) shall be transferred and applied as payment deemed made to and received by the Vendor towards the account of the New SPAs. As at 31 December 2020, TGSB had paid only 10% deposit to the Vendor.

The Proposed Kapar Acquisition is estimated to be completed within the third quarter of the financial year ending 31 December 2021.

(b) The World Health Organisation declared the COVID-19 a pandemic on 11 March 2020. The Government of Malaysia imposed the Movement Control Order ("MCO") on 18 March 2020 and has subsequently entered into various phases of the MCO until 14 April 2021.

In relation to this, the Group has appropriately taken up the effects from the COVID-19 pandemic in respect of the judgements and assumptions used in the preparation of the financial statements for the financial year ended 31 December 2020, such as expected credit losses of financial assets (trade and other receivables and amounts due from subsidiaries), fair value measurements of financial instruments and impairment assessments of assets (property, plant and equipment, right-of-use assets and investments in subsidiaries).

Based on the assessment and information available at the date of financial statements, the Group has sufficient cash flows and undrawn facilities to meet its liquidity needs in the next twelve (12) months after the end of the reporting period. The Group will continue to monitor its funds and operational needs.

37. SIGNIFICANT EVENT SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

The political upheaval in Myanmar on 1 February 2021 has resulted in the state of emergency declared in Myanmar for a period of one (1) year. This has raised some cause for concern as it could disrupt the business environment in Myanmar. Nevertheless, the subsidiary of the Group, Kianjoo Can (Myanmar) Company Limited and Boxpak (Myanmar) Company Limited have been able to continue their operations as usual.

Since ongoing developments remain uncertain and cannot be reasonably predicted at this juncture, the Group will continue to assess the operational and financial impact of the political instability and monitor the development in Myanmar to enable effective and timely response to any changes in order to deliver sustainable and satisfactory results for the Group.

STATEMENT BY DIRECTORS

Pursuant To Section 251(2) Of The Companies Act 2016

In the opinion of the Directors, the financial statements set out on pages 69 to 172 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2020 and of their financial performance and cash flows for the financial year then ended.

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

Marc Francis Yeoh Min Chang
Director

Chee Khay Leong
Director

Kuala Lumpur,

Date : 15 April 2021

STATUTORY DECLARATION

Pursuant To Section 251(1)(b) Of The Companies Act 2016

I, **Khoo Kay Leong**, the officer primarily responsible for the financial management of Can-One Berhad, do solemnly and sincerely declare that the financial statements set out on pages 69 to 172 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovenamed **Khoo Kay Leong**, MIA CA8743, at George Town in the State of Penang on 15 April 2021.

Khoo Kay Leong

Before me :

Goh Suan Bee
(No. P125)
Commissioner for Oaths
Penang

INDEPENDENT AUDITORS' REPORT

To The Members Of Can-One Berhad

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Can-One Berhad, which comprise the statements of financial position as at 31 December 2020 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 69 to 172.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2020, and of their financial performance and cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our auditors' report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

1. Impairment of property, plant and equipment ("PPE") and right-of-use assets ("ROU")

Refer to Note 2(h)(ii) – Significant accounting policy: Impairment of other assets, Note 3 – Property, plant and equipment and Note 4 – Right-of-use assets

The key audit matter

Certain subsidiaries in the Group made losses during the current financial year ended 31 December 2020 or had a history of continuous losses. The property, plant and equipment and right-of-use assets belonging to these subsidiaries are subject to impairment testing given the impairment indicators present.

The Group estimated the recoverable amounts of the assets concerned either by determining their value in use ("VIU") or fair value less costs to sell ("FVLCTS") in order to determine the amount of impairment loss which should be recognised for the year, if any.

We identified valuation of property, plant and equipment and right-of-use assets as key audit matters as there are significant judgemental assumptions used by the Group which may be affected by future market or economic conditions.

Key Audit Matters *(continued)*

1. Impairment of property, plant and equipment ("PPE") and right-of-use assets ("ROU") *(continued)*

How the matter was addressed in our audit

Our audit procedures included amongst others :

Value in use

- Discussed the impairment model based on discounted future cash flows with the Group and challenged key assumptions and estimates used, in particular, those relating to sales growth, gross profit margin, discount rate and terminal value by making reference to internally derived sources as well as publicly available data of comparable entities;
- Considered the Group's forecasting process and evaluated the accuracy of the historical forecast by comparing prior period financial budget against actual results;
- Performed sensitivity across the different elements of the impairment model in order to understand which judgements and assumptions were most sensitive in achieving the Group's recoverable assessment;
- Evaluated the sensitivity analysis and considered the resulting impact on the impairment assessment for the year and whether there were any indicators of management bias; and
- Assessed the relevant disclosures in the consolidated financial statements in respect of impairment assessment.

Fair value less costs to sell

Obtained published prices for similar properties, plant and equipment to compare with the Directors' estimation of their fair values and made enquires with the Directors as to the reasons for any significant variation.

2. Recoverability of trade receivables

Refer to Note 2(h)(i) – Significant accounting policy: Impairment of financial assets, Note 11 - Trade and other receivables and Note 29.4 - Financial instruments: Credit risk - Trade receivables

The key audit matter

As at 31 December 2020, the carrying amount of the Group's trade receivables amounted to RM450 million, representing 32% of the Group's current assets. Credit risk of customers remained a concern due to the current soft global economic climate. The Directors applied assumptions in assessing the level of allowance for expected credit losses required to determine the impairment loss of trade receivables. Therefore, there is inherent uncertainty in the assumptions applied by the Directors to determine the probability of default by trade receivables and appropriate forward looking information.

We identified the recoverability of trade receivables as a key audit matter because of the significant degree of judgement applied by the Group in determining the impairment loss for trade receivables and the significance of trade receivables to the consolidated financial statements.

INDEPENDENT AUDITORS' REPORT
To The Members Of Can-One Berhad

Key Audit Matters *(continued)*

2. **Recoverability of trade receivables** *(continued)*

How the matter was addressed in our audit

Our audit procedures included amongst others :

- Assessed the completeness and accuracy of the trade receivable ageing report used by Directors in assessing and monitoring the debtors' profile;
- Inspected post year end cash receipt relating to trade receivables balances at 31 December 2020; and
- Assessed the adequacy of the Group's allowance for expected credit losses made against trade receivables by taking into account our own expectations based on the Group's previous experience of customers' historical and post year end payment trends.

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

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITORS' REPORT
To The Members Of Can-One Berhad

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

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also :

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Group and of the Company.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that gives a true and fair view.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. 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, actions taken to eliminate threats or safeguards applied.

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

INDEPENDENT AUDITORS' REPORT
To The Members Of Can-One Berhad

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 7 to the financial statements.

Other Matter

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

KPMG PLT
LLP0010081-LCA & AF 0758
Chartered Accountants

Dato' Ooi Kok Seng
Approval Number: 02432/05/2021 J
Chartered Accountant

Penang

Date: 15 April 2021

LIST OF MATERIAL PROPERTIES
As At 31 December 2020

Location	Description and Existing Use	Year of Last Revaluation/ Acquisition	Area (Square metres)	Tenure	Expiry Date of Lease	Age of Buildings (Years)	Net Book Value (RM'000)
Lot No. C1 Thilawa Special Economic Zone Zone A, Thanlyin Township Yangon Region The Republic of the Union of Myanmar	Land & Office and Factory Building/ Industrial	2016	99,567	Leasehold	4.6.2064	2	173,478
Lot No. C2 Thilawa Special Economic Zone Zone A, Thanlyin Township Yangon Region The Republic of the Union of Myanmar	Land & Office and Factory Building/ Industrial	2016	74,830	Leasehold	4.6.2064	2	88,690
PT 15637 (Lot C) Taman Perindustrian Puchong Section 3, Puchong, Selangor Malaysia	Land & Building/ Vacant	2019	40,468	Leasehold	2.9.2090	19	84,659
Lot PT31619 Arab-Malaysian Industrial Park Nilai, Negeri Sembilan Malaysia	Land & Office and Factory Building/ Industrial	2019	52,586	Freehold	–	23	84,331
Lot No. 28829 to 28832 Batu Caves, Selangor Malaysia	Land & Office and Factory Building/ Industrial	2019	16,923	Freehold	–	25	59,685
HS (D) 80122 PT No. 5141 Mukim Damansara Petaling, Selangor Malaysia	Land & Office and Factory Building/ Industrial	2019	31,142	Freehold	–	28	54,598
Lot 125, Dai Lo Huu Nghi Vietnam Singapore Industrial Park Thuan An District Binh Duong Province Vietnam	Land & Office and Factory Building/ Industrial	2019	15,000	Leasehold	12.7.2048	5	54,380

LIST OF MATERIAL PROPERTIES

As At 31 December 2020

Location	Description and Existing Use	Year of Last Revaluation/ Acquisition	Area (Square metres)	Tenure	Expiry Date of Lease	Age of Buildings (Years)	Net Book Value (RM'000)
Lot 4, Jalan Perusahaan 2 Batu Caves, Selangor Malaysia	Land & Office and Factory Building/ Industrial	2019	18,848	Leasehold	5.9.2074	28	52,253
Lot 19, Jalan SU 4 Section 22 Shah Alam, Selangor Malaysia	Land & Office and Factory Building/ Industrial	2019	19,776	Freehold	–	22	46,615
Lot I-65B2B Suryacipta City of Industry Karawang, West Java Indonesia	Land for Development	2014	80,124	Leasehold	30.1.2044	–	43,533

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ANALYSIS OF SHAREHOLDINGS
As At 31 March 2021

Total number of issued shares	:	192,153,000
Class of shares	:	Ordinary shares
Voting rights	:	1 vote per ordinary share

ANALYSIS BY SIZE OF SHAREHOLDINGS

Size of shareholdings	No. of shareholders	%	No. of shares held	%
Less than 100 shares	24	0.92	350	#
100 to 1,000 shares	517	19.73	390,970	0.20
1,001 to 10,000 shares	1,361	51.95	6,483,630	3.38
10,001 to 100,000 shares	603	23.01	19,889,900	10.35
100,001 to 9,607,649 shares*	113	4.31	79,553,469	41.40
9,607,650 shares and above**	2	0.08	85,834,681	44.67
Total	**2,620**	**100.00**	**192,153,000**	**100.00**

Notes:
 # Negligible.
** Less than 5% of issued shares.*
*** 5% and above of issued shares.*

SUBSTANTIAL SHAREHOLDERS
(According to the Register of Substantial Shareholders)

Name	Direct No. of shares held	Direct %	Indirect No. of shares held	Indirect %	Total No. of shares held	Total %
Eller Axis Sdn. Bhd. ("EASB")	45,592,981	23.73	–	–	45,592,981	23.73
Yeoh Jin Hoe	7,505,700	3.91	45,592,981 (a)	23.73 (a)	53,098,681	27.64
Genkho Candoz Sdn. Bhd. ("GCSB")	40,241,700	20.94	–	–	40,241,700	20.94
Teh Khoy Gen	–	–	40,241,700 (b)	20.94 (b)	40,241,700	20.94

Notes:
(a) Deemed interest by virtue that he has more than 20% voting shares in EASB.
(b) Deemed interest by virtue that he has more than 20% voting shares in GCSB.

ANALYSIS OF SHAREHOLDINGS

As At 31 March 2021

DIRECTORS' SHAREHOLDINGS

(According to the Register of Directors' Shareholdings)

Name	Direct No. of shares held	Direct %	Indirect No. of shares held	Indirect %	Total No. of shares held	Total %
Dato' Seri Subahan Bin Kamal	–	–	–	–	–	–
Marc Francis Yeoh Min Chang	343,100	0.18	–	–	343,100	0.18
Chee Khay Leong	2,054,100	1.07	–	–	2,054,100	1.07
Yeoh Jin Hoe	7,505,700	3.91	45,592,981 [(a)]	23.73 [(a)]	53,098,681	27.64
Razmi Bin Alias	–	–	911,119 [(b)]	0.47 [(b)]	911,119	0.47
Yeoh Jin Beng	300,000	0.16	–	–	300,000	0.16
Foo Kee Fatt	–	–	–	–	–	–

Notes:

(a) *Deemed interest by virtue that he has more than 20% voting shares in EASB.*

(b) *Deemed interest by virtue that he has more than 20% voting shares in Iska Tenaga Sdn Bhd.*

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ANALYSIS OF SHAREHOLDINGS
As At 31 March 2021

LIST OF 30 LARGEST SHAREHOLDERS
(According to the Record of Depositors)

No.	Name	No. of shares held	%
1.	Eller Axis Sdn. Bhd.	45,592,981	23.73
2.	Genkho Candoz Sdn. Bhd.	40,241,700	20.94
3.	Sanwoi (Malaysia) Sdn. Bhd.	7,876,000	4.10
4.	Agnes Goh Cheng Suan	5,000,000	2.60
5.	Scott Sebastian Yeoh Min Hsing	4,500,000	2.34
6.	Winchem (Malaysia) Sdn. Bhd.	4,409,300	2.30
7.	Amsec Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account - AmBank (M) Berhad for Yeoh Jin Hoe (SMART)*	4,390,000	2.29
8.	Yeoh Jin Hoe	2,815,700	1.47
9.	HLIB Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account for Taipanmatics Sdn. Bhd. (MG0170-199)*	2,759,300	1.44
10.	Tan Kim Seng	2,700,000	1.41
11.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account for TXM Services Sdn. Bhd.*	2,337,300	1.22
12.	See Seok Yong	2,200,000	1.14
13.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account for Patricia Woon Lai Ching @ Lee Yah Seng (7000096)*	2,042,000	1.06
14	Yeoh Jin Aik	2,000,000	1.04
15.	Low Kam Fatt	1,730,000	0.90
16.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account for Teh Win Kee (8016787)*	1,536,400	0.80
17.	HLIB Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account for Cheong Pooi Leong (MG0127-199)*	1,458,700	0.76
18.	Choy Cheng Choong	1,426,800	0.74
19.	See Teow Guan	1,407,100	0.73
20.	Chee Khay Leong	1,404,000	0.73
21.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account for Teh Win Kee (8106483)*	1,285,200	0.67
22.	HLIB Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account for Khor Boon Hong*	1,120,000	0.58
23.	Khoo Loon See	1,076,200	0.56
24.	Iska Tenaga Sdn. Bhd.	911,119	0.47
25.	Low Khek Heng @ Low Choon Huat	884,300	0.46
26.	Maybank Nominees (Tempatan) Sdn. Bhd. *- Pledged Securities Account for Looi Boon Han*	836,000	0.44
27.	Goh Swee Yong	816,200	0.42
28.	Goh Thong Beng	770,000	0.40
29.	Chee Khay Leong	650,000	0.34
30.	Zarik Bin Zainuddin	600,000	0.31
	Total	**146,776,300**	**76.39**

NOTICE OF SEVENTEENTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Seventeenth Annual General Meeting ("AGM") of Can-One Berhad ("Can-One" or "the Company") will be conducted fully virtual and live-streamed from the broadcast venue at the Conference Room, Lot 4, Jalan Perusahaan Dua, 68100 Batu Caves, Selangor Darul Ehsan, Malaysia ("Broadcast Venue") on Tuesday, 29 June 2021 at 10.00 a.m. for the following purposes:

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements of the Group and of the Company for the financial year ended 31 December 2020 and the Reports of the Directors and Auditors thereon. ***(Please refer to Note C of this Agenda)***

2. To declare a first and final single-tier dividend of 4 sen per share for the financial year ended 31 December 2020. ***Resolution 1***

3. To re-elect the following Directors of the Company who retire pursuant to Clause 82 of the Company's Constitution:

   (i) Yeoh Jin Hoe ***Resolution 2***
   (ii) Chee Khay Leong ***Resolution 3***
   (iii) Razmi Bin Alias ***Resolution 4***

4. To approve the payment of Directors' Fees amounting to RM1,047,000 to Directors of the Company and its subsidiaries (excluding Box-Pak (Malaysia) Bhd. and its subsidiaries) for the financial year ended 31 December 2020. ***Resolution 5***

5. To approve the payment of benefits of up to RM300,000 to the Non-Executive Directors of the Company and its subsidiaries (excluding Box-Pak (Malaysia) Bhd. and its subsidiaries) for the financial year ending 31 December 2021. ***Resolution 6***

6. To re-appoint KPMG PLT, Chartered Accountants, as Auditors of the Company to hold office until the conclusion of the next AGM of the Company and to authorise the Directors to fix the remuneration of the Auditors. ***Resolution 7***

AS SPECIAL BUSINESS

7. To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

   Continuation of office of Razmi Bin Alias as an Independent Non-Executive Director ***Resolution 8***

   "THAT Razmi Bin Alias continues to serve as an Independent Non-Executive Director of the Company until the conclusion of the next Annual General Meeting of the Company."

8. To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

   Proposed authority to Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016 ***Resolution 9***

   "THAT subject to the Companies Act 2016, the Constitution of the Company and the approvals of the relevant governmental and/or regulatory authorities, if applicable, the Board of Directors of the Company ("Board") be and is hereby empowered pursuant to Sections 75 and 76 of the Companies Act 2016, to allot and issue shares in the Company at any time at such issue price which is at a not more than a ten per centum (10%) discount to the 5-day volume weighted average market price of the shares of the Company immediately before the relevant price fixing date to such Qualified Placee(s) as the Board may in its absolute discretion deem fit or appropriate, provided that the

NOTICE OF SEVENTEENTH ANNUAL GENERAL MEETING

aggregate number of shares issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares in the Company for the time being (excluding treasury shares), and upon such other additional terms and conditions (if any) to be determined by the Board. For the purposes of this resolution, "Qualified Placee(s)" shall refer to persons who are not (in accordance with Paragraph 6.04(c) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad) (a) a director, major shareholder or chief executive of the Company or a holding company of the Company (if applicable), or person(s) connected with such director, major shareholder or chief executive; or (b) nominee corporations, unless the names of the ultimate beneficiaries are disclosed. Qualified Placees shall also be person(s) or party(ies) who/which qualify under Schedules 6 and 7 of the Capital Markets and Services Act 2007;

THAT such authority if/when passed shall constitute an authority for the issue of shares with prior shareholders' approval in a general meeting of the precise terms and conditions of the issue;

THAT such authority shall continue to be in force until:

(i) the conclusion of the next Annual General Meeting ("AGM") of the Company, at which time it shall lapse, unless by ordinary resolution passed at that Meeting, the authority is renewed, either unconditionally or subject to conditions; or

(ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or

(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first;

AND THAT the Board be and is empowered to apply for and obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad."

9. To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

Proposed renewal of authority for the Company to purchase its own shares ***Resolution 10***

"THAT subject to compliance with the Companies Act 2016, the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Company's Constitution and all other applicable laws, guidelines, rules and regulations, the Company be and is hereby authorised to purchase such number of ordinary shares in the Company as may be determined by the Board of Directors of the Company ("Board") from time to time through Bursa Securities upon such terms and conditions as the Board may deem fit and expedient in the interest of the Company, provided that:

(i) the aggregate number of shares to be purchased pursuant to this resolution shall not exceed ten per centum (10%) of the total number of issued shares in the Company as at the date of the share buy-back;

(ii) an aggregate amount of the funds not exceeding the retained profits of the Company as at the date of the share buy-back, be utilised by the Company for the purchase of its own shares; and

(iii) the shares of the Company to be purchased may be cancelled, retained as treasury shares, distributed as dividends or resold on Bursa Securities, or a combination of any of the above, at the absolute discretion of the Board;

NOTICE OF SEVENTEENTH ANNUAL GENERAL MEETING

AND THAT the authority conferred by this resolution will commence immediately upon the passing of this resolution and will continue to be in force until:

(i) the conclusion of the next Annual General Meeting ("AGM") of the Company, at which time it shall lapse, unless by ordinary resolution passed at that Meeting, the authority is renewed, either unconditionally or subject to conditions; or

(ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or

(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first but not so as to prejudice the completion of purchase(s) by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the MMLR of Bursa Securities or any other relevant authorities;

AND FURTHER THAT the Board be and is hereby authorised to do all such acts and things and to take all such steps as it deems fit, necessary, expedient and/or appropriate in order to complete and give full effect to the purchase by the Company of its own shares with full powers to assent to any condition, modification, variation and/or amendment as may be required or imposed by the relevant authorities."

10. To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

Proposed renewal of mandate for the Company and its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature ***Resolution 11***

"THAT, subject always to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given for the Company and its subsidiaries to enter into the recurrent related party transactions of a revenue or trading nature as set out in Section 2.4 of Part B of the Company's Circular to Shareholders dated 28 April 2021 provided that:

(i) such transactions are necessary for the day-to-day operations of the Company and/or its subsidiaries and are carried out in the ordinary course of business on normal commercial terms and on terms not more favourable to the parties with which such recurrent transactions are to be entered into than those generally available to the public and are not to the detriment of the minority shareholders of the Company; and

(ii) the mandate is subject to annual renewal and disclosure is made in the annual report of the aggregate value of transactions conducted pursuant to the mandate during the financial year;

AND THAT the mandate conferred by this resolution shall continue to be in force until:

(i) the conclusion of the next Annual General Meeting ("AGM") of the Company, at which time it will lapse, unless by ordinary resolution passed at that Meeting, the authority is renewed; or

(ii) the expiration of the period within which the next AGM of the Company after the date it is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("the Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever is earlier;

NOTICE OF SEVENTEENTH ANNUAL GENERAL MEETING

AND FURTHER THAT the Board of Directors of the Company be and is hereby authorised to complete and to do all such acts and things (including executing all such documents as may be required) as it may consider expedient or necessary to give effect to the transactions contemplated and/or authorised by this resolution."

11. To transact any other business of which due notice shall have been given in accordance with the Company's Constitution and/or the Companies Act 2016.

NOTICE OF DIVIDEND PAYMENT AND DIVIDEND ENTITLEMENT DATE

NOTICE IS HEREBY GIVEN THAT a first and final single-tier dividend of 4 sen per share in respect of the financial year ended 31 December 2020 ("Dividend"), if approved by shareholders at the Seventeenth Annual General Meeting of the Company, will be paid to shareholders on 30 July 2021. The entitlement date for the Dividends shall be 19 July 2021.

Shareholders will be entitled to the Dividend only in respect of:

(a) shares transferred into their Securities Account before 4.30 p.m. on 19 July 2021, for transfers; and

(b) shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By Order of the Board of Directors

TAN BEE KENG
SSM PC No. 201908002597
MAICSA 0856474

KWONG SHUK FONG
SSM PC No. 202008002178
MAICSA 7032330
Company Secretaries

Petaling Jaya
Selangor Darul Ehsan
Malaysia
28 April 2021

NOTICE OF SEVENTEENTH ANNUAL GENERAL MEETING

Notes:

(A) GENERAL MEETING RECORD OF DEPOSITORS

Only a depositor whose name appears on the General Meeting Record of Depositors as at 21 June 2021 shall be entitled to participate at the Seventeenth AGM of the Company or appoint proxy(ies) to participate and vote in his/her stead.

(B) MODE OF MEETING AND PROXY

(i) The venue of the Seventeenth AGM of the Company is strictly a Broadcast Venue as the conduct of the Seventeenth AGM of the Company will be fully virtual and live-streamed. The Broadcast Venue is also for the purpose of complying with Section 327(2) of the Companies Act 2016 which requires the Chairman of the meeting to be present at the main venue of the meeting.

Members will not be allowed to attend the Seventeenth AGM of the Company in person at the Broadcast Venue on the day of the Meeting.

Members are to attend, speak (including posing questions to the Board of Directors ("Board") via real time submission of typed texts) and vote (collectively, "participate") remotely at the Seventeenth AGM of the Company via the Remote Participation and Voting ("RPV") facilities provided by Tricor Investor & Issuing House Services Sdn. Bhd. ("Tricor" or "TIIH") through its TIIH Online website at https://tiih.online. Please follow the Procedures for RPV facilities in the Administrative Details for the Seventeenth AGM.

(ii) A member of the Company entitled to participate at the Seventeenth AGM of the Company is entitled to appoint not more than 2 proxies of his/her own choice to participate in his/her stead. A proxy may but need not be a member of the Company. Where a member appoints more than 1 proxy, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which, the appointment shall be invalid.

(iii) Where a member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint not more than 2 proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account to participate at the Seventeenth AGM of the Company. Where a member of the Company is an Exempt Authorised Nominee ("EAN") which holds ordinary shares in the Company for multiple beneficial owners in 1 securities account ("Omnibus Account"), such EAN may appoint multiple proxies in respect of each Omnibus Account it holds. In both cases, such appointment shall be invalid unless the Authorised Nominee or EAN specifies the proportion of its shareholdings to be represented by each proxy it has appointed.

(iv) The instrument appointing a proxy shall be in writing under the hand of the appointor or his/her attorney duly authorised in writing or if the appointor is a corporation, under its common seal or signed by its attorney duly authorised in writing or by 2 officers, 1 of whom shall be a director, on behalf of the corporation. Any alteration to the instrument appointing a proxy must be initialled.

(v) A member who has appointed a proxy or attorney or authorised representative to attend, speak and vote at this Seventeenth AGM via RPV facilities must request his/her proxy to register himself/herself for RPV facilities at TIIH Online website at https://tiih.online. Please follow the Procedures for RPV facilities in the Administrative Details for the Seventeenth AGM.

(vi) The appointment of a proxy may be made in hard copy form or by electronic form and must be deposited with/received by the Company's Share Registrar, Tricor, not less than 48 hours before the time appointed for holding the Seventeenth AGM of the Company or any adjournment thereof, and in the case of a poll, not less than 24 hours before the time appointed for the taking of the poll, otherwise the person so named shall not be entitled to vote in respect thereof.

(vii) In the case of an appointment made in hard copy form, the Proxy Form, together with the power of attorney (if any) under which it is signed or a notarially certified copy of that power or authority, must be deposited with Tricor at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia or alternatively, the Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

(viii) In the case of appointment by electronic form, the Proxy Form must be electronically lodged with the Company's Share Registrar, Tricor via TIIH Online at https://tiih.online. Please refer to the Administrative Details for the Seventeenth AGM on the procedures for electronic lodgement of Proxy Form via TIIH Online.

NOTICE OF SEVENTEENTH ANNUAL GENERAL MEETING

(C) AUDITED FINANCIAL STATEMENTS

This agenda item is meant for discussion only as under the provision of Section 340(1) of the Companies Act 2016, the audited financial statements do not require a formal approval of the members. Hence, this item will not be put forward for voting.

(D) POLL VOTING

Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), all the resolutions set out in this Notice will be put to the vote by way of poll. Independent Scrutineers will be appointed to verify the results of the poll.

(E) PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the forthcoming Seventeenth AGM of the Company 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 or service providers) for the purpose of the processing and administration by the Company (or its agents or service providers) of proxies and representatives appointed for the Seventeenth AGM of the Company (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Seventeenth AGM of the Company (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes");

(ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and

(iii) agrees that the member will indemnify the Company in respect of any penalty, claim, demand, loss and damage as a result of the member's breach of warranty.

(F) EXPLANATORY NOTES ON SPECIAL BUSINESS

Ordinary Resolution 8 - Continuation of office of Razmi Bin Alias as Independent Non-Executive Director

Practice 4.2 of the Malaysian Code on Corporate Governance provides that shareholders' approval can be sought in the event that the Company intends for an independent director who has served in that capacity for more than 9 years, to continue to act as Independent Director of the Company.

The Board is recommending to the shareholders for Independent Non-Executive Director Razmi Bin Alias, who will serve a cumulative term of 9 years by 16 July 2021, to continue to serve as Independent Non-Executive Director of the Company. The Board, after having assessed the independence of Razmi Bin Alias, recommends that he continues to serve as an Independent Non-Executive Director based on the following reasons:

(i) he fulfils the criteria stated under the definition of "Independent Director" as defined in the Main Market Listing Requirements of Bursa Securities and he is able to provide proper check and balance thus bringing an element of objectivity to the Board;

(ii) he actively participated in Board's and Board Committees' deliberations and decision making in an objective and independent manner; and

(iii) he has devoted sufficient time and attention to his professional obligations for informed and balanced decision making.

NOTICE OF SEVENTEENTH ANNUAL GENERAL MEETING

***(F) EXPLANATORY NOTES ON SPECIAL BUSINESS** (continued)*

Ordinary Resolution 9 - Proposed authority to Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016

Ordinary Resolution 9 proposed, if passed, will give a mandate to the Board, from the date of the forthcoming Seventeenth AGM of the Company, to allot and issue ordinary shares of the Company at any time at such issue price which is at a not more than a 10% discount to the 5-day volume weighted average market price of the shares of the Company immediately before the relevant price fixing date, to such Qualified Placee(s) as the Board may in its absolute discretion, consider to be in the interest of the Company and upon such other additional terms and conditions (if any) to be determined by the Board, without having to convene a general meeting provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares in the Company for the time being ("Mandate"). The Mandate from the shareholders will be effective immediately upon passing of the Ordinary Resolution and shall continue to be in force until:

(i) the conclusion of the next AGM of the Company; or
(ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or
(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first.

The Mandate will provide flexibility to the Company to raise more capital expeditiously and efficiently during this challenging time, to meet its funding requirements including but not limited to working capital, operational expenditures, future investment(s), and/or acquisition(s).

The Board, after having considered the current and prospective financial position, needs and capacity of the Group, is of the opinion that the Mandate is in the best interests of the Company and its shareholders.

As at the date of this notice, no new ordinary shares in the Company were issued pursuant to the mandate granted to the Directors at the last AGM of the Company held on 29 June 2020. Hence, no proceeds were raised.

Ordinary Resolution 10 - Proposed renewal of authority for the Company to purchase its own shares

Ordinary Resolution 10 proposed, if passed, will renew the authority for the Company to purchase through Bursa Securities such number of ordinary shares in the Company up to an aggregate amount not exceeding 10% of the total number of issued shares in the Company. The renewed authority from the shareholders will be effective immediately upon passing of the Ordinary Resolution and shall continue to be in force until:

(i) the conclusion of the next AGM of the Company; or
(ii) the expiration of the period within which the next AGM of the Company is required by law to be held; or
(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first.

For further information, please refer to the Share Buy-Back Statement dated 28 April 2021 which is made available together with the Company's Annual Report 2020 at http://www.canone.com.my/agm2021.

Ordinary Resolution 11 - Proposed renewal of mandate for the Company and its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature ("RRPTs")

Ordinary Resolution 11 proposed, if passed, will renew the mandate for the Company and its subsidiary companies to enter into the RRPTs with Box-Pak (Malaysia) Bhd. and/or its subsidiary companies as well as Alcom Group Berhad and/or its subsidiary companies, as set out in Section 2.4 of Part B of the Circular to Shareholders dated 28 April 2021.

The aforesaid mandate from shareholders is on an annual basis and subject to renewal at the next AGM of the Company.

For further information, please refer to the Circular to Shareholders dated 28 April 2021 which is made available together with the Company's Annual Report 2020 at http://www.canone.com.my/agm2021.

ADMINISTRATIVE DETAILS FOR THE SEVENTEENTH ANNUAL GENERAL MEETING

Date of AGM	:	Tuesday, 29 June 2021
Time of AGM	:	10.00 a.m.
Broadcast Venue	:	Conference Room Lot 4, Jalan Perusahaan Dua 68100 Batu Caves Selangor Darul Ehsan Malaysia

MODE OF MEETING

The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act, 2016 which requires the Chairman of the meeting to be present at the main venue of the meeting. Shareholders **WILL NOT BE ALLOWED** to attend the Seventeenth Annual General Meeting ("AGM") in person at the Broadcast Venue on the day of the meeting.

REMOTE PARTICIPATION AND VOTING ("RPV") FACILITIES

The RPV facilities are available on Tricor Investor & Issuing House Services Sdn Bhd's ("Tricor") **TIIH Online** website at https://tiih.online.

Shareholders are to attend, speak (in the form of real time submission of typed texts) and vote (collectively, "participate") remotely at the Seventeenth AGM using RPV facilities from Tricor.

Kindly refer to Procedures for RPV facilities as set out below for the requirements and procedures.

PROCEDURES FOR RPV FACILITIES

Please read and follow the procedures below to engage in remote participation through live streaming and online remote voting at the Seventeenth AGM using the RPV facilities:

	Procedure	Action
BEFORE THE AGM DAY		
(a)	Register as a user with TIIH Online	• Using your computer, access the website at https://tiih.online. Register as a user under the "e-Services", select the "Sign Up" button and followed by "**Create Account by Individual Holder**". Refer to the tutorial guide posted on the homepage for assistance. • Registration as a user will be approved within one (1) working day and you will be notified via e-mail. • If you are already a user with TIIH Online, you are not required to register again. You will receive an e-mail to notify you that the remote participation is available for registration at TIIH Online.

ADMINISTRATIVE DETAILS FOR THE SEVENTEENTH ANNUAL GENERAL MEETING

PROCEDURES FOR RPV FACILITIES *(continued)*

	Procedure	Action
BEFORE THE AGM DAY *(continued)*		
(b)	Submit your request to attend the AGM remotely	• Registration is open from **Wednesday, 28 April 2021** until the day of Seventeenth AGM on **Tuesday, 29 June 2021**. Shareholder(s) or proxy(ies) or corporate representative(s) or attorney(s) are required to pre-register their attendance for the Seventeenth AGM to ascertain their eligibility to participate the Seventeenth AGM using the RPV facilities. • Login with your user ID (i.e. e-mail address) and password and select the corporate event: "**(REGISTRATION) CANONE 17TH AGM**". • Read and agree to the Terms & Conditions and confirm the Declaration. • Select "Register for Remote Participation and Voting". • Review your registration and proceed to register. • System will send an e-mail to notify that your registration for remote participation is received and will be verified. • After verification of your registration against the General Meeting Record of Depositors as at 21 June 2021, the system will send you an e-mail after **27 June 2021** to approve or reject your registration for remote participation. *(Note: Please allow sufficient time for approval of new user of TIIH Online and registration for the RPV facilities).*
ON THE DAY OF THE AGM		
(c)	Login to TIIH Online	• Login with your user ID and password for remote participation at the Seventeenth AGM at any time from **9.30 a.m.** i.e. 30 minutes before the commencement of the AGM on **Tuesday, 29 June 2021 at 10.00 a.m.**.
(d)	Participate through Live Streaming	• Select the corporate event: "**(LIVE STREAM MEETING) CANONE 17TH AGM**" to engage in the proceedings of the Seventeenth AGM remotely. • If you have any question for the Chairman/Board, you may use the query box to transmit your question. The Chairman/Board will endeavor to respond to questions submitted by remote participants during the Seventeenth AGM. If there is time constraint, the responses will be e-mailed to you at the earliest possible, after the meeting.
(e)	Online Remote Voting	• Voting session commences **from 10.00 a.m. on Tuesday, 29 June 2021** until a time when the Chairman announces the end of the voting session of the Seventeenth AGM. • Select the corporate event: "**(REMOTE VOTING) CANONE 17TH AGM**" or if you are on the live stream meeting page, you can select "**GO TO REMOTE VOTING PAGE**" button below the Query Box. • Read and agree to the Terms & Conditions and confirm the Declaration. • Select the CDS account that represents your shareholdings. • Indicate your votes for the resolutions that are tabled for voting. • Confirm and submit your votes.
(f)	End of remote participation	• Upon the announcement by the Chairman on the closure of the Seventeenth AGM, the live streaming will end.

ADMINISTRATIVE DETAILS FOR THE SEVENTEENTH ANNUAL GENERAL MEETING

PROCEDURES FOR RPV FACILITIES *(continued)*

Notes to users of the RPV facilities:

1. Should your registration for RPV facilities be approved, we will make available to you the rights to join the live streamed meeting and to vote remotely. Your login to TIIH Online on the day of meeting will indicate your presence at the virtual meeting.
2. The quality of your connection to the live broadcast is dependent on the bandwidth and stability of the internet at your location and the device you use.
3. In the event you encounter any issues with logging-in, connection to the live streamed meeting or online voting, kindly call Tricor Help Line at +6011-40805616 / +6011-40803168 / +6011-40803169 / +6011-40803170 or e-mail to tiih.online@my.tricorglobal.com for assistance.

ENTITLEMENT TO PARTICIPATE AND APPOINTMENT OF PROXY

Only shareholders whose names appear on the Record of Depositors as at 21 June 2021 shall be eligible to participate at the Seventeenth AGM or appoint a proxy(ies) and/or the Chairman of the meeting to attend and vote on his/her behalf.

In view that the Seventeenth AGM will be conducted on a virtual basis, a shareholder can appoint the Chairman of the meeting as his/her proxy and indicate the voting instruction in the Proxy Form.

If you wish to participate in the Seventeenth AGM yourself, please do not submit any Proxy Form for the Seventeenth AGM. You will not be allowed to participate in the Seventeenth AGM together with a proxy appointed by you.

Accordingly, Proxy Forms and/or documents relating to the appointment of proxy/corporate representative/attorney for the Seventeenth AGM whether in hard copy or by electronic means shall be deposited or submitted in the following manner not later than **Sunday, 27 June 2021 at 10.00 a.m.**:

(i) In hard copy:

By hand or post to the office of our Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia or its Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia;

(ii) By electronic form:

All shareholders can have the option to submit their Proxy Forms electronically via TIIH Online and the steps to submit are summarised below:

Procedure	Action
i. Steps for Individual Shareholders	
Register as a User with TIIH Online	• Using your computer, access the website at https://tiih.online. Register as a user under the "e-Services". Please refer to the tutorial guide posted on the homepage for assistance. • If you are already a user with TIIH Online, you are not required to register again.

ADMINISTRATIVE DETAILS FOR THE SEVENTEENTH ANNUAL GENERAL MEETING

ENTITLEMENT TO PARTICIPATE AND APPOINTMENT OF PROXY *(continued)*

(ii) By electronic form *(continued)*:

Procedure	Action
i. Steps for Individual Shareholders *(continued)*	
Proceed with submission of Proxy Form	• After the release of the Notice of Meeting by the Company, login with your user name (i.e. email address) and password. • Select the corporate event: "**CANONE 17TH AGM - SUBMISSION OF PROXY FORM**". • Read and agree to the Terms and Conditions and confirm the Declaration. • Insert your CDS account number and indicate the number of shares for your proxy(ies) to vote on your behalf. • Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy. • Indicate your voting instructions – FOR or AGAINST, otherwise your proxy will decide on your votes. • Review and confirm your proxy(ies) appointment. • Print the Proxy Form for your record.
ii. Steps for corporation or institutional shareholders	
Register as a User with TIIH Online	• Access TIIH Online at https://tiih.online. • Under e-Services, the authorised or nominated representative of the corporation or institutional shareholder selects the "Sign Up" button and followed by "**Create Account by Representative of Corporate Holder**". • Complete the registration form and upload the required documents. • Registration will be verified, and you will be notified by email within one (1) to two (2) working day(s). • Proceed to activate your account with the temporary password given in the email and re-set your own password. *(Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact our Share Registrar if you need clarifications on the user registration.)*
Proceed with submission of Proxy Form	• Login to TIIH Online at https://tiih.online. • Select the corporate event: "**CANONE 17TH AGM - SUBMISSION OF PROXY FORM**". • Agree to the Terms & Conditions and Declaration. • Proceed to download the file format for "Submission of Proxy Form" in accordance with the Guidance Note set therein. • Prepare the file for the appointment of proxies by inserting the required data. • Login to TIIH Online, select corporate event: "**CANONE 17TH AGM - SUBMISSION OF PROXY FORM**". • Proceed to upload the duly completed proxy appointment file. • Select "Submit" to complete your submission. • Print the confirmation report of your submission for your record.

ADMINISTRATIVE DETAILS FOR THE SEVENTEENTH ANNUAL GENERAL MEETING

PRE-MEETING SUBMISSION OF QUESTION TO THE BOARD OF DIRECTORS

Shareholders may submit questions for the Board in advance of the Seventeenth AGM via Tricor's TIIH Online website at https://tiih.online by selecting "e-Services" to login, pose questions and submit electronically no later than **Sunday, 27 June 2021 at 10.00 a.m.**. The Board will endeavor to answer the questions received at the AGM.

NO DOOR GIFT/FOOD VOUCHER

There will be no distribution of door gifts or food vouchers for the Seventeenth AGM since the meeting is being conducted on a fully virtual basis.

Can-One Berhad would like to thank all its shareholders for their kind co-operation and understanding in these challenging times.

ENQUIRY

If you have any enquiries on the above, please contact our Share Registrar, Tricor at +603-2783 9299 during office hours on Mondays to Fridays from 8.30 a.m. to 5.30 p.m. (except on public holidays).

CAN-ONE BERHAD
[Registration No. 200401000396 (638899-K)]
(Incorporated in Malaysia)

PROXY FORM

*I/We .... (NRIC/Company No. ....)
(Full Name in Block Letters)

of ....
(Address)

and telephone no./email address .... being a member/members of Can-One Berhad (the "**Company**"), hereby appoint:

Full Name (in block letters)	NRIC/Passport No.	No. of Shares	% of Shareholdings

and

Full Name (in block letters)	NRIC/Passport No.	No. of Shares	% of Shareholdings

or failing him/her, THE CHAIRMAN OF THE MEETING as *my/our proxy to vote for *me/us on *my/our behalf at the Seventeenth Annual General Meeting ("AGM") of the Company to be conducted fully virtual and live-streamed from the broadcast venue at the Conference Room, Lot 4, Jalan Perusahaan Due, 68100 Batu Caves, Selangor Darul Ehsan, Malaysia ("Broadcast Venue") on Tuesday, 29 June 2021 at 10.00 a.m. or at any adjournment thereof. *I/We indicate with an "X" in the spaces below how *I/we wish *my/our vote to be cast.

Resolution	Ordinary Business	For	Against
1	To declare a first and final single-tier dividend of 4 sen per share in respect of the financial year ended 31 December 2020.		
2	To re-elect Yeoh Jin Hoe as Director.		
3	To re-elect Chee Khay Leong as Director.		
4	To re-elect Razmi Bin Alias as Director.		
5	To approve the payment of Directors' fees amounting to RM1,047,000 to Directors of the Company and its subsidiaries (excluding Box-Pak (Malaysia) Bhd. and its subsidiaries) for the financial year ended 31 December 2020.		
6	To approve the payment of benefits of up to RM300,000 to the Non-Executive Directors of the Company and its subsidiaries (excluding Box-Pak (Malaysia) Bhd. and its subsidiaries) for the financial year ending 31 December 2021.		
7	To re-appoint KPMG PLT, Chartered Accountants, as Auditors of the Company to hold office until the conclusion of the next AGM of the Company and to authorise the Directors to fix the remuneration of the Auditors.		
	Special Business		
8	Continuation of office of Razmi Bin Alias as Independent Non-Executive Director.		
9	Proposed authority to Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
10	Proposed renewal of authority for the Company to purchase its own shares.		
11	Proposed renewal of mandate for the Company and its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature.		

Subject to the abovestated voting instructions, *my/our proxy may vote or abstain from voting on the resolutions as *he/she/they may think fit.

If appointment of proxy is under hand: ______________________ Signed by *individual member/*officer or attorney of *member/*authorised nominee of .... (beneficial owner)	No. of shares held: .... Securities Account No.: .... *(CDS Account No.) (Compulsory)* Date: ....
If appointment of proxy is under seal: The Common Seal of .... was hereto affixed in accordance with its Constitution in the presence of: ______________ ______________ Director Director/Secretary In its capacity as *member/*attorney of member/*authorised nominee of .... (beneficial owner)	No. of shares held: .... Securities Account No.: .... *(CDS Account No.) (Compulsory)* Date: ....

Signed this .... day of ...., 2021.

**Strike out whichever is not desired.*
[Unless otherwise instructed, the proxy may vote as he/she thinks fit.]

Notes:

(i) Only a depositor whose name appears on the General Meeting Record of Depositors as at 21 June 2021 shall be entitled to participate at the Seventeenth AGM of the Company or appoint proxy(ies) to participate and vote in his/her stead.

(ii) The venue of the Seventeenth AGM of the Company is strictly a Broadcast Venue as the conduct of the Seventeenth AGM of the Company will be fully virtual and live-streamed. The Broadcast Venue is also for the purpose of complying with Section 327(2) of the Companies Act 2016 which requires the Chairman of the meeting to be present at the main venue of the meeting.

(iii) Members will not be allowed to attend the Seventeenth AGM of the Company in person at the Broadcast Venue on the day of the Meeting.

(iv) Members are to attend, speak (including posing questions to the Board via real time submission of typed texts) and vote (collectively,"participate") remotely at the Seventeenth AGM of the Company via the Remote Participation and Voting ("RPV") facilities provided by Tricor Investor & Issuing House Services Sdn Bhd ("Tricor" or "TIIH") through its TIIH Online website at https://tiih.online. Please follow the Procedures for RPV facilities in the Administrative Details for the Seventeenth AGM.

(v) A member of the Company entitled to participate at the Seventeenth AGM of the Company is entitled to appoint not more than 2 proxies of his/her own choice to participate in his/her stead. A proxy may but need not be a member of the Company. Where a member appoints more than 1 proxy, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which, the appointment shall be invalid.

***Notes** (continued):*

(vi) Where a member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint not more than 2 proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account to participate at the Seventeenth AGM of the Company. Where a member of the Company is an Exempt Authorised Nominee ("EAN") which holds ordinary shares in the Company for multiple beneficial owners in 1 securities account ("Omnibus Account"), such EAN may appoint multiple proxies in respect of each Omnibus Account it holds. In both cases, such appointment shall be invalid unless the Authorised Nominee or EAN specifies the proportion of its shareholdings to be represented by each proxy it has appointed.

(vii) The instrument appointing a proxy shall be in writing under the hand of the appointor or his/her attorney duly authorised in writing or if the appointor is a corporation, under its common seal or signed by its attorney duly authorised in writing or by 2 officers, 1 of whom shall be a director, on behalf of the corporation. Any alteration to the instrument appointing a proxy must be initialled.

(viii) A member who has appointed a proxy or attorney or authorised representative to attend, speak and vote at this Seventeenth AGM via RPV facilities must request his/her proxy to register himself/herself for RPV facilities at TIIH Online website at https://tiih.online. Please follow the Procedures for RPV facilities in the Administrative Details for the Seventeenth AGM.

(ix) The appointment of a proxy may be made in hard copy form or by electronic form and must be deposited with/received by the Company's Share Registrar, Tricor, not less than 48 hours before the time appointed for holding the Seventeenth AGM of the Company or any adjournment thereof, and in the case of a poll, not less than 24 hours before the time appointed for the taking of the poll, otherwise the person so named shall not be entitled to vote in respect thereof.

(x) In the case of an appointment made in hard copy form, the Proxy Form, together with the power of attorney (if any) under which it is signed or a notarially certified copy of that power or authority, must be deposited with Tricor at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia or alternatively, the Customer Service Centre at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia.

(xi) In the case of appointment by electronic form, the Proxy Form must be electronically lodged with the Company's Share Registrar, Tricor via TIIH Online at https://tiih.online. Please refer to the Administrative Details for the Seventeenth AGM on the procedures for electronic lodgement of Proxy Form via TIIH Online.

(xii) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in this Notice will be put to the vote by way of poll. Independent Scrutineers will be appointed to verify the results of the poll.

(xiii) By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the forthcoming Seventeenth AGM of the Company and/or any adjournment thereof, the member of the Company accepts and agrees to the Personal Data Privacy terms as set out in the Notice of Seventeenth AGM of the Company dated 28 April 2021.

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AFFIX
STAMP

The Share Registrar
TRICOR INVESTOR & ISSUING HOUSE SERVICES SDN. BHD.
[Registration No. 197101000970 (11324-H)]
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan, Malaysia

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CAN-ONE BERHAD
[Registration No. 200401000396 (638899-K)]

2B-4, Level 4
Jalan SS 6/6, Kelana Jaya
47301 Petaling Jaya
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Malaysia

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