

TONG

TONG HERR RESOURCES BERHAD
[Company No. 199701016642 (432139-W)]



ANNUAL REPORT 2021

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CORPORATE INFORMATION

BOARD OF DIRECTORS

Tsai Ming Ti
Executive Chairman

Tsai Pei Chen
Non-Independent
Non-Executive Director

Fazrin Azwar Bin
Dato' Hj. Md. Nor
Independent
Non-Executive Director

Tsai Yi Ting
Managing Director

Tsai, Hung-Chuan
Non-Independent
Non-Executive Director

Megat Abdul Munir
Independent
Non-Executive Director

Tan Ban Leong
Executive Director

Tsai, Chia-Yen
Non-Independent
Non-Executive Director

Teh Eng Hin
Independent
Non-Executive Director

SECRETARIES

Angelina Cheah Gaik Suan
[SSM PC No. 202008002177
(MAICSA 7035272)]

Lee Mei-Mei
[SSM PC No. 202008002962
(MAICSA 7062284)]

AUDIT COMMITTEE

Megat Abdul Munir (Chairman)
Fazrin Azwar Bin Dato' Hj. Md. Nor
Teh Eng Hin

NOMINATING COMMITTEE

Fazrin Azwar Bin Dato' Hj. Md. Nor
(Chairman)
Tsai, Hung-Chuan
Teh Eng Hin

AUDITORS

Crowe Malaysia PLT
[201906000005
(LLP0018817-LCA) & AF 1018]

BANKERS

Ambank Berhad
CIMB Bank Berhad
Citibank Berhad
Hong Leong Bank Berhad
Malayan Banking Berhad
OCBC Bank (Malaysia) Berhad
RHB Bank Berhad
United Overseas Bank (Malaysia) Berhad

REGISTERED OFFICE

Suite S-21-H, 21st Floor
Menara Northam
55 Jalan Sultan Ahmad Shah
10050 George Town Penang
Tel: 04-210 7118/2/3
Fax: 04-210 7111

REGISTRAR

Tricor Investor & Issuing House
Services Sdn Bhd
Unit 32-01, Level 32, Tower A,
Vertical Business Suite, Avenue 3,
Bangsar South,
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan
Malaysia
Tel: 03-2783 9299
Fax: 03-2783 9222

MAILING ADDRESS

No. 2515 Tingkat Perusahaan 4A
Perai Free Trade Zone
13600 Perai
Penang
Tel: 04-390 3970
Fax: 04-390 0840/1
Email: tongheer@tong.com.my

CORPORATE WEBSITE

www.tong.com.my

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad

STOCK CODE/ STOCK NAME

5010/ TONGHER

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Fifth Annual General Meeting of the Company will be held at No. 2515 Tingkat Perusahaan 4A, Perai Free Trade Zone, 13600 Perai, Penang on Friday, 27 May 2022, at 3.00 p.m. for the following purposes:

AGENDA

1. To receive the Audited Financial Statements for the year ended 31 December 2021 together with the reports of the Directors and Auditors thereon. **(Please refer to Note A)**
2. To approve the payment of a Final Single-Tier Dividend of RM0.15 per share for the year ended 31 December 2021. **Resolution 1**
3. To re-elect the following Directors retiring under the provision of Article 95(1) of the Constitution of the Company, and who, being eligible had offered themselves for re-election:
 - i) Mr. Tan Ban Leong **Resolution 2**
 - ii) Mr. Teh Eng Hin **Resolution 3**
 - iii) Encik Megat Abdul Munir **Resolution 4**
4. To appoint Messrs. Crowe Malaysia PLT as Auditors of the Company for the financial year ending 31 December 2022 and to authorize the Board of Directors to determine their remuneration. **Resolution 5**

SPECIAL BUSINESS

5. To consider and, if thought fit, to pass with or without modifications, the following resolutions:

ORDINARY RESOLUTIONS

- 5.1 *Proposed Payment of Directors' Fees and Benefits from this AGM up to the date of the next AGM*

"To approve the Directors' Fees and Benefits of RM150,000 only from this AGM up to the date of the next AGM and payment of such fees and benefits to the Directors of the Company."

Resolution 6

- 5.2 *Proposed Authority to Issue Shares*

"THAT pursuant to Section 76 of the Companies Act 2016 ("the Act") and approvals from the Bursa Malaysia Securities Berhad ("Bursa Securities") and other relevant governmental/regulatory authorities where such authority shall be necessary, the Board of Directors be and is hereby authorized to issue and allot shares in the Company from time to time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Board of Directors may, in its absolute discretion, deem fit provided that the aggregate number of shares to be issued shall not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being, and that the Board of Directors be and is also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on the Bursa Securities."

Resolution 7

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING (Cont'd)

ORDINARY RESOLUTIONS (Cont'd)

5.3 Proposed Renewal of Authority to Purchase its own Shares

"THAT subject to the Act, provisions of the Constitution of the Company and the requirements of the Bursa Securities and other relevant governmental and regulatory authorities where such authority shall be necessary, the Board of Directors be authorized to purchase its own shares through Bursa Securities, subject to the following:

Resolution 8

- (a) The maximum number of shares which may be purchased by the Company shall not exceed ten per centum (10%) of the total number of issued shares of the Company at any point in time;
- (b) The maximum fund to be allocated by the Company for the purpose of purchasing the Company's shares shall not exceed the retained profits of the Company. As at the latest financial year ended 31 December 2021, the audited retained profits of the Company stood at RM19,919,000;
- (c) The authority conferred by this resolution will be effective immediately upon the passing of this resolution; and shall continue to be in force until 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 the expiration of the period within which the next AGM is required by law to be held or unless revoked or varied by ordinary resolution passed by the shareholders in a general meeting, whichever occurs first;
- (d) Upon completion of the purchase(s) of the shares by the Company, the shares shall be dealt with in the following manner:
 - (i) to cancel the shares so purchased; or
 - (ii) to retain the shares so purchased in treasury for distribution as dividend to the shareholders and/or resell on the market of the Bursa Securities or subsequently cancelled; or
 - (iii) to retain part of the shares so purchased as treasury shares and cancel the remainder; or
 - (iv) in such other manner as the Bursa Securities and such other relevant authorities may allow from time to time.

The Directors of the Company be and are hereby authorized to take all such steps as are necessary and entering into all other agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments, if any, as may be imposed by the relevant authorities from time to time to implement or to effect the purchase of the Company's shares in accordance with the Act, the requirements of the Bursa Securities and any other regulatory authorities, and other relevant approvals."

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING (Cont'd)

ORDINARY RESOLUTIONS (Cont'd)

5.4 *Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature*

"THAT subject to the Act, provisions of the Constitution of the Company and the requirements of the Bursa Securities and other relevant governmental and regulatory authorities where such authority shall be necessary, approval be and is hereby given to the Company and/or its subsidiaries ("the Group") to enter into and to give effect to the recurrent related party transactions as specified in Section 2.4 of the Circular to the shareholders dated 28 April 2022 provided that such transactions which are necessary for the Group's day to day operations are undertaken in the ordinary course of business, at arm's length basis, on normal commercial terms which are not more favorable to the Mandated Related Parties than those generally available to the public and are not detrimental to the minority shareholders of the Company ("Proposed Renewal of Shareholders' Mandate").

Resolution 9

AND THAT the Proposed Renewal of Shareholders' Mandate shall continue to be in force until:

- (a) the conclusion of the next AGM of the Company, at which time it will lapse, unless by a resolution passed at the said AGM, the authority is renewed; or
- (b) the expiration of the period within which the next AGM after that date is required to be held pursuant to Section 340(2) of the Act (but must not extend to such extension as may be allowed pursuant to Section 340(4) of Act); or
- (c) revoked or varied by resolution passed by the shareholders in a general meeting, whichever is earlier.

AND FURTHER THAT the Directors of the Company be authorized to complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Proposed Renewal of Shareholders' Mandate."

5.5 *Continuing in Office as Independent Non-Executive Directors*

(a) "THAT subject to the passing of Resolution 4 above, approval and authority be and is hereby given to Encik Megat Abdul Munir, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than twelve years, to continue to act as an Independent Non-Executive Director of the Company."

Resolution 10

(b) "THAT approval and authority be and is hereby given to Encik Fazrin Azwar Bin Dato' Hj. Md. Nor, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than twelve years, to continue to act as an Independent Non-Executive Director of the Company."

Resolution 11

(c) "THAT subject to the passing of Resolution 3 above, approval and authority be and is hereby given to Mr. Teh Eng Hin, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than twelve years, to continue to act as an Independent Non-Executive Director of the Company."

Resolution 12

6. To transact any other business for which due notice shall have been given in accordance with the Act.

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING (Cont'd)

By Order of the Board,

ANGELINA CHEAH GAIK SUAN (MAICSA 7035272) / SSM PC No. : 202008002177

LEE MEI-MEI (MAICSA 7062284) / SSM PC No. : 202008002962

Secretaries

Penang

Date: 28 April 2022

NOTES:

- A. This Agenda item is meant for discussion only as the provision of Section 244(2) of the Act do not require a formal approval of the shareholders and hence, is not put forward for voting.
- B. The profile of the Directors who are standing for re-election (as per Resolutions 2 to 4 stated above) at this AGM are set out in the "Profile of Directors" section from pages 17 to 19 of the Company's Annual Report 2021. The details of any interest in securities held by the said Directors are set out in the "Analysis of Directors' Shareholders" section on pages 106 to 108 of the Company's Annual Report 2021.

PROXY

1. In respect of deposited securities, only depositors whose names appear in the Record of Depositors as at 19 May 2022 shall be entitled to attend the Meeting and to speak or vote thereat.
2. A member of the Company who is entitled to attend and vote at a meeting of the Company, may appoint not more than two (2) proxies to attend and vote instead of the member at the meeting. Where a member or the authorised nominee appoints two (2) proxies, or where an exempt authorised nominee appoints two (2) proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies. A proxy need not be a member. There shall be no restriction as to the qualification of the proxy.
3. Where a member of the Company who is an authorized nominee as defined in the Securities Industry (Central Depositories) Act, 1991, it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorized in writing or, if the appointer is a corporation, either under its Common Seal or under the hand of its officer or attorney duly authorized.
6. The instrument appointing a proxy and the power of attorney or other authority (if any), under which it is signed or a duly notarized certified copy of that power or authority, shall be deposited at the registered office of the Company at Suite S-21-H, 21st Floor, Menara Northam, 55, Jalan Sultan Ahmad Shah, 10050 George Town, Penang or alternatively, to submit the proxy form electronically via TIIH Online website at <https://tiih.online> not less than forty-eight (48) hours before the time fixed for holding the meeting. Please refer to the Administrative Guide for the 25th AGM on the procedure for electronic lodgement of proxy form.

EXPLANATORY NOTES ON SPECIAL BUSINESS:

1. **Ordinary Resolution 6**
The proposed resolution is in accordance with Article 103(c) of the Constitution of the Company and Section 230(1) of the Act and if passed, will authorize the payment of Directors' Fees and benefits to the Directors of the Company for their services as Directors from this AGM up to the date of next AGM.

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING (Cont'd)

EXPLANATORY NOTES ON SPECIAL BUSINESS: (Cont'd)

2. Ordinary Resolution 7

The proposed resolution, if passed, will renew the authority to empower the Directors of the Company to issue and allot shares up to an amount not exceeding in total ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company from time to time and for such purposes as the Directors consider would be in the interest of the Company. The renewed mandate will provide flexibility to the Company for any possible fund-raising activities, including but not limited to further placing of shares, for purpose of funding future investment, working capital and/or acquisitions. In order to avoid any delay and costs involved in convening a general meeting, it is thus appropriate to seek shareholders' approval. This authority will, unless revoked or varied by the Company in general meeting, expire at the next Annual General Meeting of the Company.

As at the date of this notice, no new shares in the Company have been issued pursuant to the mandate granted to the Directors at the Twenty-Fourth Annual General Meeting held on 24 May 2021 which will lapse at the conclusion of the Twenty-Fifth Annual General Meeting.

3. Ordinary Resolution 8

The proposed resolution, if passed, will empower the Directors of the Company to purchase the Company's own shares up to ten per cent (10%) of the total number of issued shares of the Company by utilizing the funds allocated which shall not exceed the total retained profits of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the next Annual General Meeting of the Company. Further information on the proposed Resolution is set out in the Share Buy-Back Statement in pages 11 to 15 of this Annual Report 2021.

4. Ordinary Resolution 9

The proposed resolution, if passed, will authorize the Company and/or its subsidiaries to enter into recurrent related party transactions of revenue or trading nature. The recurrent related party transactions are in the ordinary course of business and which are not more favorable to the Mandated Related Parties than those generally available to the public. This authority, unless revoked or varied at a general meeting, will expire at the next Annual General Meeting of the Company. Please refer to the Circular to shareholders dated 28 April 2022.

5. Ordinary Resolution 10

The Board and its Nominating Committee had conducted an annual performance evaluation and assessment on the independence of Encik Megat Abdul Munir, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than twelve years and had recommended him to continue to act as an Independent Non-Executive Director of the Company based on the following justifications:

- (i) in particular of his professional experience and contribution to the Board;
- (ii) consistently challenging the management in an effective and constructive manner; and
- (iii) actively participated in the Board's discussion and provided an independent voice on the Board.

6. Ordinary Resolution 11

The Board and its Nominating Committee had conducted an annual performance evaluation and assessment on the independence of Encik Fazrin Azwar Bin Dato' Hj. Md. Nor, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than twelve years and had recommended him to continue to act as an Independent Non-Executive Director of the Company based on the following justifications:

- (i) detailed knowledge of the corporate environment and have commitment, experience and competence to effectively advise the Management;
- (ii) consistently challenging the management in an effective and constructive manner; and
- (iii) actively participated in the Board's discussion and provided an independent voice on the Board.

7. Ordinary Resolution 12

The Board and its Nominating Committee had conducted an annual performance evaluation and assessment on the independence of Mr. Teh Eng Hin, who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than twelve years and had recommended him to continue to act as an Independent Non-Executive Director of the Company based on the following justifications:

- (i) in particular of his professional experience in accounting and taxation areas and contribution to the Board;
- (ii) consistently challenging the management in an effective and constructive manner; and
- (iii) actively participated in the Board's discussion and provided an independent voice on the Board.

NOTICE OF THE TWENTY-FIFTH ANNUAL GENERAL MEETING (Cont'd)

PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at this meeting, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for this meeting and the preparation and compilation of the attendance lists, minutes and other documents relating to this meeting, and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

DETAILS OF INDIVIDUALS WHO ARE STANDING FOR ELECTION AS DIRECTORS (EXCLUDING DIRECTORS STANDING FOR A RE-ELECTION)

Pursuant to Paragraph 8.27(2) of the Bursa Securities Listing Requirements for Main Market, no individual is seeking election as a Director at the Twenty-Fifth Annual General Meeting of the Company.

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS HEREBY GIVEN that a Final Single-Tier Dividend of RM0.15 per share for the year ended 31 December 2021, if approved, will be paid on 14 June 2022 to depositors registered in the Records of Depositors on 1 June 2022.

A Depositor shall qualify for entitlement to the Dividend in respect of:

- a) shares transferred into the Depositor's Securities Account before 4.30 p.m. on 1 June 2022 in respect of transfers;
- b) shares bought on the Bursa Securities on a cum entitlement basis according to the Rules of the Bursa Securities.

By Order of the Board,

ANGELINA CHEAH GAIK SUAN (MAICSA 7035272) / SSM PC No. : 202008002177

LEE MEI-MEI (MAICSA 7062284) / SSM PC No. : 202008002962

Secretaries

Penang

Date: 28 April 2022

SHARE BUY-BACK STATEMENT

1. Disclaimer Statement

This Share Buy-Back Statement ("Statement") is important and if you are in any doubt as to the action you should take, you should consult your stockbroker, bank manager, solicitor, accountant or other professional advisor immediately.

Bursa Malaysia Securities Berhad ("Bursa Securities") has not perused this Statement prior to its issuance, and hence, takes no responsibility for the contents of this Statement, makes no representation as to its accuracy or completeness and expressly disclaims any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this Statement.

2. Rationale for the Proposed Purchase by Tong Herr Resources Berhad ("THR" or the "Company") of its own ordinary shares ("Shares") up to a maximum of ten per centum (10%) of the existing total number of Shares capital of the Company ("Proposed Share Buy-Back")

The potential advantages of the Proposed Share Buy-Back to the Company and its shareholders are as follows:

- (a) allows the Company to take preventive measures against speculation particularly when its Shares are undervalued which would in turn stabilise the market price of the Shares and hence enhance investors' confidence;
- (b) if the Shares bought back by the Company are cancelled, shareholders of the Company are likely to enjoy an increase in the value of their investment in the Company as the net Earnings Per Share ("EPS") of the Company will increase; and
- (c) reduces the liquidity level and stabilise the supply, demand and price of its Shares in the open market, thereby supporting the fundamental value of the Shares.

3. Retained Profits

Based on the unaudited financial statements for the financial year ended 31 December 2021, the retained profits of the Company stood at RM19,919,000 (audited as at 31 December 2021: RM19,919,000)

4. Source of Funds

The Proposed Share Buy-Back will be financed from both internally generated funds of the Group and/or external borrowings. The portion of which to be utilised will depend on the actual number of Shares bought, the price of Shares and the availability of funds at the time of the purchase(s). If borrowings are used for the Proposed Share Buy-Back, the Company will experience a decline in its net cash flow to the extent of the interest costs associated with such borrowings but the Board does not foresee any difficulty in repaying the borrowings, if any, is used for the Proposed Share Buy-Back. Based on the audited consolidated financial statements as at 31 December 2021, the Group has cash and cash equivalent balance of approximately RM133,420,000.

5. Direct and Indirect Interests of Directors and Major Shareholders and/or Persons Connected to Them

Save for the inadvertent increase in the percentage shareholdings and/or voting rights of the shareholders in the Company as a consequence of the Proposed Share Buy-Back, none of the Directors and major shareholders of THR nor persons connected to them has any interest, direct or indirect, in the Proposed Share Buy-Back and, if any, the resale of the treasury shares.

SHARE BUY-BACK STATEMENT

(Cont'd)

5. Direct and Indirect Interests of Directors and Major Shareholders and/or Persons Connected to Them (Cont'd)

The Direct and Indirect Interests of Directors and Substantial Shareholders of THR as at 28 March 2022 are as follows:

Name	Before proposed buy-back#				After proposed buy-back*			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
<u>Directors and major shareholders</u>								
Tsai Ming Ti	2,020,402	1.316	50,178,357	32.686	2,020,402	1.426	50,178,357	35.415
Tsai, Hung-Chuan	-	-	61,191,043	39.859	-	-	61,191,043	43.187
Tsai Yi Ting	198,000	0.129	49,044,307	31.947	198,000	0.140	49,044,307	34.615
Tsai Pei Chen	731,100	0.476	49,044,307	31.947	731,100	0.516	49,044,307	34.615
Tsai, Chia-Yen	-	-	61,191,043	39.859	-	-	61,191,043	43.187
<u>Directors</u>								
Tan Ban Leong	45,000	0.029	-	-	45,000	0.032	-	-
Megat Abdul Munir	37,900	0.023	-	-	37,900	0.027	-	-
Fazrin Azwar Bin Dato Hj. Md. Nor	5,040	0.003	-	-	5,040	0.004	-	-
Teh Eng Hin	4,500	0.002	-	-	4,500	0.003	-	-
<u>Person connected to major shareholders</u>								
Tsai Liao Chin Yeh	1,134,050	0.739	51,064,709	33.263	1,134,050	0.800	51,064,709	36.041
Tsai, Ching-Tung	-	-	61,191,043	39.859	-	-	61,191,043	43.187
Tsai Chen, Su-Kan	-	-	61,191,043	39.859	-	-	61,191,043	43.187
Tsai, Jane-Rong	-	-	61,191,043	39.859	-	-	61,191,043	43.187
Tsai Chia Chen	51,300	0.033	49,044,307	31.947	51,300	0.036	49,044,307	34.615
<u>Major shareholders</u>								
Allrich Corp	61,191,043	39.859	-	-	61,191,043	43.187	-	-
Richard Holdings Limited	49,044,307	31.947	-	-	49,044,307	34.615	-	-

* Based on the issued shares of 157,430,000 ordinary shares excluding 3,912,300 treasury shares.

* Assuming that the maximum number of Shares up to ten per centum (10%) of the total authorised under the Proposed Share Buy-Back are purchased and cancelled.

SHARE BUY-BACK STATEMENT (Cont'd)

6. Potential Advantages and Disadvantages of the Proposed Share Buy-Back

The potential advantages of the Proposed Share Buy-Back to the Company and its shareholders are disclosed in Section 2 of this Statement.

The potential disadvantages of the Proposed Share Buy-Back to the Company and its shareholders are as follows:

- (a) The Proposed Share Buy-Back will reduce the financial resources of the Group and may result the Group foregoing better investment opportunities that may emerge in future; and
- (b) As the Proposed Share Buy-Back can only be made out of retained profits of the Company, it may result in reduction of financial resources available for distribution to shareholders in the immediate future.

In any event, the Board will be mindful of the interest of THR and its shareholders in undertaking the Proposed Share Buy-Back and in the subsequent cancellation of the Shares purchased, if any.

7. Financial Effects of the Proposed Share Buy-Back

The financial effects of the Proposed Share Buy-Back on the Company and the Group are set out below:

(a) Share Capital

The effect of the Proposed Share Buy-Back on the issued shares of the Company assuming that the maximum number of Shares up to ten per centum (10%) of the total number of issued shares authorised under the Proposed Share Buy-Back are purchased and cancelled, is as set out below:

	No. of Shares	RM
Existing share capital of THR as at 28 March 2022	157,430,000	185,930,000
Assuming Shares purchased are cancelled	<u>(15,743,000)</u>	<u>(15,743,000)</u>
	<u>141,687,000</u>	<u>170,187,000</u>

On the other hand, if the Shares purchased are retained as treasury shares, the Proposed Share Buy-Back will not affect the issued shares of THR but the rights attached to them in relation to the voting, dividends and participation in any other distributions or otherwise are suspended and the treasury shares shall not be taken into account in calculating the number or percentage of shares or of a class of shares in the Company for any purposes including calculation of substantial shareholdings, take-overs, notices, the requisitioning of meetings, calculation of quorum for meetings and the result of vote on a resolution at a meeting.

(b) Earnings

The effect of the Proposed Share Buy-Back on the EPS of the Group will depend on the purchase prices of the Shares and the effective funding cost to the Group to finance the purchase of Shares or any loss in interest income to the Group. Assuming the Shares purchased are retained as treasury shares and resold, the effects on the earnings of the THR Group will depend on the actual selling price, the number of treasury shares resold and the effective gain or interest savings arising from the exercise.

If the Shares so purchased are cancelled, the Proposed Share Buy-Back will increase the EPS of the Group. However, the increase in EPS will be affected to the extent of the quantum of the reduction in the interest income and/or increase in the interest expense incurred in relation to the Proposed Share Buy-Back.

(c) Net Assets ("NA")

The effect of the Proposed Share Buy-Back on the NA of the Group will depend on the purchase price of the Shares and the effective funding cost to the Group to finance the purchase of Shares or any loss in interest income to the Group.

In the event that all the Shares are cancelled, the Proposed Share Buy-Back would reduce the NA of the Group when the purchase price per Share exceeds the NA per Share at the relevant point in time, and vice versa.

The Proposed Share Buy-Back will reduce the working capital of the Group, the quantum of which will depend on the purchase prices of the Shares and the number of Share purchased.

SHARE BUY-BACK STATEMENT

(Cont'd)

7. Financial Effects of the Proposed Share Buy-Back (Cont'd)

(c) Net Assets ("NA") (Cont'd)

The NA per Share will decrease if the Shares purchased are retained as treasury shares due to the requirement for treasury shares to be carried at cost and offset against equity, resulting in a decrease in the NA by the cost of the treasury shares. If the treasury shares are resold on the Bursa Securities, the NA per Share will increase if the Company realise a gain from the resale, and vice versa. If the treasury shares are distributed as share dividends, the NA per Share will decrease by the cost of the treasury shares.

(d) Dividends

The Board of Directors recommends a Final Single-Tier Dividend of 15 sen per Share subject to shareholders' approval at the forthcoming Annual General Meeting.

The Proposed Share Buy-Back is not expected to have any material effect on the dividends to be declared by the Company, if any, for the financial year ending 31 December 2022.

8. Implication of the Proposed Share Buy-Back relating to the Malaysian Code on Take-overs and Mergers, 2016

The Proposed Share Buy-Back will not have any implication on the Company and its substantial shareholders in relation to the Malaysian Code on Take-overs and Mergers, 2016.

9. Purchases made in Last Financial Year

There was no purchases made by the Company during the preceding 12 month. All the shares purchased earlier were retained as Treasury Shares. As at 28 March 2022, a total of 3,912,300 repurchased Share were held as Treasury Shares.

There was no transfer or cancellation of Treasury Shares in the preceding 12 months.

10. Historical Share Prices

The monthly highest and lowest market prices of THR Share traded on Bursa Securities in the preceding twelve (12) months were as follows:

	Highest (RM)	Lowest (RM)
2021		
April	2.97	2.47
May	3.20	2.54
June	2.70	2.51
July	2.59	2.42
August	3.16	2.45
September	3.09	2.75
October	3.08	2.77
November	2.99	2.85
December	2.95	2.65
2022		
January	2.96	2.77
February	3.26	2.77
March	3.17	2.88

Last transacted market price as at 28 March 2022 was (being the last practical date prior to the printing of this Statement) RM3.11.

SHARE BUY-BACK STATEMENT (Cont'd)

11. Proposed Intention of the Directors to deal with the Shares so Purchased

The Proposed Share Buy-Back, if exercised, the Shares shall be dealt with in the following manner:

- (i) To cancel the Shares so purchased; or
- (ii) To retain the Shares so purchased in treasury for distribution as dividend to shareholders and/or resell on the market of Bursa Securities or subsequently cancelled; or
- (iii) Retain part of the Shares so purchased as treasury shares and cancel the remainder; or
- (iv) In such other manner as the Bursa Securities and such other relevant authorities may allow from time to time.

12. Public Shareholding Spread

According to the Record of Depositors maintained by Bursa Malaysia Depository Sdn. Bhd. as at 28 March 2022, the public shareholding spread of the Company was approximately 25.44%. In this regard, the Board undertakes to purchase shares only to the extent that the public shareholding spread of THR shall not fall below 25% of the issued shares of the Company at all times pursuant to the Proposed Share Buy-Back, in accordance with Paragraph 12.14 of the Main Market Listing Requirements.

13. Directors' Statement

After taking into consideration all relevant factors, the Board is of the opinion that the Proposed Share Buy-Back described above is in the best interest of the Company.

14. Directors' Recommendation

The Board recommends that you vote in favour of the ordinary resolution to be tabled at the forthcoming Twenty-Fifth AGM to give effect to the Proposed Share Buy-Back.

15. Responsibility Statement

This Statement has been seen and approved by the Board and they collectively and individually accept full responsibility for the accuracy of the information given herein and confirm that, after making all reasonable enquiries and to the best of their knowledge and belief, there are no facts, the omission of which would make any statement herein misleading.

16. Documents Available For Inspection

Copies of the following documents will be available for the registered office of the Company during normal office hours from Monday to Friday (except Public Holidays) from the date of this Statement up to and including the date of the forthcoming AGM:

- (i) Constitution of the Company; and
- (ii) The audited consolidated financial statements for the past two (2) financial years ended 31 December 2020 and 2021 respectively.

17. Other Information

There is no other information concerning the Proposed Share Buy-Back as shareholders and other professional advisers would reasonably require and expect to find in the Statement for the purpose of making informed assessment as to the merits of approving the Proposed Share Buy-Back and the extent of the risks involved in doing so.

GROUP STRUCTURE

TONG

TONG HERR RESOURCES BERHAD

[Company No. 199701016642 (432139-W)]

Investment Holding

100.00%

Tong Heer Fasteners Co. Sdn. Bhd.

[Company No. 198801007444 (174801-H)]

Manufacture and sale of stainless steel fasteners including nuts, bolts, screws and all other threaded items

99.99%

Tong Heer Fasteners (Thailand) Co.Ltd.

[Company No: 0205547018706]

Manufacture and sale of stainless steel fasteners including bolts, screw and all other threaded items

51.00%

Tong Heer Aluminium Industries Sdn. Bhd.

[Company No. 199001009104 (200675-U)]

Extrusion and fabrication of aluminium products

100%

Kosmo Indah Sdn. Bhd.

[Company No. 200501016545 (693588-T)]

(in the process of Members' Voluntary Winding-Up)

Dormant

80.00%

Acme Aluminium Sdn. Bhd.

[Company No: 200301034069 (636490-K)]

Trading of aluminium extrusion products and parts

10.79%

Han Tec Precision Industry Co., Ltd.

[Company No. 54921572]

Manufacturing and trading of the stainless steel precision casting products

100%

Hwang Shin Industrial (M) Sdn. Bhd.

[Company No. 199001013122 (204692-K)]

Investment Holding

DIRECTORS' PROFILE



TSAI MING TI

Taiwanese, male, aged 62, was appointed to the Board of THR as Executive Director on 20 July 1999. He has 45 years of working experience in the fasteners industry. He completed his education in Junior High School. Since the establishment of THF in 1988, he has been the Managing Director of the Company. Under his leadership with great emphasis placed on team work, quality and service orientated, THF has expanded tremendously to what it is today. He was re-designated as Executive Deputy Chairman of THR on 29 August 2012 and re-designated as Executive Chairman on 27 February 2013.

His son, Tsai Yi Ting, and daughter, Tsai Pei Chen, are also members of the Board. He is also the spouse of Tsai Liao Chin Yeh, and brother of Tsai, Ching-Tung who is major shareholder of THR by virtue of his shareholding in Allrich Corp ("Allrich").

Taiwanese, male, aged 32, joined THF in January 2010 as Assistant to Managing Director and was appointed to the Board of THR as an Executive Director on 26 May 2010. On 19 August 2011, he was appointed as Deputy Managing Director of THR and subsequently was appointed as Managing Director of THR on 29 August 2012. He was also appointed as Director of THF on 13 June 2019. He graduated from the Purdue University, United States with a Bachelor of Science. He was appointed as Managing Director in THFT in April 2013 and General Manager in THF in April 2019.

He is the son of Tsai Ming Ti and Tsai Liao Chin Yeh, and brother of Tsai Pei Chen. His sister, Tsai Chia Chen is also major shareholder of THR by virtue of her shareholding in Richard Holdings Limited ("RHL").



TSAI YI TING



TSAI PEI CHEN

Taiwanese, female, aged 34, joined THF on 18 January 2010 as General Manager. She was appointed as Director of THF on 26 May 2010. On 29 August 2017, she was appointed as Executive Director of THR and re-designated to Non-Independent Non-Executive Director with effect from 12 April 2019. She holds a Bachelor of Science in Management from Case Western Reserve University, Ohio, USA.

She is the daughter of Tsai Ming Ti and Tsai Liao Chin Yeh and sister of Tsai Yi Ting. Her sister, Tsai Chia Chen is also major shareholder of THR by virtue of her shareholding in RHL.



TAN BAN LEONG

Malaysian, male, aged 63, was appointed to the Board of THR as an Executive Director on 20 July 1999. He is in charge of the Administration and Corporate Matters of the Group. He joined THF in July 1989 and was appointed as Executive Director of THF in 1993. He obtained a Degree in Economics from Tunghai University (Taiwan) in 1986. He is the pioneer staff who was responsible in the setting up of the factory.

He has no family relationship with any other Director or major shareholder of the Group.

DIRECTORS' PROFILE (Cont'd)



TAI, HUNG- CHUAN

Taiwanese, male, aged 45, was appointed to the Board of THR as a Non-Independent Non-Executive Director and as a member of the Nominating Committee on 27 February 2013. He joined as General Manager of Tongming Enterprise Co., Ltd. (TME) since 2003 and appointed as Director of TME in 2007. He graduated from University of Washington, United States with a Master in Business Administration.

He is the son of Tsai, Ching-Tung and Tsai Chen, Su-Kan, who are major shareholders of THR by virtue of their shareholdings in Allrich. His sister, Tsai, Chia-Yen is on the Board of THR. Whereas, his sister Tsai, Jane-Rong is also major shareholder of THR by virtue of her shareholding in Allrich.

Taiwanese, female, aged 41, was appointed to the Board of THR as a Non-Independent Non-Executive Director on 29 August 2017. She joined as Vice General Manager of TME on May 2013. She graduated from University of Illinois at Urbana-Champaign, United States with a Ph.D in Mathematics.

She is the sister of Tsai, Hung-Chuan and daughter of Tsai, Ching-Tung and Tsai Chen, Su-Kan, who are major shareholders of THR by virtue of their shareholdings in Allrich. Her sister, Tsai, Jane-Rong, is also major shareholder of THR by virtue of her shareholding in Allrich.



TAI, CHIA-YEN



FAZRIN AZWAR BIN DATO' HJ. MD. NOR

Malaysian, aged 56, was appointed to the Board of THR as Independent Non-Executive Director on 20 July 1999 and subsequently appointed as an Audit Committee member on 26 November 2008. He was appointed as Chairman of the Nominating Committee on 27 February 2013.

En. Fazrin graduated from University of Malaya with a Bachelor of Law (LLB) Honors Degree in 1990. He is an Advocate and Solicitor and a member of the Malaysian Bar. He is currently the Managing Partner of Messrs. Azwar & Associates.

En. Fazrin is also currently the Independent Non-Executive Chairman of Mercury Industries Berhad besides being an Independent Non-Executive Director for Poh Kong Holdings Berhad, Benalec Holdings Berhad and Dynafront Holdings Berhad, all listed on the Main Market of Bursa Malaysia.

En. Fazrin is also an Independent Non-Executive Director of Times Offset (M) Sdn Bhd and a Non-Independent Non-Executive Director of the Kuchinta Holdings Group of Companies.

En. Fazrin is also a chartered member of The Malaysian Institute of Directors and The Institute of Internal Auditors Malaysia.

He has no family relationship with any other Director or major shareholder of the Group.

DIRECTORS' PROFILE (Cont'd)



MEGAT ABDUL MUNIR

Malaysian, male, aged 52, was appointed to the Board of THR as Independent Non-Executive Director on 20 July 1999 and subsequently appointed as Chairman of Audit Committee of THR on 29 March 2002.

En. Megat graduated from the International Islamic University with LLB (Hons) in 1993 and was called to the Malaysian Bar in 1994. He is a founding partner of the legal firm Messrs. Zain Megat & Murad and leads the Kuala Lumpur branch as well as two of the firm's practice areas. These are namely Corporate Commercial and the Foundation Laws practice areas. He advises on foreign investments, mergers and acquisitions, listing and compliance requirements as well as queries from Bursa Malaysia and the Securities Commission.

En Megat is also Independent and Non-Executive Director of Cypark Resources Berhad, which is listed on the Main Market of Bursa Malaysia since August 2012.

He has no family relationship with any other Director or major shareholder of the Group.

Malaysian, male, aged 54, was appointed to the Board of THR as Independent Non-Executive Director on 29 March 2002. He is the member of the Audit Committee and also appointed as member of the Nominating Committee on 27 February 2013. He obtained a degree in Commerce from University of New South Wales (Sydney, Australia) in 1989. From 1990 to March 1994, he was attached to Deloitte where his last position held was as an audit senior.

Thereafter, he joined a local accounting firm as an audit manager and was admitted as an audit partner in 1995, being a position he is currently still holding. He is a Chartered Accountant with the Malaysian Institute of Accountants, fellow member of CPA Australia and member of Chartered Tax Institute of Malaysia.

He has no family relationship with any other Director or major shareholder of the Group.



TEH ENG HIN

Notes:

1. *Save as disclosed, none of the Directors have:*
 - any conflict of interest with the Company,
 - any conviction for offences (other than traffic offences) within the past 5 years, and/or any public sanction or penalty imposed by relevant regulatory bodies during the financial year.
2. *The Directors' interests in the Company are detailed in the Financial Statements section and the Analysis of Shareholdings section of this Annual Report.*

KEY SENIOR MANAGEMENT'S PROFILE



LEE SHIH YAO

Taiwanese, male, aged 63, was appointed as General Manager of THA since THR acquired THA in 2010. Prior to this position, he was factory manager of THA since 20 December 1991. He graduated with a Diploma in Material Engineering from Provincial Taipei Institute of Technology.

Malaysian, male, aged 53, was appointed as General Manager of THFT in May 2005. He joined THF in 1994 as management trainee and was re-designated as assistant production manager of THF in 2000. He obtained a Diploma of Merit from the Institute of Management Specialists England in 1994. He is the pioneer staff who was responsible in the setting up of THFT.



SOO SIO BENG

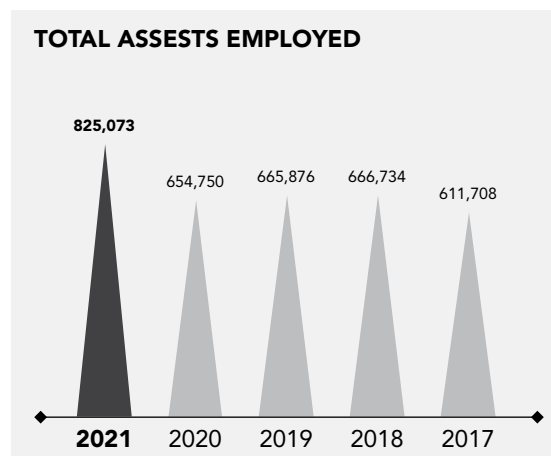
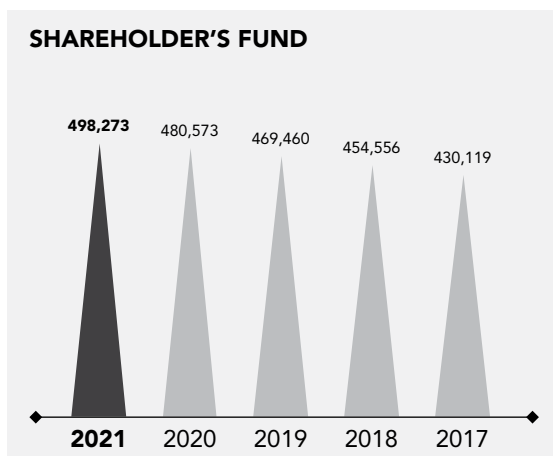
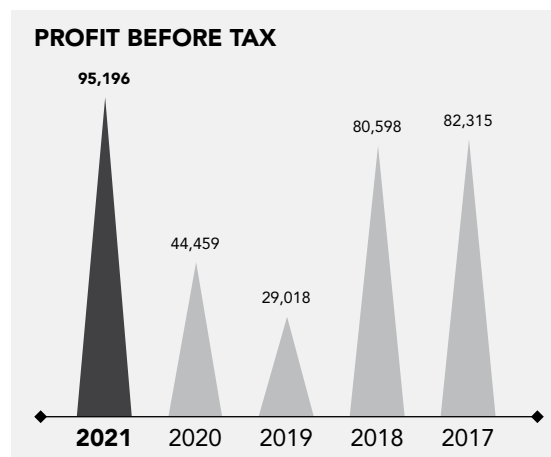
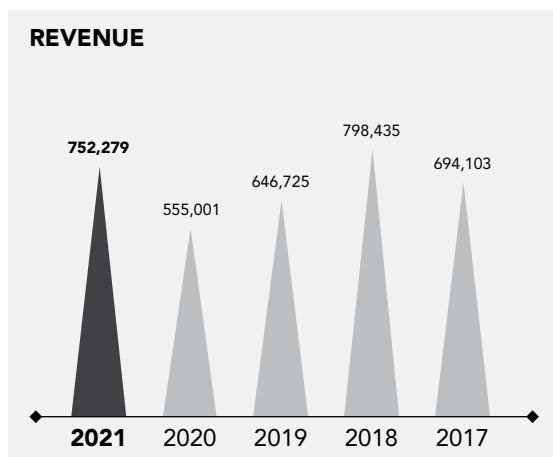
Notes:

Save as disclosed, none of the Key Senior Management have:

- any directorship in public companies and listed issuers,
- any family relationship with any Directors and/or substantial shareholders of the Company,
- any conflict of interest with the Company,
- any conviction for offences (other than traffic offences) within the past 5 years, and/or any public sanction or penalty imposed by relevant regulatory bodies during the financial year.

5-YEAR GROUP FINANCIAL HIGHLIGHTS

	2017	2018	2019	2020	2021
FINANCIAL RESULTS (RM'000)					
Revenue	694,103	798,435	646,725	555,001	752,279
Profit Before Tax	82,315	80,598	29,018	44,459	95,196
Profit After Tax	66,142	65,852	24,048	36,631	73,383
Profit/(Loss) attributable to:					
- Owners of the Company	57,414	60,879	19,766	30,684	64,133
- Non-controlling Interest	8,728	4,973	4,282	5,947	9,250
FINANCED BY (RM'000)					
Paid-Up Capital	185,930	185,930	185,930	185,930	185,930
Shareholders' Fund	430,119	454,556	469,460	480,573	498,273
Total Assets Employed	611,708	666,734	665,876	654,750	825,073
Net Assets	473,628	498,138	515,999	528,159	550,049
STATISTICS					
Net Assets Per Share attributable to owners of the Company(RM)	2.78	2.94	3.06	3.13	3.25
Basic Earnings/(Loss) Per Share (Sen)	37.13	39.41	12.81	19.99	41.78
Gross Dividend Paid Per Share (Sen)	38.00	26.00	12.00	10.00	20.00



MANAGEMENT DISCUSSION AND ANALYSIS

Company Profile and Background

Tong Herr Resources Berhad and its subsidiaries (the "Group") are involved in the manufacturing and sales of stainless steel fasteners including nuts, bolts, screws and all other threaded items and also manufacture of aluminium extrusion and its related products. The Group's objective is to be one of the market leaders in fasteners and aluminium extrusion production, pursuing a consistent and sustainable organic growth and to produce high-quality products and enthusiasm of service in helping invaluable customers. Thus, in driving sustainability of business and profitability, the Group will continue to pursue its strategy in both fasteners and aluminium business by concentrating in the products quality precision and accuracy through quality upgrades by keeping abreast with all new technologies. While the broad strategic direction remains, the Group is always mindful to adjust the approach of its operations to respond to changes in the market place.

The fasteners segment has two (2) manufacturing operations, which are located in Malaysia and Thailand respectively. Both operations mainly focus on export market. The operations in Malaysia and Thailand export approximately 95% and 90% to the other countries respectively, which includes Germany, Italy, United States, Netherlands, Japan and etc.. Meanwhile the aluminum segment only has one (1) manufacturing operation which is located in Malaysia and almost 70% of its turnover is generated from the domestic market.

Overview of Business Environment

Most of the countries are experiencing a second wave of COVID-19 spread which affected the supply of raw materials and price in Malaysia. Movement Control Order (MCO) inter-district and interstate travel have been restricted by the government to reduce the spread of virus which severely affected the economic growth of the country. Covid-19 pandemic remains a threat despite availability of vaccines worldwide.

As an essential business, the Group received permission from the Ministry of International Trade and Industry ("MITI") to operate at a predetermined capacity level while strictly adhering to the Malaysian government's Standard Operating Procedures ("SOP") during the MCO periods.

During the financial year, we separated our employees into different working teams to prevent cross-contact among shifts and departments. We enforced compulsory wearing of face masks at all workplaces to protect our employees and reduce the impact in the workplace.

To minimize the potential COVID-19 exposure, the Group performed Work-From-Home ("WFH") practices for our non-production employees. As a result, the Group can only operate at 70% capacity during MCO 2.0, which ran from 13 January 2021 to 11 May 2021. As approved by the relevant authorities, the Group worked at 60% capacity during MCO 3.0 from 12 May 2021 to 16 July 2021. Meanwhile with the extension of MCO 3.0 the Group was allowed to operate at 80% capacity from 7 July 2021 to 5 September 2021. However, this did not adversely affect the operations of the Group as most of the quota was reserved for the production staff.

Overall, the pandemic that hit the world has affected the Malaysian economy since the year 2020. Hence the suspension of industrial operations to curb the spread of COVID-19 across the globe affected the product demand since year 2020. Moreover, the service and maintenance operations for industrial machinery were impacted, thus hampering the product demand since year 2020. However, the manufacturing industry in the U.S. is significantly producing automotive and industrial machinery, thus the product demand remains high in the country which positively influence the demand for fasteners in year 2021.

In FY 2021, GDP at current prices amounted to RM1. 5 trillion with a Gross National Income per capita increased by 7.7 per cent as compared to FY 2020. Meanwhile, Manufacturing sector contracted 3.2 per cent in FY 2021 (2020: 2.6 %).

To be competitive, the Group continues to emphasise the importance of quality improvement, as well as operational efficiency and cost control, in order to reduce overall costs. We continue to strengthen our downstream operations by providing more high-quality products.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

Review of Financial Performance

Profitability

	FYE 31.12.2021 RM'000	FYE 31.12.2020 RM'000	Variance %
Revenue	752,279	555,001	35.55
Gross profit ("GP")	129,452	63,096	105.17
Profit before tax ("PBT")	95,196	44,459	114.12
Profit after tax	73,383	36,631	100.33
Net profit attributable to owners of the Company	64,133	30,684	109.01
Earnings per share (sen)	41.78	19.99	109.00%
GP margin	17.21%	11.37%	
PBT margin	12.65%	8.01%	
Net profit margin	9.75%	6.60%	

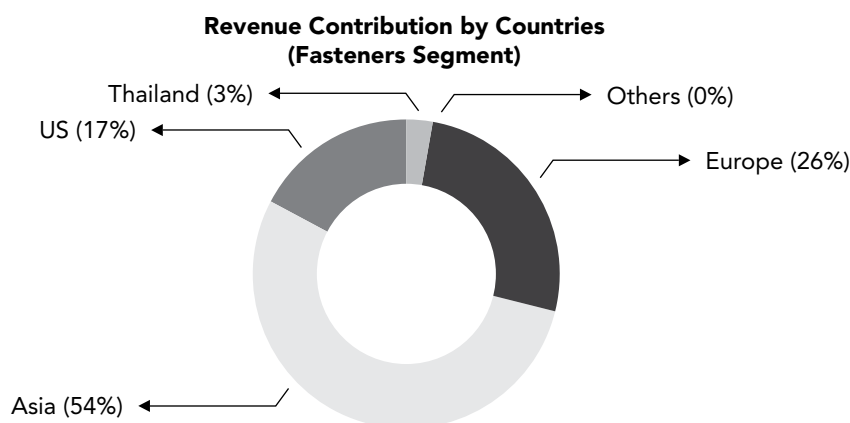
The revenue for both Fasteners and Aluminium segment can be further analysed as below:

	FY 2021 RM'000	FY 2020 RM'000	Variance %
Fasteners	550,430	409,214	34.51%
Aluminium	201,849	145,787	38.45%
Total Revenue	752,279	555,001	

For the financial year ended 31 December 2021, the Group had recorded revenue of RM752million, which had increased by 35.55% as compared to RM555.00 in FY 2020. The increase in revenue was mainly due to overall increase in sales volume and average selling prices. Both fasteners and aluminium segments are continuously affected by the competitive environment which exerted the pressure on the product demand and pricing. Nevertheless, the total revenue of fasteners and aluminium segment recorded an increase of 34.51% and 38.45% respectively as compared to FY 2020.

The gross profit had increased by RM66.36million or 105.17% to RM129.45million which was mainly resulted from lower raw material cost purchased during the lower commodity prices period as compared with previous financial year. The Group has benefited from the lower stainless steel wire rod and billet prices.

During FY 2021, revenue generated from aluminium segment was mainly from local sales, while the revenue contribution from fasteners segment by countries can be analysed as below:



MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

Review of Financial Performance (Cont'd)

Financial Position

	FYE 31.12.2021 RM'000	FYE 31.12.2020 RM'000	Variance %
Total asset	825,073	654,750	26.01%
Total liabilities	275,024	126,591	117.25%
Equity attributable to owners of the Company	498,273	480,573	3.68%
Net assets per share attributable to owners of the Company (sen)	325	313	3.83%
Current ratio	2.54	4.51	
Debt-to-equity	0.39:1	0.16 : 1	

The Group was able to maintain a healthy Financial Position as at 31 December 2021. The equity attributable to owners of the Company has increased by RM17.70million to RM498.27million as compared with previous financial year.

The Group incurred RM3.86million of capital expenditure ("CAPEX") in FY2021 compared with RM5.98million in FY2020. The CAPEX was used to improve the effectiveness and efficiency of the Group current business line.

Besides, total loans and borrowings as at 31 December 2021 was recorded at RM215.77 million, which has increased by RM132.60million as compared to previous financial year.

The net assets per share attributable to owners of the Company stood at 325 sen per share while the cash and cash equivalents of the Group stood at RM133.42 million as at 31 December 2021 (2020: RM142.61 million).

The Group is confident that its existing financial standing is sufficient to finance its capital expenditures and working capital requirements.

Risks Analysis and Strategic Business Direction

The Group manages its capital to maximize shareholders' long-term value to safeguard its ability to continue as a going concern so as to provide fair returns to owners and benefits to other stakeholders. In order to achieve this, the Group manages its debt and equity by maintaining an optimal capital structure to reduce the cost of capital and sustain its business development. The Group monitors capital using a debt-to-equity ratio, which is calculated as total loans and borrowings divided by total equity. The Group's strategy is to maintain the ratio at below 1 : 1. As at 31 December 2021, the Group had maintained a debt-to-equity ratio of 0.39:1.

The Group is currently exposed to several business risks such as volatility of commodity price, market competition, uncertainties of major economies as well as financial risk which include the credit risk, liquidity risk and currency risk. The overall financial risk management objective of the Group is to ensure adequate financial resources are available for business development whilst minimising the potential adverse impacts of financial risks on its financial position, performance and cash flow; while the overall business risk management objective is to minimize penalties from unexpected incidents by keeping them on track.

Volatility of commodity price

The Group's main raw material are wire rod (fasteners segment), billet and ingot (aluminium segment). The volatility of prices in these main raw materials will affect the Group's product cost as well as short term profit margin. The Group monitors the raw materials' prices constantly and the selling price will be adjusted accordingly. We also practice to source our raw material from other alternate suppliers thus we do not rely only on one single supplier.

Market competition

The Group strives to remain competitive by focusing on product developments to ensure good quality products and also on time delivery in order to fulfill customers' satisfaction in dealing with market competition. Nevertheless, the Group will continue to seek for opportunities in order to broaden our customer base and expand the existing markets.

MANAGEMENT DISCUSSION AND ANALYSIS (Cont'd)

Risks Analysis and Strategic Business Direction (Cont'd)

Uncertainties of major economies

The uncertainties of the major economies' development policy which includes the geopolitical crisis and ongoing US China trade war may dampen consumers' confidence and affect the Group's performance since the Group's main revenue is dependent on the export demand. In order to mitigate the risk, the Group will continue to explore for more opportunities in other region as well as broaden the customer base. Besides, the management will also always keep abreast with the new changes and effect, if any.

Credit risk

Credit risk is the risk of a financial loss to the Company. The Group's exposure to credit risk arises mainly from receivables, derivatives, financial assets and deposits placed with financial institutions. The maximum credit risk exposure of these financial assets is best represented by their respective carrying amounts in the statement of financial position. As the Group only deals with reputable financial institutions, the credit risk associated with derivative financial assets and deposits placed with them is minimal. The Group manages its credit risk exposure of receivables by assessing counterparties' financial standings on an ongoing basis, setting and monitoring counterparties' limits and credit terms.

Liquidity risk

Liquidity risk management relates to how the Company manages sufficient cash to meet the obligations as and when they fall due. The management of liquidity is important to ensure a healthy level of cash and cash equivalents appropriate to the operating environment and expected cash flows of the Company. The Group's exposure to liquidity risk relates to its ability to meet obligations associated with financial liabilities as and when they fall due, without suffering any catastrophic losses. In order to mitigate the risk, the Group always practice prudent liquidity risk management and cash flow planning to minimise the mismatch of financial assets and liabilities whilst maintaining sufficient cash and the availability of funding through standby credit facilities.

Currency risk

The Group's exposure to currency risk arises mainly from transactions entered into by individual entities within the Group in currencies other than their functional currencies. The major functional currencies within the Group are Ringgit Malaysia and Thai Baht whereas the major foreign currencies transacted are US Dollar and Euro. The Group's sales and purchases in foreign currencies provided a natural hedge against fluctuations in foreign currencies. The Group also observes the movements in exchange rates and acts accordingly to ensure that the exposures are kept at an acceptable level. Where necessary, the Group enters into derivative contracts to hedge the exposure.

Dividend Payout

The Company paid a Final Single-Tier Dividend of 15 sen per share (RM23,027,655) for the financial year ended 31 December 2020. Besides, an Interim Single-Tier Dividend of 5 sen per share (RM7,675,885) was issued for the financial year ended 31 December 2021. The total amount of dividends payout was RM30,703,540.

The Directors have also recommended a Final Single-Tier Dividend of 15 sen per share for shareholders' approval at the Company's Twenty-Fifth Annual General Meeting on 27 May 2022.

Outlook

The Group expects the future economic outlook in year 2022 to remain challenging due to the global economy outlook is in the recovery path, supported by the continued expansion in global demand and higher private sector expenditure.

The world including Malaysia are in the process of launching the COVID-19 booster vaccination programme and vaccination of children above 5 years old, would improve domestic economic activities, thus strengthening the recovery momentum. Furthermore, Malaysia will enter the "Transition to Endemic" phase of Covid-19 on 1 April 2022, with all restrictions on business operating hours removed.

However, the Group still remains cautious towards the global economy in FY 2022 considering downside risks such as unexpected delay in vaccine rollout, ineffective Covid-19 containment and domestic political uncertainty.

Overall, we maintain a cautious outlook for the next financial year considering the uncertainties in the global economy and geopolitical environment including the adverse impact on Ukraine Russia war. We will continue to focus on the core business and cost efficiency in order to maintain our competitiveness. The Board expects the prospects of the Group's financial performance for the financial year ending 31 December 2022 to be cautiously conservative.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors of THR (“the Board”) recognises the importance of strong corporate governance and has in place sound practices with integrity, transparency and professionalism throughout the Group, in order to safeguard and enhance the long-term value of the shareholders and protect the interest of all relevant stakeholders.

The Board will constantly review its corporate governance practices in response to develop best practices and the changing needs of the Group. The Board hereby provides the following Corporate Governance Overview Statement, which outlines the practices adopted by the Company in compliance with the Principles and Recommendations set in the MCCG 2021 as well as the Main Market Listing Requirement of Bursa Securities (“MMLR”).

The detailed application for each practice as set out in the Code is disclosed in the Corporate Governance Report (“CG Report”) which is available on the Company’s website: www.tong.com.my as well as via the Company’s announcement made to Bursa Securities. The CG Report is prepared in compliance the MMLR.

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

Roles and Responsibilities of the Board

In order to deliver sustainable value to stakeholders, the Board provides entrepreneurial leadership and sets vision and objectives as well as strategic direction in order to ensure long term success of the Group. The Board also assesses the performance, review the systems of risk management and internal control of the Group, and ensure effective strategies and management are in place. The Board responsibilities are defined in the Board Charter and are available in the Company’s website at www.tong.com.my with delegated specific responsibilities to the Audit Committee and Nominating Committee.

The key responsibilities of the Board amongst others include the following:

- a) Formulate and review corporate strategic plans and policies for the Group to guide and set the pace for its current operations and future improvement
- b) Identifying principal risks and establish the appropriate systems of risk management
- c) Ensure that succession plan for senior management is in place
- d) Oversee the conduct of Company’s business and delegating authority to management, monitor and evaluate the implementation of policies, strategies and business plans in order to ensure that the strategic plan of the Company supports long-term value creation and includes strategies on economic, environmental and social considerations constantly bearing sustainability in mind
- e) Maintain a good system of internal control and management information systems
- f) Maintaining an effective investors’ and shareholders’ communication policy for the Company
- g) Provide a balanced, clear and comprehensible assessment of the financial performance and prospects of the Company’s position
- h) Review Directors’ remuneration packages.

The Board together with the management takes responsibility for the governance of sustainability in the Group including setting the sustainability strategies, priorities and targets. Further details on the Company’s multi-pronged approach to address sustainability risks and opportunities can be found in the Sustainability Statement.

The Board Chairman

The Group Executive Chairman, Mr. Tsai Ming Ti (“Mr. Tsai”) is responsible for providing leadership for the Board and ensures that the Board can perform its responsibilities effectively. Mr. Tsai ensures that all Directors receive accurate, timely and clear information on financial and non-financial matters to enable them to participate actively in Board discussions. The Board is mindful that Chairman position held by an executive member of the Board is not in compliance with the best practice, but taking into consideration the fact that Mr. Tsai is one of the major shareholders, there is the advantage of shareholder leadership and a natural alignment of interests. In respect of potential conflict of interests, the Board is comfortable that there is no undue risk involved as all related party transactions are disclosed and strictly dealt with in accordance with the MMLR. In addition, the presence of Independent Directors with distinguished records and credentials ensures that there is independence of judgement.

The Chairman of the Board is not a member of both the Audit Committee and Nominating Committee thus ensuring that there is check and balance as well as objective review by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. **BOARD RESPONSIBILITIES** (Cont'd)

The Managing Director

There is a clear division of responsibility between the Chairman and the Group Managing Director to ensure that there is a balance of power and authority to the Board's dynamics, such that no one individual dominates the decision-making process and powers.

The Managing Director is responsible for the implementation of Board decisions, leads the Senior Management of the Company in the day-to-day management and running of the Group as well as the implementation of the Board's decisions and policies.

Roles and Responsibilities of the Company Secretary

The Board is supported by professionally qualified and competent Company Secretaries who are experienced and competent to provide sound governance advice, ensure adherence to applicable policy and procedures, laws and regulatory requirements, and advocate adoption of corporate governance best practices. The Company has outsourced the company secretary services to TMF Administrative Services Malaysia Sdn. Bhd., which has specialist knowledge and professional ability to function more efficiently to the Board. Both the Company Secretaries are qualified to act as company secretaries under Section 235(2) of the Companies Act 2016 and both of them are Associate members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA").

The key responsibilities of the Company Secretary are outlined as below:

- a) Monitor corporate governance developments and assist the Board in applying best corporate governance practices
- b) Ensure adherence to the Board's and Board committees' policies and procedures
- c) Provide updates and assist the Board with interpreting regulatory requirements related to company and securities regulations as well as listing requirements
- d) Circulates notice of the meeting(s) and attend meetings of the Board, Board Committees and shareholders to record the proceedings of the meetings
- e) Ensure the deliberations at Board and Board Committee meetings are well documented and maintained at the registered office of the Company
- f) Manage processes pertaining to the annual general meeting(s).

The Company Secretaries constantly keep themselves abreast of the evolving capital market environment, regulatory changes and development by regularly attending continuous development programmes and seminars conducted by various professional bodies and authorities like MAICSA, Bursa Securities and Companies Commission of Malaysia.

Access to Information and Advice

The agenda and board papers for Board and Board Committees meeting are circulated to the Directors at least seven (7) days prior to each meeting to enable them to participate actively during the meetings. The Directors meet, review related matters and approve all corporate announcements, including the announcement of the quarterly financial results, prior to releasing the information to Bursa Securities.

To ensure the effectiveness of the Board, the Directors have the right to obtain full and unrestricted access to any information pertaining to the Group and also to the advice and dedicated support services of the Company Secretaries. The Board also has the right to seek for independent professional's advice at the cost of the Group on matters which are deemed necessary, that will be put forward to the Board for decision making and to enable them to discharge their responsibilities effectively.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. **BOARD RESPONSIBILITIES** (Cont'd)

Board Charter

The Board Charter, sets out the roles, responsibilities, processes and functions of the Board is published on the Company's corporate website at www.tong.com.my, and it would be subject to periodic review and update to ensure compliance with regulatory requirements. The Board has formalized and adopted the Board Charter with clear functions, which forms an integral part to guide the conduct of the Board.

The Board Charter was designed to achieve the following objectives:

- To enable the Board to provide strategic guidance and effective oversight of Management;
- To clearly define the roles and responsibilities of members of the Board and Management to facilitate accountability to the Company and its shareholders; and
- To ensure balance of authority so that no single individual or group of Directors has unfettered powers.

Directors' Code of Conduct and Ethics (Code)

The Board has adopted this Code to carry out their oversight responsibility in the best interest of the Company within the scope of their authority and fiduciary duties. This Code is to provide the fundamental guiding principles and standards applicable to the Directors where they are expected to adhere to, comply with and uphold the provisions of the Code.

The purpose of this Code is to enhance the standard of corporate governance and corporate behaviour with the aim to achieve the following objectives:

- Raise the standards of honesty, integrity, ethical and law abiding behaviour expected of Directors;
- Encourage the observance of those standards to protect and promote the interests of shareholders and all stakeholders;
- Provide guidance to the Board to maintain the confidence of shareholders and other stakeholders in the Company's integrity; and
- Promote good business conduct and maintain a healthy corporate culture that engenders transparency and fairness.

Whistleblowing Policy

The Board is satisfied that an adequate framework on whistleblowing is in place during the financial year ended 31 December 2021. The Whistleblowing Policy is designed to encourage employees and third parties to raise genuine concerns and to disclose information which the employee has, or is preparing to engage in anything improper.

These concerns could include indications of:

- Financial malfeasance, wrongdoing or fraud;
- Failure to comply with legal obligations;
- Expansion of an individual's health & safety of the environment;
- Criminal activity;
- Improper conduct or unethical behaviour; and/or
- Concealment of any of the above or a combination.

If any of the above conducts are suspected, the reporting party may raise their concerns via email to whistleblower@tong.com.my which will be channeled to the Chairman of the Audit Committee. The protection of the whistle-blower's identity is guaranteed under this Policy, unless with the whistle-blower's consent or where required by law.

There were no incidents reported via this channel for the financial year ended 31 December 2021.

Anti-Bribery and Anti-Corruption Policy

With the introduction of the new corporate liability provision under Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009 (Amendment 2018), effective from 1 June 2020, the Board has reviewed the Group's readiness to implement the Anti-Bribery and Anti-Corruption Policy in accordance with the compliance objective. The Company's Anti-Bribery and Anti-Corruption Policy is accessible on the Company's website at www.tong.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION

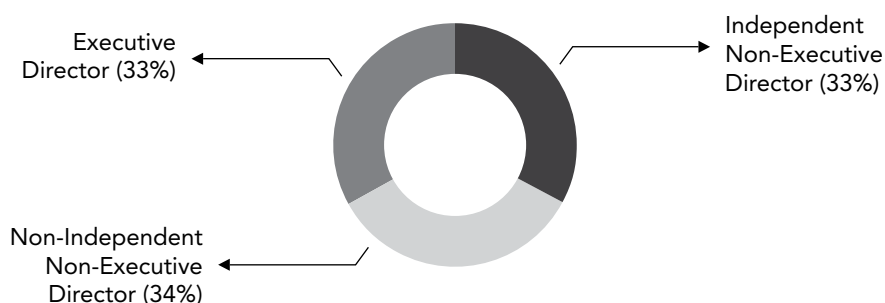
Composition of the Board

The Board of Directors is from various backgrounds of professionals, which allow a mix of qualifications, skills, integrity, competence, experience and gender. The current Board consists of nine (9) members, which includes three (3) Executive Directors, three (3) Independent Non-Executive Directors and three (3) Non-Independent Non-Executive Directors. The profile of each Director is set out in the Annual Report from page 17 to 19.

The number of Independent Non-Executive Directors in the Board complies with the MMLR which stipulates that at least two (2) Directors or one third (1/3) of the Board, whichever is higher, to be Independent Directors. The Independent Non-Executive Directors bring independent view, advice and fairness to the decision making of the Board and which could help to ensure that interest of shareholders and stakeholders of the Company are safeguarded. The Independent Non-Executive Directors are independent of management and also free from any business dealing or other relationship that could materially interfere with the exercise of their independent judgement.

The Nominating Committee and the Board does not set any gender diversity policy in the composition of the Board. However, the Board will remain mindful of the MCCG's Principle on the gender diversity policy for boardroom. In relation to the Group's diversity, there are 2 female Directors who are Non-Independent Non-Executive Directors. The Board will continuously seek for suitable candidate(s) to sit in the Board when such need arises.

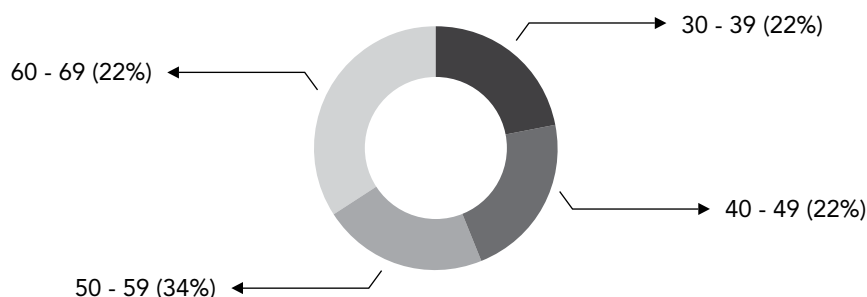
Board Composition



Gender Composition



Age Composition



CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. **BOARD COMPOSITION** (Cont'd)

Tenure Limit of Independent Directors

Principle of MCGG has recommended that the tenure of an independent director should not exceed a cumulative or consecutive term limit of twelve years. In the event that the Board intends to retain the Independent Director after serving a cumulative term of twelve (12) years, two-tier voting process will be sought. However, the Board is presently of the view that tenure is not the absolute indicator of a Director's independence. The Independent Director's ability to serve effectively is very much dependent on his caliber and personal integrity instead. In addition, there are also significant advantages to be gained from the long-serving Directors who possess tremendous insight and knowledge of the Company's business and affairs. The Board had deliberated and was satisfied that the three (3) Independent Non-Executive Directors, who had served the Company for more than 12 years respectively, are free from any business dealing or relationships with the Group which could reasonably be perceived to materially interfere with the exercise of their independent judgement.

As a result, the Board and its Nominating Committee recommended that the three (3) Independent Non-Executive Directors be remained in their current positions, subject to re-appointment at the Company's upcoming Annual General Meeting. The Board is mindful of the recent changes to the MMLR that an Independent Director who has served more than 12 years should be re-designated to Non-Independent Director or to vacate the position accordingly and would adhere to this requirement as soon as possible.

Nominating Committee

The Board has established the Nominating Committee on 27 February 2013 which comprised entirely of Non-Executive Directors. The detailed Terms of Reference ("TOR") can be found in the Group website. The present members and record of attendance are as follows:

		No. of Meetings Attended
Chairman:	Fazrin Azwar Bin Dato' Hj. Md. Nor <i>Independent Non-Executive Director</i>	1/1
Member:	Tsai, Hung-Chuan <i>Non-Independent Non-Executive Director</i>	1/1
	Teh Eng Hin <i>Independent Non-Executive Director</i>	1/1

The Nominating Committee's function is to assist the Board in assessing existing Directors and identifying, nominating, and recruiting new Directors. In making these assessments and recommendation, the Nominating Committee will consider the required mix of skills, character, competence, caliber, knowledge, experience, professionalism, integrity, time and other qualities of the individual to fulfill the duties of a Director appropriately. In the case of candidate for the position of Independent Non-Executive Director, the Nominating Committee will also evaluate the candidate's ability to discharge such responsibilities/functions as expected from an Independent Non-Executive Director. The final decision on the appointment of any directors of the Company shall be determined by the Board. Meanwhile, the Company Secretaries will ensure that all appointments comply fully with relevant legal and regulatory requirements.

The Nominating Committee is also responsible for the evaluation of the effectiveness of the Board as a whole by assessing the contribution of each individual director as well as ensuring that its assessments and evaluations are properly documented. The Board Effectiveness Evaluations exercise will be carried out annually by focusing on the following key areas:

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. **BOARD COMPOSITION** (Cont'd)

Nominating Committee (Cont'd)

Matters Considered	Outcome
Performance evaluation on the Board as a whole, the Committees of the Board, each of the individual Board Member and the independence of the Independent Directors	<p>The Nominating Committee carried out Board and committee assessments by individual directors, self and peer assessments together with an assessment of directors for the purposes of evaluating the performance of the Board as a whole, the Committees of the Board, the individual Board member, and the independence of the Independent Directors especially those Independent Directors who have served as Independent Directors for more than twelve years.</p> <p>The key evaluation criteria have been carefully reviewed during the assessments, which include:</p> <ul style="list-style-type: none"> • Performance of the Board and Board Committees - composition, structure, processes and principal responsibilities • Performance of each individual Board member, and independence of Independent Directors- competence, integrity, skills, experience, commitment, contribution, conflict of interest and independence as guided by the MMLR.
Re-election, re-appointment and retention of Board members	<p>No major concerns were identified in the evaluation results and the Nominating Committee was satisfied with the overall performance of the parties under review.</p> <p>Pursuant to the Company's Constitution, all Directors, including the Managing Director, shall retire from office at least once in every three (3) years but shall be eligible for re-election.</p> <p>As such, those Directors retiring by rotation and who are eligible for re-election undergo a detailed assessment on the quality and contribution of such Directors and the Nominating Committee gave its full support to the retiring Directors to be re-elected at the Company's AGM.</p>

The Nominating Committee will also assess as to whether the candidate proposed for new directorship would be able to spend sufficient time to carry out his duties adequately prior to their recommendation to the Board for appointment as a board member of the Company. Orientation programme will also be provided for new Directors, including, where appropriate, visits to the Group's premises and meetings with senior management to facilitate their understanding of the Group's business and operations.

Overall Board Effectiveness

All the Directors were given self-assessment checklist on annual basis, and to confirm as to whether he has any family relationship with any director and/or major shareholder of the Company. This is one of the criteria to enable the Board and the Nominating Committee to assess the Directors' Independence as and when any new interest or relationship develops. The concept of independence adopted by the Board is in tandem with the definition of "Independent Director" in the Paragraph 1.01 and Practice Note 13 of MMLR, whereby the Independent Director must be independent of management and free from any business or other relationship which could interfere with the exercise of independent judgement or the ability to act in the best interests of the Company.

Time commitment

The Board is satisfied with the level of commitment and dedication given by the Directors towards fulfilling their roles and responsibilities as Directors of the Company. All the Directors have allocated sufficient time and commitment in discharging their responsibility. During the current financial year, the Directors' meeting attendance record has scored full attendance. In the event where Directors who were unable to attend a meeting were also encouraged giving the Chairman their views and comments on matters to be discussed in advance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. **BOARD COMPOSITION** (Cont'd)

Time commitment (Cont'd)

During the financial year ended 31 December 2021, the Company held four (4) scheduled meetings. The meetings concentrated mainly on major investments and strategy decisions, operational & financial performances, business plan and direction of the Group. All issues discussed and the conclusions in discharging its duties and responsibilities have been properly recorded by the Company Secretary.

The attendance record of each Director during the year 2021 was as follows:

Name of Director	No. of Meetings Attended	Percentage (%)
<u>Executive Directors</u>		
Tsai Ming Ti	4/4	100
Tan Ban Leong	4/4	100
Tsai Yi Ting	4/4	100
<u>Non-Independent Non-Executive Director</u>		
Tsai, Hung-Chuan	4/4	100
Tsai, Chia-Yen	4/4	100
Tsai Pei Chen	4/4	100
<u>Independent Non-Executive Directors</u>		
Megat Abdul Munir	4/4	100
Fazrin Azwar Bin Dato' Hj. Md. Nor	4/4	100
Teh Eng Hin	4/4	100

In line with the MMLR, none of the existing Directors hold more than five (5) directorships in public listed companies, thus enabling them to carry out their duties officially for the tenure of their appointments with the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. **BOARD COMPOSITION** (Cont'd)

Continuing Education Program

All the Directors have attended the Mandatory Accreditation Program in compliance with the MMLR. Board members also keep abreast with general economic, industry and technical developments by attending relevant seminar and training programs annually in order to equip themselves to effectively discharge their duties as Directors.

Details of seminar/training attended by the Directors during the financial year were as follows:

Name of Directors	Date	Seminar / Training Course Title
1. Tsai Ming Ti	14 December 2021	Webinar on Malaysia Budget 2022
2. Tsai Yi Ting	14 December 2021	Webinar on Malaysia Budget 2022
3. Tsai Pei Chen	September 2021 – January 2022	Introduction to the constitution of Malaysia
4. Tsai, Hung-Chuan	19 August 2021	Short-term and insider trading legal liability and Case Analysis
5. Tsai, Chia-Yen	30 November 2021	New strategy to win the battle against Taiwan stocks
6. Tan Ban Leong	8-12 March 2021	Financial Markets
	8-12 March 2021	The Global Financial Crisis
	17 November 2021	Enforcement of the Latest Amended Act 446 (Workers Housing) under the Emergency Ordinance
	24 November 2021	MITI Webex – Introduction to Free Trade Agreements (FTAs)
	14 December 2021	Webinar on Malaysia Budget 2022
7. Fazrin Azwar Bin Dato' Hj. Md. Nor	20-21 December 2021	The Employers' And Employees' Income Tax Responsibilities
	12 January 2021	Risk, Strategy and Governance-How Integrated Thinking Can Support Boards in Creating Long Term Value
	15 January 2021	AML Act 2001: General Guidance for Small Law Firms
	5 April 2021	Transfer Pricing-Ready or Not, They Are Coming For You
	22 July 2021	IGEM-International Greentech & ECO Products Exhibition & Conference Malaysia
	24 August 2021	SSM National Conference 2021-Governing Under New Normal
	15 September 2021	The Corporate Governance Landscape in Malaysia Going beyond the rules
6 December 2021	AOB Conversation with Audit Committees	
	15-16 December 2021	Compliance with Listing Requirements

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. **BOARD COMPOSITION** (Cont'd)

Continuing Education Program (Cont'd)

Details of seminar/training attended by the Directors during the financial year were as follows: (Cont'd)

Name of Directors	Date	Seminar / Training Course Title
8. Megat Abdul Munir	24 August 2021	SSM National Conference 2021 : Governing Under New Normal
	6 October 2021	Virtual Conference on Corporate and Commercial Law
	20 October 2021	Webinar: Withholding Tax & Double Taxation Agreements – Common Mistakes by Taxpayers
	13 November 2021	Cultivate 2.0 Legal Webinar
	18 November 2021	An Overview of Collective Investment Schemes: Structure and Regulatory Framework
	27 November 2021	Key Differences between the Courtroom and Arbitration
9. Teh Eng Hin	9 February 2021	New Public Ruling in 2020
	1-2 March 2021	MPERS: A Complete Toolkit for SME Financial Reporting
	22 April 2021	MPERS Framework on Presentation of Financial Statement to Meet the MBRS Requirement
	19 November 2021	Post Budget 2022

III. **REMUNERATION**

Remuneration Committee

The MCCG recommends that it is a good practice for the Board to establish a Remuneration Committee, consisting wholly or mainly of Non-Executive Directors, to recommend to the Board the remuneration of the Executive Directors in all its forms, and the Executive Directors should play no part in deciding their own remuneration. The determination of remuneration packages of Non-Executive Directors should be a matter for the Board as a whole.

However, the Company has not set up a Remuneration Committee and in this regard, the full Board of the Company will decide on the Executive and Independent Non-Executive Directors' remuneration packages but the interested Director does not participate in decisions on his/her own remuneration packages. In doing so, the component of the remuneration packages are linked to performance, commitment and responsibilities, and are periodically reviewed to reflect and ensure the level of remuneration is sufficient to attract and retain calibre Directors to run the Company successfully.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

III. REMUNERATION (Cont'd)

Details of Directors' Remuneration

The aggregate remuneration paid to the Directors for the financial year ended 31 December 2021 were categorised into appropriate components as below:

Category	Fees RM'000	Salaries and other emoluments RM'000	Benefits in kind RM'000	Total RM'000
Executive Directors				
Tsai Ming Ti	130	1,061	16	1,207
Tsai Yi Ting	30	898	16	944
Tan Ban Leong	30	167	17	214
	190	2,126	49	2,365

Non-Executive Directors

Tsai Pei Chen	30	-	-	30
Tsai, Hung-Chuan	30	-	-	30
Tsai, Chia-Yen	30	-	-	30
Megat Abdul Munir	30	-	-	30
Fazrin Azwar Bin Dato' Hj. Md. Nor	30	-	-	30
Teh Eng Hin	30	-	-	30
	180	-	-	180

The number of Directors whose total remuneration falls into the following bands are as follows:

Range of Remuneration	Number of Directors	
	Executive	Non-Executive
Up to RM50,000	-	6
RM200,001 to RM250,000	1	-
RM900,001 to RM950,000	1	-
RM1,200,001 to RM1,250,000	1	-

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE B - EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT COMMITTEE

The Audit Committee comprises three (3) members, who are Independent Non-Executive Directors. One of the members of the Audit Committee is a Chartered Accountant with the Malaysian Institute of Accountants, fellow member of Certified Practising Accountants Australia and member of the Chartered Tax Institute of Malaysia.

The key role of the Audit Committee is to provide oversight of the financial reporting process, the audit process, the system of internal controls and compliance with laws and regulations through the Board delegation via approved Terms of Reference ("TOR"). The detailed TOR can be found in the Group website. Further information of the Audit Committee is outlined under the Audit Committee Report in this Annual Report.

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board acknowledges the importance and their responsibility of maintaining a sound system of internal control covering not only financial control but also operational and compliance control. The Board takes necessary steps to identify, assess and monitor principal business risk in order for the Group to achieve its corporate objectives within an acceptable risk profile and to safeguard the shareholders' investments and the Group's assets.

The Statement on Risk Management and Internal Control Statement from page 43 to 44 in this Annual Report provide an overview on the risk management and internal controls within the Group.

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

I. COMMUNICATION WITH STAKEHOLDERS

The Board recognizes the importance of ongoing engagement and communication with stakeholders, which they believe would build the trust and understanding between the Company and its stakeholders and also provide stakeholders a better appreciation of the Company's objectives and the quality of the management. This in turn will assist stakeholders in evaluating the Company and facilitate shareholders to determine how their votes should be exercised.

The Board provides stakeholders with quarterly results and Audited Financial Statements as well as corporate announcements on significant developments affecting the Company through announcement in Bursa Securities in accordance with the MMLR.

The investor relation details published in the Company's website would enable the stakeholders to seek clarification or raise queries via email or phone.

II. CONDUCT OF GENERAL MEETING

The AGM is held once in every calendar year. Notice of the AGM and Annual Report are sent out to shareholders at least 28 days before the date of the meeting. Extraordinary General Meeting is held as and when required. All the resolutions set out in the notice of the forthcoming AGM shall be voted by poll.

At the meeting, the Chairman and the Board members are in attendance to provide explanations to all shareholders' enquiries on matters relating to the Group's business activities. There is an open question and answer session on the resolutions being proposed or about the Group's operations in general. The Chairman will undertake to furnish any shareholder with a written answer after the AGM in the event if the Board is unable to provide an immediate answer to any significant issues or questions raised. The outcome of the AGM will be released to Bursa Securities on the same day.

Each item of special business included in the notice of the meeting is accompanied by an explanation for the proposed resolution to facilitate full understanding and evaluation of relevant issues.

COMPLIANCE STATEMENT

Please refer to Corporate Governance Report for further disclosure.

This statement was made in accordance with the resolution of the Board of Directors dated 15 April 2022.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Board of Directors ("the Board") are required by the Companies Act 2016 to prepare audited financial statements that give a true and fair view of the state of affairs, including the cash flows and results, of the Group and of the Company as at the end of each financial year end in accordance with applicable approved accounting standards in Malaysia, the provisions of the Companies Act 2016 and the MMLR.

In preparing the annual financial statements for the financial year ended 31 December 2021, the Board has:

- adopted suitable accounting standards and applied the appropriate accounting policies on a consistent basis;
- made judgements and estimates that are reasonable and prudent; and
- prepared financial statements on a going concern basis.

The Board is also responsible for ensuring that the Group and the Company maintain a proper accounting and the relevant records are kept to sufficiently explain the transactions and the financial position and also ensure that the financial statements comply with the regulatory bodies. The Board also had taken steps that are reasonably available to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

This statement was made in accordance with a Board of Directors' Resolution dated 15 April 2022.

SUSTAINABILITY STATEMENT

In developing the Group's corporate strategy, the Board recognises the importance of sustainable and responsible business practices. This will enable the Company to sustain its business and stakeholders' recognition in the long run.

The Board is pleased to present this detailed Sustainability Statement ("Statement") for the year ended 31 December 2021 pursuant to Practice Note 9 of the MMLR, in particular, Part III on sustainability statement, which sets out what the Board considers as material sustainability risks and opportunities to the operations of the Group and how they are managed.

The Group has considered the material aspects and its associated risks and opportunities in order to enable the Group to prioritise the Group's commitment to environmental, social and economic progress. The summary outcomes of our key priorities are as below:

Factors	Concern to Stakeholders	Importance to Business
Employee engagement and safety	High	High
Governance and management	Medium	High
Customers engagement	Medium	High
Supply Chain	Medium	High
Social investment	Medium	High
Environment	High	High

Through the factors identified, the Group had taken into consideration of the sustainability approaches based on the following three components:

Economic	Environmental	Social
Enhance business and stakeholders value and interest	Encourage eco-friendly practice, conserving the energy and environment	Engagement and responsibility to Stakeholders

Stakeholders Engagement

The Group believes that maintaining a good degree of communication and understanding with all the stakeholders is important, as this could maintain good corporate governance and reputable sustainable business entity. Therefore, the Group recognises the importance to conduct a continuous dialogue and information sharing with the relevant stakeholders in a timely, effective and transparent manner.

Summary below is an overview of the Group engagement with stakeholders through various channels and the outcomes achieved. The Group will continue to have transparent and open communications with stakeholders to understand their expectations and address the arising issues.

The Group's key stakeholders group and methods of engagement of the Group are as below:

Stakeholders Group	Frequency	Engagement Platform	Outcome
Employees	Regularly	<ul style="list-style-type: none"> In-house and On-site training Internal communications Employee engagement activities 	<ul style="list-style-type: none"> Build up relationship between employers and employees Code of conduct Higher retention level of employees Better Group performance
Investors & Shareholders	Annually	<ul style="list-style-type: none"> Announcement via Bursa Malaysia Annual General Meeting Quarterly Report Annual Report 	<ul style="list-style-type: none"> Enhance relationship between the Group and their shareholders

SUSTAINABILITY STATEMENT (Cont'd)

Stakeholders Engagement (Cont'd)

The Group's key stakeholders group and methods of engagement of the Group are as below: (Cont'd)

Stakeholders Group	Frequency	Engagement Platform	Outcome
Customers	Ad Hoc	<ul style="list-style-type: none"> Formal and informal meetings Visit to customers' offices Events 	<ul style="list-style-type: none"> Improve relationship between customers and the company Better product pricing and product quality
Suppliers	Ad Hoc	<ul style="list-style-type: none"> Formal and informal meetings Dialogue sessions Site visits are held on request 	<ul style="list-style-type: none"> Improve relationship between suppliers and the company Better process of business production
Government & Regulatory Bodies	Ad Hoc	<ul style="list-style-type: none"> Formal meeting Statutory reporting submission or regulatory requirement 	<ul style="list-style-type: none"> Interpretation of new government regulations Review of compliance protocols
Local communities	Ad Hoc	<ul style="list-style-type: none"> Formal meeting Donations 	<ul style="list-style-type: none"> Stronger community branding for the Group

ECONOMIC

The Group believes that the impact of the business activities to the long-term economic growth is related to the community. The Group has been involved in the contribution to the community development, such as practicing procurement by sourcing locally without compromising on the quality and value. Together with the Board, the management also identifies opportunities relevant to the long term success of the Group. At the same time, various efforts are also continuously being made to improve efficiency and profitability.

Quality Certification

The Group performs annual audits and surveillances for certifications such as ISO 9001:2015 to ensure the operations and products comply and meet the standards' requirements and the customers get consistent, good quality products and services. This standard is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach and continuous improvement.

Recruitment

On top of that, the Group always seeks for local staff recruitment to fill vacant position(s), whenever possible. The Group has also encouraged walk-in interview for local operator position(s) during the financial year by putting the recruitment banner in front of the factory to reduce the reliance on foreign workers. The interested candidates can walk-in for interviews anytime whenever available during the office working hours. Successful candidates will be recruited.

The Group also always looks for local internship programmes. The interns will be given on-site training which will prepare them in developing their personal skill for post-graduation full time employment. The good and suitable interns will also be offered full time employment subsequent to the internship period.

Human Rights

In line with the Group's respect to human rights, the Group does not withhold workers' wages other than as prescribed by law. The Group will also ensure that the statutory monthly minimum wage and overtime compensation for all its employees will be in accordance with Malaysia's labour regulations.

The Group is also committed to the elimination of all forms of illegal, forced, bonded, compulsory or child labour. The Group operates an open, transparent, and collaborative approach to resolving workers' and stakeholders' grievances.

If any of the above conducts is suspected, the reporting party may raise their concerns via email to whistleblower@tong.com.my which will be channeled to the Chairman of the Audit Committee. The protection of the whistleblower's identity is guaranteed under this Policy, unless with the whistle-blower's consent or where required by law.

SUSTAINABILITY STATEMENT (Cont'd)

ECONOMIC (Cont'd)

Work-Life Balance

The Group believes that providing a work-life balance environment to all of our employees enables them to have more time for their family or to pursue their areas of interest. Therefore, the Company does not encourage employees to work overtime unless it is really necessary, such as to meet customers' orders. The Group understands that a healthy working life could build a happier and less stressed workforce, which will improve not only the productivity of the company, but also employees' mental health and well-being.

ENVIRONMENTAL

The Group understands that it is important to reduce wastage and conserve the energy and environment. The Group is also aware about the operations impact towards the environment during the production process. The Group continuously strive to manage and reduce the impact through effective and efficient management of resources, which includes emission control, energy and waste management practice.

Waste Management

Nonetheless, the on-site air emission monitoring as well as industrial effluent discharge monitoring are conducted regularly to ensure the emission and effluent discharged do not exceed the limit. The Group has engaged an independent consultant, where the sample will be tested and monitoring report will be prepared on a regular basis.

According to Environmental Quality (Industrial Effluent) Regulations 2009, it is mandatory for waste water to be treated before discharged into surface waters for any premises. The Company has our own in-house water treatment plant to treat any sewage generated, before discharge into any inland water. The main purpose is to prevent any health hazard caused by discharging wastewater into the environment and reduce the burden of public water treatment. All sewages generated by the Company are properly stored and transported to licensed contractor for treatment or recovery.

Eco-Friendly Practices

Besides, the management also encourages the staff to adopt eco-friendly practices such as the efficient utilization of stationeries. Papers that have been printed only on one side are encouraged to be reused as internal draft documents. Used materials such as one side papers, paper cartons and cardboard boxes are reused, where possible, or sent to recycling centers. Employees also practice light-off during lunch hour for energy saving purpose. Besides, THF also provides free vegetarian meals to all its employees on every working day.

Solar Photovoltaic (PV) System

A 998.3kW industrial scale Solar PV System has been installed at THF's factory during the financial year 2019. The second phase of Solar PV System was completed in July 2020 with a capacity of 999kW. Solar energy is renewable and clean energy; it is free from greenhouse gas emission during operation, and able to generate clean energy (electricity) to support operations. The installation of Solar PV System has successfully helped the Company to offset our TNB bills up to RM38,000 in 2019, RM259,000 in 2020 and RM205,000 in 2021 by exporting the excess energy generated from our solar PV system to TNB grid. The Solar PV System generated 1,269.4MWh, 2,092.8MWh and 2,822.7MWh of energy in 2019, 2020 and 2021 respectively which help the Company to save up to RM2.2 million from TNB bills in these 3 years. This energy generated from the Solar PV System could offset 3,952.2 tons of carbon dioxide emission which is also equivalent to carbon dioxide absorbed by 117,976 trees in one year.

SOCIAL

Employees health and safety remain as the Group top priority and the Group has set up a safety unit at the workplace to oversee the safety, health and welfare at work for all employees and sending staff for workshops on safety in order to ensure that working conditions are in compliance with the requirements of the Occupational Safety and Health Act 1994 (OSHA).

Training and Development

In a dynamic business environment, the Group recognized the need to continuously upgrade its employees' skills in order to equip them with the tools necessary for growth. The management also emphasised on training and development because it believes in creating valuable knowledge of workers through training and developing existing employees by providing opportunities for their personal contribution towards the social development. Employees are strongly encouraged to attend in-house as well as external relevant training courses to enhance long term competitiveness.

SUSTAINABILITY STATEMENT (Cont'd)

SOCIAL (Cont'd)

Safety and Health

The Group also recognises the importance of continuous safety and health improvements in order to protect its employees. It takes a serious view of its responsibility to provide and maintain safe and healthy working conditions, equipment and systems of work for its employees. During the financial year under review, no serious workplace accident was reported.

Corporate Social Activities

Apart from that, the Group also recognises its social responsibility by donating a Turbine Portable Ventilator to Hospital Bukit Mertajam amounting to RM82,000 during the challenging period when the Intensive Care Unit (ICU) was overwhelmed by the surge of COVID-19 patients and the ICU capacity was limited by the lack of air and oxygen pressure source available.

Besides that, the Group had also donated two sets of seatec outboard motors to Bomba Kepala Batas amounting to RM9,000 for the purposes of food distribution and rescue work during the flood which happened in Peninsular Malaysia in December 2021.



SUSTAINABILITY STATEMENT (Cont'd)

SOCIAL (Cont'd)

Preventative Measures for Covid-19

The Group undertook additional efforts to provide employees a safe work environment during the COVID-19 pandemic. The Group implements Standard Operating Procedures (“SOP”) in accordance with the guideline advocated by Local Authority to safeguard our workforce for prevention outspread of Covid-19. For safety purpose, we take all essential actions to ensure the safety of our employees, including compulsory Covid-19 swab tests for all employees every two weeks. During MCO, the Group has adopted work from home policy for non-production employees to minimise the physical movement of our employees and reduce the risk of infection by Covid-19. In addition, we consistently create awareness and update information related to Covid-19 symptoms identification, prevention procedures and measures to enhance immunity system.

The safety and health officer is responsible on the COVID-19 Prevention and Handling Guidelines, disseminate information, and ensure the enforcement on the compliance of the SOP in the Group. These SOPs include standard precautions such as daily temperature screenings, use of personal protective equipment, maintaining hand hygiene and practice of social distancing at work.

The summary of COVID-19 company preventive measures implemented in the premises of the Group is as below:

Before Enter to the Premise	Inside the Premise
<ul style="list-style-type: none"> • Body temperature & MySejahtera screening for all the estate residents and approved visitors • Measure symptoms of cough, sore throat or shortness of breath • Hand Sanitizer are provided • Face masks distributed 	<ul style="list-style-type: none"> • Employees practice 1 meter social distancing • Employees use face masks • High touch areas need to be sanitized frequently • Hand sanitizer provided at all common areas • RTK Ag Test for estate residents including Executive/ staff/incoming visitors/suppliers

Employees who have symptoms of fever, cough, and shortness of breath or difficulty in breathing should work from home until fully recover. Besides, employees with family members who tested positive for COVID-19 would be compelled to refer to the MOH’s guidelines on how to conduct a risk assessment to evaluate their health status. Immediate self-quarantine should also be imposed on the affected employees. During the MCO period, no visitor are allowed to visit the office except relevant authorities such as MITI, custom, police, local authorities or those pre-arranged with the Company and they are required to have temperature checking at the entrance of the premise.

During the year, the Group had participated in the public-private partnership immunization program (‘PIKAS’) which MITI has been tasked to coordinate the immunization for employees in the manufacturing sector. Thus, the Group was 100% operational after 14 days of the 2nd dose as more than 90% of the staff were fully vaccinated on 6 September 2021 for fasteners segment and on 16 August 2021 for Aluminium segment.

Hostel and Accommodation

With the introduction of the Workers’ Minimum Standards of Housing and Amenities Act 446 (Amendment) 2019 which came into force on 1 June 2020, the Company ensured due compliance, fulfilled the requirements of the Act, taken the necessary preventive measures to safeguard employees’ safety and wellbeing. The Company is in the midst of obtaining Certificate of Accommodation under Section 24D (2) of the same Act to safeguard our foreign workers in terms of healthcare, and had also provided screening and treatment for them in efforts to curb the spread of Covid-19.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board is pleased to present its Statement on Risk Management and Internal Control of the Group for the financial year 31 December 2021, which has been prepared pursuant to Paragraph 15.26(b) of MMLR, Principle B of the MCCG, and as guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers. This statement outlines the nature and state of risk management and internal controls of the Group during the FY 2021.

Board Responsibility

In order to safeguard the shareholders' investments and the Group's assets, the Board of Directors has overall responsibility for maintaining a sound risk management and internal control framework for good corporate governance that is able to ensure the achievement of not only financial controls but also operational, organizational, regulatory and compliance controls.

However, the framework in place is designed to manage rather than eliminate the risk of failure to achieve business objectives, and therefore can only provide reasonable but not absolute assurance against material misstatement of management and financial information or against financial losses.

Risk Management Framework

An effective risk management process enables the Company to achieve its performance and targets by providing risk information to make better decisions, both in the setting of the Company's strategy and in daily decision making. The Board will continue to obtain updates and reviews on the Group's risk profile. The Board is responsible for carrying out periodical review on the adequacy, effectiveness and integrity of the Group's risk management and the system of internal control including systems to ensure compliance with applicable laws, regulations, rules, directives and guidelines. The Board need to ensures the risk management framework was in order throughout the financial year.

Internal Audit Function

The Group has established an in-house Internal Audit Function where the Internal Audit Personnel reports independently to the Audit Committee. The Audit Committee is responsible to review and approve the internal audit plan on an annual basis. The internal audit plan is designed to evaluate, assess and identify the missing controls and areas that need efficient enhancement. The cost incurred in maintaining the internal audit function in respect of the financial year was RM42,000.

The Internal Audit Personnel will carry out independent review on internal controls and activities within the Group. During the financial year ended 31 December 2021, the Internal Audit Personnel has not reported any significant control weaknesses which may result in any material losses, uncertainties or contingencies that would require disclosure in the Group's annual report.

Internal Control

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

- i. Segregation of duties between the Board and management. The Independent Directors reviews the financial statements reported to the Board by the Executive Directors and Financial Controller;
- ii. Board discussions on financial and operational issues with management during board meetings as well as the measures taken by management to mitigate organisational risks;
- iii. The quality management systems possessed by the subsidiaries and their continual compliance with these respective certification bodies' requirements;
- iv. Potential financial risk exposure resulting from fire, perils, money, burglary, trade credit, product liability and public liability are insured to minimize Group's financial exposures and losses;
- v. Implementation of physical security controls at the strategic locations such as CCTVs, security guards, production area, office, fencing and gate;
- vi. Allows, supports and encourages employees and third parties to report and raise genuine concerns about possible improprieties in matters of financial reporting, compliance, malpractices and unethical business conduct within the Group at the earliest opportunity and in an appropriate way by establishing a Whistle Blowing Policy; and
- vii. Established the Anti-Bribery and Anti-Corruption Policy to provide information and guidance to the Directors and Employees of the Company on standards of behaviour to which they must adhere to and how to deal with bribery and corruption issues, as well as set out the responsibilities to comply with the law.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (Cont'd)

Other Risk and Control Process

In addition to the above, the Group also has in place the following key elements:

- Well-defined hierarchical structure which indicated areas of responsibilities, scope of authority and segregation of duties.
- The Audit Committee reviews the financial results on the quarterly basis to monitor the performance of the Group. Any material variances encountered by the Internal Audit Personnel will be reported to the Board.
- Formal employee appraisal system, which enables appraisal of employees and rewarding employees, based on performance and attendance.
- The Group continues to review and update the Standard Operating Procedures for key processes for all Departments to govern the daily operations. This is being continuously monitored and reviewed to ensure effective management of the Group's operations.

The Board is responsible for maintaining a good internal control system and recognises that the system must keep growing to support the Group's operations. As a result, the Board and management will continue to take steps to improve the internal control environment in order to protect shareholders' capital and the Group's assets.

Based on the risk management and internal control system implemented, the Board has obtained assurance from the Group Managing Director that the Company's risk management and internal control system is working appropriately and effectively in all material aspects.

The external auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the Annual Report for the year ended 31 December 2021 pursuant to Audit and Assurance Practice Guide 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by Malaysian Institute of Accountants. Based on their review, nothing has come to their attention that causes them to believe that the Statement on Risk Management and Internal Control intended to be included in the Annual Report is not prepared, in all material respects, 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 and Practices 9.1 and 9.2 of the MCCG to be set out, nor is factually inaccurate.

This statement was made in accordance with the Board of Directors' resolution dated 15 April 2022.

AUDIT COMMITTEE REPORT

1. Establishment

The Audit Committee was established on 20 July 1999.

2. Members

The Company has fulfilled the requirements of Paragraph 15.09 of the MMLR and the Principles and Practices recommended by MCCG with regard to the composition of the Audit Committee. The members of the Committee during the financial year were as follows:

Name	Designation
Megat Abdul Munir (Independent Non-Executive Director)	Chairman of the Committee
Teh Eng Hin (Independent Non-Executive Director)	Member of the Committee
Fazrin Azwar Bin Dato' Hj. Md. Nor (Independent Non-Executive Director)	Member of the Committee

3. Terms of Reference ("TOR")

The Audit Committee's TOR can be viewed from our website at www.tong.com.my.

4. Meetings

The Audit Committee met on four (4) occasions during year 2021 and the meeting attendance record of each Director was as follows:

Name	No. of Meetings Attended	Percentage (%)
Megat Abdul Munir	4/4	100
Teh Eng Hin	4/4	100
Fazrin Azwar Bin Dato' Hj. Md. Nor	4/4	100

The Finance Manager, Internal Audit Personnel and representative of the External Auditors were invited to attend the meetings (where applicable). The External Auditors may request with the Chairman of the Audit Committee to convene a meeting if they consider it necessary.

5. Authority

Certain responsibilities are delegated to Board Committees through clearly defined TOR. It shall have full and unrestricted access to any information pertaining to the Company or the Group.

The Committee shall have direct communication channels with both the External Auditors and Internal Audit Personnel. The Committee shall also have the right to seek outside legal or other independent professional advice and to convene meetings with the External Auditors, the Internal Audit Personnel or both, excluding the attendance of other Directors and employees of the Company, whenever deemed necessary.

AUDIT COMMITTEE REPORT (Cont'd)

6. Summary of Work of the Audit Committee

The meetings held during the financial year were mainly to deliberate on the following issues:

- a) Reviewed quarterly results and annual financial reports.
- b) Reviewed the External Auditors' scope of work and audit plan for the Group.
- c) Reviewed the reports of External Auditors pertaining to accounts and internal control status.
- d) Discussed and reviewed the extent of compliance to the MMLR, the MCCG 2017 and updates on new developments of accounting standards issued by the Malaysian Accounting Standards Board.
- e) Reviewed the Internal Audit Personnel's scope of work, internal audit plan, programs and reports.
- f) Reviewed on a quarterly basis the relevant Recurrent Related Party Transactions and Related Party Transactions (if any).
- g) Recommend to the Board for the re-appointment of External Auditors after assessing the suitability, objectivity and independence of the External Auditors and considering the information presented in their Annual Transparency Report.

7. Internal Audit Function

The Group has established an In-house Internal Audit Function since 21 February 2002 to assist the Audit Committee in the discharge of its duties and responsibilities. The Internal Audit Personnel is consist of a staff who has Bachelor of Accountancy and free from any relationship and conflict of interest which could impair their objectivity and independence. She is assisting the Audit Committee in reviewing the effectiveness of the internal control systems whilst ensuring that there is an appropriate balance of controls and risks throughout the Group in achieving its business objectives in accordance with a recognize framework. Internal audit function is carried out to assess the adequacy and integrity of the internal control system of the Group based on the internal audit plan reviewed and approved by the Audit Committee. With the internal audit function being put in place, remedial actions can be taken in relation to weaknesses identified and noted in the systems and controls of the respective operating units. The setting up of the internal audit function is geared towards increasing efficiency and better management of resources in all aspects of the Group's operations.

8. Summary of Work of the Internal Audit Function

The summary of work that was carried out for the year under review were as follows:

- a) Prepared the audit plan that focused on high risk areas.
- b) Performed internal audit reviews in accordance with the approved audit plan.
- c) Issued reports on the results of the internal audit reviews, identifying weaknesses with suggested recommendations for improvements to management for further action.
- d) Attended Audit Committee's meetings to table and discuss the audit reports and follow-up on the matters raised.
- e) Followed-up on the implementation of corrective action plans or best practices agreed with the Management.
- f) Reviewed the appropriateness of the disclosure statements with regard to compliance with the MCCG and the statement of internal controls.
- g) Performing any other relevant duties assigned by the Board of Directors.

ADDITIONAL COMPLIANCE INFORMATION

The information set out below is disclosed in compliance with the MMLR.

UTILISATION OF PROCEEDS

No proceeds from corporate proposal were raised by the Company during the financial year ended 31 December 2021.

MATERIAL CONTRACT

There were no material contracts entered into by the Group which involved Directors and/or major shareholders interests during the financial year ended 31 December 2021.

CONTRACT RELATING TO LOAN

There were no material contracts relating to loans entered into by the Company and its subsidiaries that involved the Directors and Major Shareholders.

AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid/payable to the external auditors and the firm affiliated to the external auditors by the Group and the Company for the financial year ended 31 December 2021 were as follows:

	Group (RM)	Company (RM)
Audit Services Rendered	141,000	50,000
Non Audit Services Rendered	43,500	7,000

EMPLOYEE SHARE SCHEME

There was no Employee Share Scheme implemented during the financial year ended 31 December 2021.

ADDITIONAL COMPLIANCE INFORMATION (Cont'd)

RECURRENT RELATED PARTY TRANSACTION OF REVENUE OR TRADING NATURE

Details of the Recurrent Related Party Transaction (RRPT) of revenue or trading nature entered into pursuant to the shareholders' mandate obtained at the 24rd Annual General Meeting of the Company held on 24 May 2021 to 1 April 2022, which represents the latest practicable date prior to the printing of the RRPT Circular, were as follows:

Transacting parties	Companies within the Group	Nature of transaction	Interested related parties	Amount of Transactions (RM)
Tongming Enterprise Co. Ltd (TME)	THF	Purchase of goods	Tsai, Ching-Tung ^{(a)(e)} Tsai Chen, Su-Kan ^(d) Tsai, Hung-Chuan ^{(a)(d)} Tsai, Jane-Rong ^(f) Tsai Chia-Yen ⁽ⁱ⁾ Tsai Ming Ti ^(c) Tsai Liao Chin Yeh ^(f) Tsai Yi Ting ^(b) Tsai Pei Chen ^(g) Tsai Chia Chen ^(h) Allrich Corp (Allrich) ^(k) Richard Holdings Limited (RHL) ^(k)	-
Winlink Fasteners Co Ltd (WFC)	THF	Purchase of goods		5,038,903
Tong Win International Co. Ltd (TWI)	THF	Sales of goods		19,111,867
WFC	THFT	Purchase of goods		3,702,942
TWI	THFT	Sales of goods		122,524,093
TME	THFT	Purchase of goods		1,763,700

Notes:

- (a) Major Shareholder of THR Group by virtue of his interest in Allrich, a Major Shareholder of THR, and also a Shareholder of TMEC, the holding company of Mandated Related Parties.
- (b) Managing Director and Major Shareholder of THR Group by virtue of his interest in RHL, a Major Shareholder of THR, and also a Director of WFC and Major Shareholder of Mandated Related Parties by virtue of his interest in TMEC, the holding company of Mandated Related Parties. He is the son of Tsai Ming Ti and Tsai Liao Chin Yeh, and brother of Tsai Pei Chen and Tsai Chia Chen.
- (c) Major Shareholder of THR Group by virtue of his interest in RHL, a Major Shareholder of THR, and also a Shareholder of TMEC, the holding company of Mandated Related Parties. Director of THR Group and TME. He is the brother of Tsai, Ching-Tung.
- (d) Director of THR, THF and also a Director of Mandated Related Parties. He is the son of Tsai, Ching-Tung and Tsai Chen, Su-Kan.
- (e) Director of THFT and TME. He is also the brother of Tsai Ming Ti.
- (f) Major Shareholder of THR Group, by virtue of her indirect interest in Allrich/RHL, a Major Shareholder of THR, and also the spouse of Major Shareholder and/or Director of THR.
- (g) Director and Major Shareholder of THR Group by virtue of her interest in RHL, a Major Shareholder of THR, and also the daughter of Tsai Ming Ti and Tsai Liao Chin Yeh, and sister of Tsai Yi Ting and Tsai Chia Chen.

ADDITIONAL COMPLIANCE INFORMATION (Cont'd)

RECURRENT RELATED PARTY TRANSACTION OF REVENUE OR TRADING NATURE (Cont'd)

Notes: (Cont'd)


- (h) *Major Shareholder of THR Group by virtue of her interest in RHL, a Major Shareholder of THR, and also the daughter of Tsai Ming Ti and Tsai Liao Chin Yeh, and sister of Tsai Yi Ting and Tsai Pei Chen.*
- (i) *Major Shareholder of THR Group by virtue of her interest in Allrich, a Major Shareholder of THR, and also the daughter of Tsai, Ching-Tung and Tsai Chen, Su-Kan, and sister of Tsai, Hung-Chuan and Tsai, Chia -Yen.*
- (j) *Director and Major Shareholder of THR Group by virtue of her interest in Allrich, a Major Shareholder of THR, and also the daughter of Tsai, Ching-Tung and Tsai Chen, Su-Kan, and sister of Tsai, Hung-Chuan and Tsai, Jane-Rong. She is also a Director of TME.*
- (k) *Director and Major Shareholder of THR and a deemed Major Shareholder of THR Group.*

The Company intends to seek shareholders' approval on the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transaction of Revenue or Trading Nature to be tabled at this Annual General Meeting.



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DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and the Company for the financial year ended 31 December 2021. All values shown in this report are rounded to the nearest thousand ("RM'000") unless otherwise indicated.

PRINCIPAL ACTIVITIES

The principal activity of the Company is that of investment holding. The principal activities and other details of the subsidiaries are disclosed in Note 6 to the financial statements.

RESULTS

	Group RM'000	Company RM'000
Profit for the financial year attributable to:		
- Owners of the Company	64,133	17,905
- Non-controlling interests	9,250	0
	<u>73,383</u>	<u>17,905</u>

DIVIDENDS

During the financial year, the Company paid a final single tier dividend of 15 sen per share amounting to RM23,027,000 in respect of the financial year ended 31 December 2020. It also declared and paid an interim single tier dividend of 5 sen per share amounting to RM7,676,000 in respect of the financial year ended 31 December 2021.

A final single tier dividend of 15 sen per share in respect of the financial year ended 31 December 2021 will be proposed for shareholders' approval at the forthcoming annual general meeting.

RESERVES AND PROVISIONS

All material transfers to or from reserves or provisions during the financial year have been disclosed in the financial statements.

ISSUE OF SHARES OR DEBENTURES

The Company did not issue any shares or debentures during the financial year.

SHARE OPTIONS

The Company did not grant any share options during the financial year.

BAD AND DOUBTFUL DEBTS

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

At the date of this report, the directors are not aware of any circumstances which would render the amount written off for bad debts or the amount of the provision for doubtful debts inadequate to any substantial extent.

CURRENT ASSETS

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

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

DIRECTORS' REPORT (Cont'd)

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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

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

No contingent or other liability 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 affect the ability of the Group or the Company to meet their obligations when they fall due.

CHANGE OF CIRCUMSTANCES

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

ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Group and the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature.

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group or the Company for the financial year in which this report is made.

DIRECTORS

The directors in office since the beginning of the financial year are:

Directors of the Company

Tsai Ming Ti
Tsai, Hung-Chuan
Tsai Yi Ting
Tsai Pei Chen
Tsai, Chia-Yen
Tan Ban Leong
Fazrin Azwar Bin Dato' Hj. Md. Nor
Megat Abdul Munir
Teh Eng Hin

Directors of subsidiaries (other than directors of the Company)

Tsai, Ching-Tung
Lu, Yeo-Lee
Lee Chen-Chao
Wu Kuo-G
Lee Shih Yao
Siek Hian Hock

DIRECTORS' REPORT (Cont'd)

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests in shares in the Company of the directors in office at the end of the financial year are as follows:-

Name of director	Number of ordinary shares					
	Balance at 1.1.2021	Direct interest		Balance at 31.12.2021	Deemed interest	
		Bought	(Sold)		Balance at 1.1.2021	Balance at 31.12.2021
Tsai Ming Ti	2,020,402	0	0	2,020,402	50,178,357	50,178,357
Tsai, Hung-Chuan	0	0	0	0	61,191,043	61,191,043
Tsai Yi Ting	198,000	0	0	198,000	49,044,307	49,044,307
Tsai Pei Chen	731,100	0	0	731,100	49,044,307	49,044,307
Tsai, Chia-Yen	0	0	0	0	61,191,043	61,191,043
Tan Ban Leong	45,000	0	0	45,000	0	0
Fazrin Azwar Bin Dato' Hj. Md. Nor	5,040	0	0	5,040	0	0
Megat Abdul Munir	37,900	0	0	37,900	0	0
Teh Eng Hin	4,500	0	0	4,500	0	0

By virtue of their interests in shares in the Company, Tsai Ming Ti, Tsai, Hung-Chuan, Tsai Yi Ting, Tsai Pei Chen and Tsai, Chia-Yen are also deemed to have interests in shares in the subsidiaries to the extent of the Company's interests, pursuant to Section 8 of the Companies Act 2016.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than the directors' remuneration as disclosed in Note 23 to the financial statements) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to have arisen by virtue of certain related party transactions as disclosed in Note 28 to the financial statements.

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

INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

There was no indemnity given to or liability insurance effected for any director or officer of the Group or the Company during the financial year.

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office. The auditors' remuneration is disclosed in Note 22 to the financial statements. There was no indemnity given to or liability insurance effected for the auditors during the financial year.

Signed in accordance with a resolution of the directors dated 15 April 2022

Tsai Yi Ting

Tan Ban Leong

STATEMENT BY DIRECTORS

In the opinion of the directors, the financial statements set out on pages 58 to 104 give a true and fair view of the financial position of the Group and the Company as at 31 December 2021 and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Signed in accordance with a resolution of the directors dated 15 April 2022

Tsai Yi Ting

Tan Ban Leong

STATUTORY DECLARATION

I, Khoo Su Jun (MIA membership no.: 48026), being the officer primarily responsible for the financial management of Tong Herr Resources Berhad, do solemnly and sincerely declare that the financial statements set out on pages 58 to 104 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 Su Jun at George Town in the State of Penang on this 15 April 2022

Khoo Su Jun
Financial Controller

Before me

Shamini A/P M Shanmugam
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

to the members of Tong Herr Resources Berhad

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Tong Herr Resources Berhad, which comprise the statements of financial position as at 31 December 2021 of the Group and the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and the Company for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 58 to 104.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and the Company as at 31 December 2021, and of their financial performance and cash flows for the financial 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 report. We are independent of the Group and 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

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

We have determined that there are no key audit matters to communicate in our 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 the Company and our auditors' report thereon.

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

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

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

Responsibilities of the directors for the financial statements

The directors of the Company are responsible for the preparation of financial statements of the Group and 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 the Company that are free from material misstatement, whether due to fraud or error.

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

INDEPENDENT AUDITORS' REPORT (Cont'd)

to the members of Tong Herr Resources Berhad

Report on the audit of the financial statements (Cont'd)

Auditors' responsibilities for the audit of the financial statements

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

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:-

- Identify and assess the risks of material misstatement of the financial statements of the Group and the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and 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 the Company, including the disclosures, and whether the financial statements of the Group and the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the 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 the Company of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT (Cont'd)

to the members of Tong Herr Resources Berhad

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that we have not acted as auditors of a subsidiary, Tong Heer Fasteners (Thailand) Co., Ltd.

Other matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF 1018
Chartered Accountants

Eddy Chan Wai Hun
02182/10/2023 J
Chartered Accountant

Date: 15 April 2022

Penang

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 31 December 2021

	Note	2021 RM'000	2020 RM'000
Non-current assets			
Property, plant and equipment	4	132,839	152,008
Right-of-use assets	5	18,442	13,301
Other investment	7	5,283	6,682
Deferred tax assets	8	243	218
		156,807	172,209
Current assets			
Inventories	9	441,228	286,271
Receivables	10	73,980	50,440
Derivatives	11	371	0
Prepayments		19,245	1,037
Current tax assets		22	2,184
Cash and cash equivalents	12	133,420	142,609
		668,266	482,541
Current liabilities			
Payables	13	39,971	33,233
Loans and borrowings	14	209,899	69,327
Lease liabilities	15	273	270
Derivatives	11	35	419
Contract liabilities	16	4,573	1,730
Current tax liabilities		8,480	2,069
		263,231	107,048
Net current assets		405,035	375,493
Non-current liabilities			
Deferred tax liabilities	8	4,616	4,483
Loans and borrowings	14	5,871	13,848
Lease liabilities	15	297	272
Retirement benefits	17	1,009	940
		11,793	19,543
Net assets		550,049	528,159

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (Cont'd)

as at 31 December 2021

	Note	2021 RM'000	2020 RM'000
Equity			
Share capital	18	185,930	185,930
Treasury shares	18	(8,190)	(8,190)
Statutory reserve		10,129	7,667
Currency translation reserve		27,020	42,750
Retained profits		283,384	252,416
Equity attributable to owners of the Company		498,273	480,573
Non-controlling interests	19	51,776	47,586
Total equity		550,049	528,159

The annexed notes from an integral part of these financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the financial year ended 31 December 2021

	Note	2021 RM'000	2020 RM'000
Revenue	20	752,279	555,001
Cost of goods sold		(622,827)	(491,905)
Gross profit		129,452	63,096
Interest income		1,982	2,455
Other income		5,359	6,971
Distribution costs		(22,560)	(12,380)
Administrative and general expenses		(17,599)	(14,632)
Finance costs		(1,336)	(1,319)
Impairment (losses)/gains on financial assets	21	(102)	268
Profit before tax	22	95,196	44,459
Tax expense	24	(21,813)	(7,828)
Profit for the financial year		73,383	36,631
Other comprehensive income:-			
<i>Item that may be reclassified subsequently to profit or loss:</i>			
- Currency translation differences for foreign operation		(15,730)	(4,099)
Other comprehensive income for the financial year		(15,730)	(4,099)
Comprehensive income for the financial year		57,653	32,532
Profit for the financial year attributable to:			
- Owners of the Company		64,133	30,684
- Non-controlling interests	19	9,250	5,947
		73,383	36,631
Comprehensive income for the financial year attributable to:			
- Owners of the Company		48,403	26,585
- Non-controlling interests		9,250	5,947
		57,653	32,532
Earnings per share:	25		
- Basic (sen)		41.78	19.99
- Diluted (sen)		41.78	19.99

The annexed notes from an integral part of these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the financial year ended 31 December 2021

	Non-distributable			Distributable		Equity attributable to owners of the Company RM'000	Non-controlling interests RM'000	Total equity RM'000
	Share capital RM'000	Treasury shares RM'000	Statutory reserve* RM'000	Currency translation reserve RM'000	Retained profits RM'000			
Balance at 1 January 2020	185,930	(8,070)	5,993	46,849	238,758	469,460	46,539	515,999
Dividend to owners of the Company (Note 26)	0	0	0	0	(15,352)	(15,352)	0	(15,352)
Dividends to non-controlling interests	0	0	0	0	0	0	(4,900)	(4,900)
Purchase of own shares	0	(120)	0	0	0	(120)	0	(120)
Total transactions with owners	0	(120)	0	0	(15,352)	(15,472)	(4,900)	(20,372)
Profit for the financial year	0	0	0	0	30,684	30,684	5,947	36,631
Currency translation differences for foreign operation (representing other comprehensive income for the financial year)	0	0	0	(4,099)	0	(4,099)	0	(4,099)
Comprehensive income for the financial year	0	0	0	(4,099)	30,684	26,585	5,947	32,532
Transfer to statutory reserve	0	0	1,674	0	(1,674)	0	0	0
Balance at 31 December 2020	185,930	(8,190)	7,667	42,750	252,416	480,573	47,586	528,159
Dividends to owners of the Company (Note 26)	0	0	0	0	(30,703)	(30,703)	0	(30,703)
Dividends to non-controlling interests	0	0	0	0	0	0	(5,060)	(5,060)
Total transactions with owners	0	0	0	0	(30,703)	(30,703)	(5,060)	(35,763)
Profit for the financial year	0	0	0	0	64,133	64,133	9,250	73,383
Currency translation differences for foreign operation (representing other comprehensive income for the financial year)	0	0	0	(15,730)	0	(15,730)	0	(15,730)
Comprehensive income for the financial year	0	0	0	(15,730)	64,133	48,403	9,250	57,653
Transfer to statutory reserve	0	0	2,462	0	(2,462)	0	0	0
Balance at 31 December 2021	185,930	(8,190)	10,129	27,020	283,384	498,273	51,776	550,049

* This represents the cumulative amount transferred from the retained profits of a subsidiary under the statutory requirements of Thailand.

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

CONSOLIDATED STATEMENT OF CASH FLOWS

for the financial year ended 31 December 2021

	Note	2021 RM'000	2020 RM'000
Cash flows from operating activities			
Profit before tax		95,196	44,459
Adjustments for:			
Depreciation		16,265	14,798
Fair value losses on financial instruments		1,063	1,037
(Gain)/Loss on disposal of property, plant and equipment		(42)	43
Impairment losses/(gains) on financial assets		102	(268)
Impairment loss on right-of-use assets		781	0
Interest expense		1,336	1,319
Interest income		(1,982)	(2,455)
Property, plant and equipment written off		0	2
Provision for retirement benefits		135	140
Reversal of inventories written down		(320)	(2,985)
Unrealised loss/(gain) on foreign exchange		745	(1,739)
Variable lease payments		0	(2)
Operating profit before working capital changes		113,279	54,349
Changes in:			
Inventories		(154,637)	(8,221)
Receivables		(23,820)	15,025
Derivatives		(419)	129
Prepayments		(18,208)	915
Payables		6,739	3,308
Contract liabilities		2,843	988
Cash (absorbed by)/generated from operations		(74,223)	66,493
Tax paid		(13,136)	(6,886)
Tax refunded		5	4
Net cash (used in)/from operating activities		(87,354)	59,611

CONSOLIDATED STATEMENT OF CASH FLOWS (Cont'd)

for the financial year ended 31 December 2021

	Note	2021 RM'000	2020 RM'000
Cash flows from investing activities			
Acquisition of property, plant and equipment		(3,856)	(5,601)
Acquisition of subsidiary, net of cash acquired	6	(6,453)	0
Interest received		1,982	2,455
Proceeds from disposal of property, plant and equipment		44	114
Net cash used in investing activities		(8,283)	(3,032)
Cash flows from financing activities			
Dividends paid to owners of the Company		(30,703)	(15,352)
Dividends paid to non-controlling interests		(5,060)	(4,960)
Interest paid		(1,350)	(1,745)
Net increase/(decrease) in short-term loans and borrowings	27	143,046	(22,647)
Payment of lease liabilities	27	(270)	(254)
Purchase of own shares		0	(120)
Repayment of term loans	27	(9,516)	(4,332)
Net cash from/(used in) financing activities		96,147	(49,410)
Currency translation differences		(9,699)	(2,175)
Net (decrease)/increase in cash and cash equivalents		(9,189)	4,994
Cash and cash equivalents brought forward		142,609	137,615
Cash and cash equivalents carried forward	12	133,420	142,609

The annexed notes from an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION

as at 31 December 2021

	Note	2021 RM'000	2020 RM'000
Non-current assets			
Investments in subsidiaries	6	190,233	190,233
Current assets			
Receivables	10	2	11,642
Current tax assets		21	20
Cash and cash equivalents	12	7,551	8,735
		7,574	20,397
Current liabilities			
Payables	13	148	173
		148	173
Net current assets		7,426	20,224
Net assets		197,659	210,457
Equity			
Share capital	18	185,930	185,930
Treasury shares	18	(8,190)	(8,190)
Retained profits		19,919	32,717
Total equity		197,659	210,457

The annexed notes from an integral part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME

for the financial year ended 31 December 2021

	Note	2021 RM'000	2020 RM'000
Dividend income		18,452	25,434
Interest income		136	134
Other income		49	0
Administrative and general expenses		(265)	(365)
Profit before tax	22	18,372	25,203
Tax expense	24	(467)	(1)
Profit for the financial year		17,905	25,202
Other comprehensive income for the financial year		0	0
Comprehensive income for the financial year		17,905	25,202

The annexed notes from an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

for the financial year ended 31 December 2021

	Share capital RM'000	Treasury shares RM'000	Retained profits RM'000	Total equity RM'000
Balance at 1 January 2020	185,930	(8,070)	22,867	200,727
Dividend (Note 26)	0	0	(15,352)	(15,352)
Purchase of own shares	0	(120)	0	(120)
Total transactions with owners	0	(120)	(15,352)	(15,472)
Profit (representing comprehensive income) for the financial year	0	0	25,202	25,202
Balance at 31 December 2020	185,930	(8,190)	32,717	210,457
Dividends (representing total transactions with owners) (Note 26)	0	0	(30,703)	(30,703)
Profit (representing comprehensive income) for the financial year	0	0	17,905	17,905
Balance at 31 December 2021	185,930	(8,190)	19,919	197,659

The annexed notes from an integral part of these financial statements.

STATEMENT OF CASH FLOWS

for the financial year ended 31 December 2021

	Note	2021 RM'000	2020 RM'000
Cash flows from operating activities			
Profit before tax		18,372	25,203
Adjustments for:			
Dividend income		(18,452)	(25,434)
Interest income		(136)	(134)
Operating loss before working capital changes		(216)	(365)
Change in payables		(25)	2
Cash absorbed by operations		(241)	(363)
Tax paid		(1)	(4)
Net cash used in operating activities		(242)	(367)
Cash flows from investing activities			
Dividends received		29,625	21,069
Interest received		136	134
Net cash from investing activities		29,761	21,203
Cash flows from financing activities			
Dividends paid		(30,703)	(15,352)
Purchase of own shares		0	(120)
Net cash used in financing activities		(30,703)	(15,472)
Net (decrease)/increase in cash and cash equivalents		(1,184)	5,364
Cash and cash equivalents brought forward		8,735	3,371
Cash and cash equivalents carried forward	12	7,551	8,735

The annexed notes from an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2021

1. GENERAL INFORMATION

The Company is a public company limited by shares, incorporated and domiciled in Malaysia and listed on the Main Market of Bursa Malaysia Securities Berhad.

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries are disclosed in Note 6.

The registered office of the Company is located at Suite S-21-H, 21st Floor, Menara Northam, 55 Jalan Sultan Ahmad Shah, 10050 Penang, Malaysia and its principal place of business is located at 2515, Tingkat Perusahaan 4A, Perai Free Trade Zone, 13600 Perai, Penang, Malaysia.

The consolidated financial statements set out on pages 58 to 63 together with the notes thereto cover the Company and its subsidiaries ("Group"). The separate financial statements of the Company set out on pages 64 to 67 together with the notes thereto cover the Company solely.

The presentation currency of the financial statements is Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand ("RM'000") unless otherwise indicated.

The financial statements were authorised for issue in accordance with a resolution of the directors dated 15 April 2022.

2. SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation of financial statements

The financial statements of the Group and the Company are prepared under the historical cost convention, modified to include other bases of measurement as disclosed in other sections of the significant accounting policies, and in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

For the financial year under review, the Group and the Company have applied the Amendments to MFRS 9, MFRS 139, MFRS 7, MFRS 4 and MFRS 16 *Interest Rate Benchmark Reform - Phase 2* which are effective for annual periods beginning on or after 1 January 2021. They have also early applied the Amendment to MFRS 16 *Covid-19-Related Rent Concessions beyond 30 June 2021* which is effective for annual periods beginning on or after 1 April 2021.

The initial application of the above amendments did not have any significant impacts on the financial statements.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.1 Basis of preparation of financial statements (Cont'd)

The Group and the Company have not applied the following MFRSs which have been issued as at the end of the reporting period but are not yet effective:

MFRS (issued as at the end of the reporting period)	Effective for annual periods beginning on or after
MFRS 17 <i>Insurance Contracts</i>	1 January 2023
Amendments to MFRS 3 <i>Reference to the Conceptual Framework</i>	1 January 2022
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred
Amendments to MFRS 17 <i>Insurance Contracts</i>	1 January 2023
Amendment to MFRS 17 <i>Initial Application of MFRS 17 and MFRS 9 - Comparative Information</i>	1 January 2023
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2023
Amendments to MFRS 101 <i>Disclosure of Accounting Policies</i>	1 January 2023
Amendments to MFRS 108 <i>Definition of Accounting Estimates</i>	1 January 2023
Amendments to MFRS 112 <i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction</i>	1 January 2023
Amendments to MFRS 116 <i>Property, Plant and Equipment - Proceeds before Intended Use</i>	1 January 2022
Amendments to MFRS 137 <i>Onerous Contracts - Cost of Fulfilling a Contract</i>	1 January 2022
Annual Improvements to MFRS Standards 2018 - 2020	1 January 2022

Management foresees that the initial application of the above MFRSs will not have any significant impacts on the financial statements.

2.2 Business combinations

A business combination is a transaction or other event in which an acquirer obtains control of one or more businesses. A business is an integrated set of activities and assets that is capable of being conducted and managed for the purpose of providing goods or services to customers, generating investment income (such as dividends or interest) or generating other income from ordinary activities. If the assets acquired are not a business, the transaction or other event is accounted for as an asset acquisition.

Business combinations are accounted for using the acquisition method. Under the acquisition method, the consideration transferred, the identifiable assets acquired and the liabilities assumed are measured at their acquisition-date fair values. The components of non-controlling interests that are present ownership interests are measured at the present ownership instruments' proportionate share in the recognised amounts of the identifiable net assets acquired. All other components of non-controlling interests are measured at their acquisition-date fair values. In a business combination achieved in stages, the previously held equity interest in the acquiree is remeasured at its acquisition-date fair value and any resulting gain or loss is recognised in profit or loss. All acquisition-related costs, other than the costs to issue debt or equity securities, are recognised in profit or loss as incurred.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.2 Business combinations (Cont'd)

Goodwill at the acquisition date is measured as the excess of (a) over (b) below:

- (a) the aggregate of:
 - (i) the acquisition-date fair value of the consideration transferred;
 - (ii) the amount of any non-controlling interests; and
 - (iii) in a business combination achieved in stages, the acquisition-date fair value of the previously held equity interest in the acquiree.
- (b) the net of the acquisition-date fair values of the identifiable assets acquired and the liabilities assumed.

Goodwill is recognised as an asset at the aforementioned amount less accumulated impairment losses, if any. The impairment policy is disclosed in Note 2.7. When the above (b) exceeds (a), the excess represents a bargain purchase gain and, after reassessment, is recognised in profit or loss.

2.3 Basis of consolidation

A subsidiary is an entity that is controlled by another entity. An investor controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

A subsidiary is consolidated from the acquisition date, being the date on which control is obtained, and continues to be consolidated until the date when control is lost. Intragroup balances, transactions, income and expenses are eliminated in full on consolidation. Total comprehensive income is attributed to the owners of the parent and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance. All changes in the parent's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Upon loss of control of a subsidiary, the assets (including any goodwill) and liabilities of, and any non-controlling interests in the subsidiary are derecognised. All amounts recognised in other comprehensive income in relation to the subsidiary are accounted for on the same basis as would be required if the related assets or liabilities had been directly disposed of. Any consideration received and any investment retained in the former subsidiary are recognised at their fair values. The resulting difference is then recognised as a gain or loss in profit or loss.

2.4 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, if any. The impairment policy is disclosed in Note 2.7.

Freehold land and capital work-in-progress are not depreciated. Other property, plant and equipment are depreciated on a straight-line basis over the estimated useful lives of the assets using the following annual rates:

Buildings	2% - 5%
Plant and machinery, tools and electrical installation	10% - 25%
Furniture, fittings and office equipment	10% - 20%
Motor vehicles	12.5% - 20%

The residual value, useful life and depreciation method of an asset are reviewed at least at the end of each reporting period and any changes in expectations from previous estimates are accounted for prospectively as changes in accounting estimates.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.5 Leases

A lease is a contract, or part of a contract, that conveys the right to use an asset for a period of time in exchange for consideration.

Initial recognition and measurement

When the Group acts as a lessee, it recognises a right-of-use asset (representing its right to use the underlying leased asset) and a lease liability (representing its obligation to make lease payments) at the commencement date. The Group has elected not to apply such recognition principle to short-term leases (which have a lease term of 12 months or less) and leases of low-value assets. The lease payments associated with those leases are recognised as an expense on a straight-line basis over the lease term.

A right-of-use asset is initially recognised at cost, which comprises the initial amount of lease liability, any lease payments made at or before the commencement date (less any lease incentives), any initial direct costs and any estimated dismantling, removing and restoring costs.

A lease liability is initially recognised at the present value of the unpaid lease payments, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate. The unpaid lease payments included in the measurement of lease liability comprise fixed payments (less any lease incentives), variable lease payments linked to an index or a rate, expected amounts payable under residual value guarantees, the exercise price of a purchase option reasonably certain to be exercised and the penalties of a termination option reasonably certain to be exercised.

Subsequent measurement

A right-of-use asset is subsequently measured at cost less accumulated depreciation and accumulated impairment losses, if any, and adjusted for any remeasurement of lease liability. The impairment policy is disclosed in Note 2.7.

If the lease transfers ownership of the underlying asset to the lessee by the end of the lease term or if the cost of the right-of-use asset reflects that a purchase option will be exercised, the right-of-use asset is depreciated on a straight-line basis from the commencement date to the end of its useful life. Otherwise, the right-of-use asset is depreciated from the commencement date to the earlier of the end of its useful life or the end of the lease term.

A lease liability is subsequently measured at amortised cost, and remeasured to reflect any reassessment (arising from changes to the lease payments) or lease modifications.

As a practical expedient, the Group has elected not to assess whether a rent concession occurring as a direct consequence of the covid-19 pandemic is a lease modification. Accordingly, any change in lease payments resulting from such rent concession is accounted for as a variable lease payment in profit or loss.

2.6 Investments in subsidiaries

As required by the Companies Act 2016, the Company prepares separate financial statements in addition to the consolidated financial statements. In the separate financial statements of the Company, investments in subsidiaries are stated at cost less impairment losses, if any. The impairment policy is disclosed in Note 2.7.

2.7 Impairment of non-financial assets

At the end of each reporting period, the Group and the Company assess whether there is any indication that a non-financial asset, other than deferred tax assets, inventories and contract assets, may be impaired. If any such indication exists, the recoverable amount of the asset, being the higher of its fair value less costs of disposal and its value in use, is estimated. Irrespective of whether there is any indication of impairment, goodwill is tested for impairment annually. Any excess of the carrying amount of the asset over its recoverable amount represents an impairment loss and is recognised in profit or loss.

An impairment loss on an asset, other than goodwill, is reversed if there has been a change in the estimates used to determine the recoverable amount and it is reversed only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised. The reversal is recognised in profit or loss. An impairment loss on goodwill is not reversed.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.8 Inventories

Inventories are valued at the lower of cost (determined principally on the weighted average basis) and net realisable value. Cost consists of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and costs necessary to make the sale.

2.9 Contract assets and contract liabilities

A contract is presented in the statement of financial position as a contract asset or a contract liability, depending on the relationship between the entity's performance and the customer's payment. A contract asset is an entity's right to consideration in exchange for goods or services transferred to a customer when that right is conditioned on something other than the passage of time. The asset is subject to impairment assessment on the same basis as trade receivables as disclosed in Note 2.10. A contract liability is an entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

2.10 Financial assets

Financial assets of the Group and the Company consist of investments in equity instruments, receivables, derivatives and cash and cash equivalents.

Initial recognition and measurement

A financial asset 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 financial instrument. A regular way purchase or sale of financial assets is recognised or derecognised using settlement date accounting. Trade receivables that do not contain a significant financing component are initially recognised at their transaction price (as defined in Note 2.15). Other financial assets are initially recognised at fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

Subsequent measurement

Financial assets are subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss in accordance with their classification on the basis of both the business model within which they are held and their contractual cash flow characteristics.

(i) Amortised cost

A financial asset is measured at amortised cost if it is held within a business model whose objective is to hold financial assets to collect contractual cash flows and the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. All receivables and cash and cash equivalents are classified under this category. Any gain or loss is recognised in profit or loss when the financial asset is derecognised, reclassified, through the amortisation process or in order to recognise impairment gains or losses.

(ii) Fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income if it is held within a business model whose objective is to both collect contractual cash flows and sell financial assets and the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. The Group and the Company do not have any financial assets classified under this category.

(iii) Fair value through profit or loss

A financial asset is measured at fair value through profit or loss if it does not meet the criteria to be measured at amortised cost or fair value through other comprehensive income. All investments in equity instruments and derivatives are classified under this category. Any gain or loss is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.10 Financial assets (Cont'd)

Impairment

At each reporting date, the Group and the Company recognise a loss allowance for expected credit losses on a financial asset measured at amortised cost. The loss allowance is measured at an amount equal to the lifetime expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition. If the credit risk has not increased significantly since initial recognition, the loss allowance is measured at an amount equal to 12-month expected credit losses. Any adjustment to the loss allowance is recognised in profit or loss as an impairment gain or loss.

Irrespective of whether there is any significant increase in credit risk since initial recognition, the loss allowance for trade receivables is always measured at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9 *Financial Instruments*. Such lifetime expected credit losses are calculated using a provision matrix based on historical credit loss experience and adjusted for reasonable and supportable forward-looking information that is available without undue cost or effort.

The expected credit losses for a credit-impaired financial asset are measured as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The gross carrying amount of a credit-impaired financial asset is directly written off when there is no reasonable expectation of recovery.

Derecognition

A financial asset is derecognised when, and only when, the contractual rights to the cash flows from the financial asset expire or all the risks and rewards of ownership are substantially transferred. A direct write-off of gross carrying amount when there is no reasonable expectation of recovering a financial asset constitutes a derecognition event.

2.11 Financial liabilities

Financial liabilities of the Group and the Company consist of payables, loans and borrowings, derivatives and financial guarantee contracts.

Initial recognition and measurement

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 financial instrument. A financial liability is initially recognised at fair value minus, in the case of a financial liability not at fair value through profit or loss, transaction costs.

Subsequent measurement

All payables and loans and borrowings are subsequently measured at amortised cost. Any gain or loss is recognised in profit or loss when the financial liability is derecognised and through the amortisation process.

All derivatives are subsequently measured at fair value through profit or loss. Any gain or loss is recognised in profit or loss.

Financial guarantee contracts are subsequently measured at the higher of the amount of loss allowance and the amount initially recognised less any cumulative income recognised.

Derecognition

A financial liability is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expires.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.12 Foreign currency transactions and translation

The consolidated financial statements and separate financial statements of the Company are presented in Ringgit Malaysia, which is also the Company's functional currency, being the currency of the primary economic environment in which the entity operates. Items included in the financial statements of each individual entity within the Group are measured using the individual entity's own functional currency.

A foreign currency transaction is recorded in the functional currency using the exchange rate at transaction date. At the end of the reporting period, foreign currency monetary items are translated into the functional currency using the closing rate. Foreign currency non-monetary items measured at cost are translated using the exchange rate at transaction date, whereas those measured at fair value are translated using the exchange rate at valuation date. Exchange differences arising from the settlement or translation of monetary items are recognised in profit or loss. Any exchange component of the gain or loss on a non-monetary item is recognised on the same basis as that of the gain or loss, i.e. in profit or loss or in other comprehensive income.

In translating the financial position and results of a foreign operation whose functional currency is not the presentation currency, i.e. Ringgit Malaysia, assets and liabilities are translated into the presentation currency using the closing rate, whereas income and expenses are translated using the exchange rates at transaction dates. All resulting exchange differences are recognised in other comprehensive income and accumulated in equity as currency translation reserve until the foreign operation is disposed of, at which time the cumulative exchange differences previously recognised in other comprehensive income are reclassified from equity to profit or loss as a reclassification adjustment.

Any goodwill and fair value adjustments arising from the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation to be expressed in its functional currency and translated into the presentation currency using the closing rate.

2.13 Share capital

Ordinary shares are classified as equity. Transaction costs that relate to the issue of new shares are accounted for as a deduction from equity.

Own shares purchased are held as treasury shares in accordance with the requirements of Section 127 of the Companies Act 2016. The total amount of consideration paid, including directly attributable costs, is recognised directly in equity. When treasury shares are distributed as share dividends, the cost of the shares distributed is applied in the reduction of distributable reserves. When treasury shares are resold in the open market, the difference between the sale consideration and the cost of the shares resold is adjusted to share capital. When treasury shares are cancelled, the cost of the shares cancelled is applied in the reduction of distributable reserves and the issued share capital is diminished by the shares so cancelled.

Dividends on shares declared and unpaid at the end of the reporting period are recognised as a liability, whereas dividends proposed or declared after the reporting period are disclosed in the notes to the financial statements.

2.14 Fair value measurement

Fair value is 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 Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. The valuation techniques used include the following or a combination thereof:-

- (i) Market approach - which uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets, liabilities or a group of assets and liabilities.
- (ii) Cost approach - which reflects the amount that would be required currently to replace the service capacity of an asset.
- (iii) Income approach - which converts future amounts (e.g. cash flows or income and expenses) to a single current (i.e. discounted) amount.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.14 Fair value measurement (Cont'd)

The inputs to valuation techniques used to measure fair value are categorised into the following levels of fair value hierarchy:

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

Any transfers between the levels of fair value hierarchy are deemed to have occurred at the end of the reporting period.

Financial assets and financial liabilities

The carrying amounts of receivables, cash and cash equivalents, payables and loans and borrowings which are short-term in nature or repayable on demand are reasonable approximations of fair values. The fair values of long-term loans and borrowings are measured using present value technique by discounting the expected future cash flows using observable current market interest rates for similar liabilities (i.e. Level 2).

The fair values of unquoted investments that are not making an adequate return on assets or are making only marginal levels of profits are measured using the adjusted net asset method which involves deriving the fair values of the investees' equity instruments by reference to the fair values of their assets and liabilities (i.e. Level 3).

The fair values of forward exchange contracts are measured using present value technique by discounting the differences between contractual forward prices and observable current market forward prices using risk-free interest rate (i.e. Level 2).

2.15 Revenue from contracts with customers

The Group recognises revenue (by applying the following steps) to depict the transfer of promised goods or services to customers at the transaction price.

- (i) Step 1: Identify contract - A contract is an agreement between two or more parties that creates enforceable rights and obligations.
- (ii) Step 2: Identify performance obligations - Each promise to transfer distinct goods or services is identified as a performance obligation and accounted for separately.
- (iii) Step 3: Determine transaction price - The transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. It is adjusted for the effects of variable consideration (e.g. discounts, rebates, incentives or penalties), significant financing component, non-cash consideration and consideration payable to customer.
- (iv) Step 4: Allocate transaction price to performance obligations - The transaction price is allocated to each performance obligation on the basis of the relative (estimated) stand-alone selling prices of each distinct good or service promised in the contract.
- (v) Step 5: Recognise revenue - Revenue is recognised when (or as) the entity satisfies a performance obligation by transferring a promised good or service to a customer (which is when the customer obtains control of that good or service). Revenue is recognised either over time or at a point in time depending on the timing of transfer of control.

The Group determines that the transfer of control of promised goods generally coincides with the transfer of risks and rewards of ownership. Accordingly, revenue from the sale of goods is recognised at a point in time when the significant risks and rewards of ownership have been transferred to the customer upon delivery.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.16 Other income

Dividend income is recognised in profit or loss only when the entity's right to receive payment of the dividend is established, it is probable that the economic benefits associated with the dividend will flow to the entity and the amount of the dividend can be measured reliably.

Interest income is recognised in profit or loss using the effective interest method.

2.17 Government grants

Government grants are recognised when there is reasonable assurance that the Group will comply with the conditions attaching to the grants and that the grants will be received. Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Grants related to assets are presented in the statement of financial position as deferred income which is amortised on a straight-line basis over the estimated useful lives of the assets. Grants related to income are presented under "other income" in the statement of comprehensive income.

2.18 Employee benefits

Short-term employee benefits

Short-term employee benefits such as wages, salaries, bonuses and social security contributions are recognised in profit or loss or included in the cost of an asset, where appropriate, in the period in which the associated services are rendered by the employee.

Defined contribution plans

As required by law, employers in Malaysia make contributions to the statutory pension scheme, Employees Provident Fund ("EPF"). Contributions to defined contribution plans are recognised in profit or loss or included in the cost of an asset, where appropriate, in the period in which the associated services are rendered by the employee.

Defined benefit plans

As required by law, the Group's foreign subsidiary operates an unfunded final salary defined benefit plan for its employees. The liability in respect of the defined benefit plan is the present value of the future benefits that employees have earned in return for their services rendered in the current and prior periods. The calculation is performed using the projected unit credit method, with actuarial valuations being carried out with sufficient regularity at an interval of not more than three years such that the amounts recognised in the financial statements do not differ materially from the amounts that would be determined at the end of the reporting period. All components of defined benefit costs are recognised in profit or loss in the period in which they are incurred, except for remeasurement of the defined benefit liability which is recognised in other comprehensive income.

2.19 Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset, which is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale, are capitalised as part of the cost of the asset, until such time as the asset is substantially ready for its intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd)

2.20 Income taxes

Income taxes for the year comprise current tax and deferred tax.

Current tax represents the expected amount of income taxes payable in respect of the taxable profit for the year and is measured using the tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is provided for under the liability method in respect of all temporary differences between the carrying amount of an asset or liability and its tax base except for those temporary differences associated with goodwill or the initial recognition of an asset or liability in a transaction which is not a business combination and affects neither accounting nor taxable results at the time of the transaction.

A deferred tax liability is recognised for all taxable temporary differences, whereas a deferred tax asset is recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the tax rates that have been enacted or substantively enacted by the end of the reporting period.

2.21 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand deposits, term deposits that are withdrawable on demand and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. For the purpose of statement of cash flows, cash and cash equivalents are presented net of bank overdrafts and pledged deposits, if any.

3. JUDGEMENTS AND ESTIMATION UNCERTAINTY

Judgements made in applying accounting policies

In the process of applying the accounting policies of the Group and the Company, management is not aware of any judgements, apart from those involving estimations, that can significantly affect the amounts recognised in the financial statements.

Sources of estimation uncertainty

The key assumptions about the future, and other major sources of estimation uncertainty at the end of the reporting period, that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:-

Impairment of receivables

The Group recognises loss allowance for expected credit losses on receivables based on an assessment of credit risk. Such assessment involves judgements and estimation uncertainty in analysing information about past events, current conditions and forecasts of future economic conditions. Any changes in these accounting estimates will affect the carrying amounts of receivables (Note 10).

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

4. PROPERTY, PLANT AND EQUIPMENT

Group

Group	Freehold land RM'000	Buildings RM'000	Plant and machinery, tools and electrical installation RM'000	Furniture, fittings and office equipment RM'000	Motor vehicles RM'000	Capital work-in-progress RM'000	Total RM'000
Cost							
Balance at 1 January 2020	31,508	76,870	210,234	8,917	8,490	51,454	387,473
Additions	0	0	1,960	1,482	496	1,663	5,601
Borrowing costs capitalised	0	0	0	0	0	378	378
Disposals/Write-offs	0	0	(964)	(2,075)	(1,245)	0	(4,284)
Reclassifications	0	0	3,031	0	0	(3,031)	0
Currency translation differences	(626)	(721)	(1,617)	(48)	(56)	(985)	(4,053)
Balance at 31 December 2020	30,882	76,149	212,644	8,276	7,685	49,479	385,115
Additions	0	67	2,855	136	509	289	3,856
Disposals/Write-offs	0	0	(146)	0	(747)	0	(893)
Reclassifications	0	11,394	32,047	190	0	(43,631)	0
Currency translation differences	(2,174)	(2,899)	(6,780)	(179)	(196)	(1,987)	(14,215)
Balance at 31 December 2021	28,708	84,711	240,620	8,423	7,251	4,150	373,863
Accumulated depreciation							
Balance at 1 January 2020	0	37,246	172,271	8,166	7,073	0	224,756
Depreciation	0	2,965	10,249	353	573	0	14,140
Disposals/Write-offs	0	0	(962)	(2,075)	(1,088)	0	(4,125)
Currency translation differences	0	(329)	(1,242)	(41)	(52)	0	(1,664)
Balance at 31 December 2020	0	39,882	180,316	6,403	6,506	0	233,107

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

4. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

Group (Cont'd)

	Freehold land RM'000	Buildings RM'000	Plant and machinery, tools and electrical installation RM'000	Furniture, fittings and office equipment RM'000	Motor vehicles RM'000	Capital work-in-progress RM'000	Total RM'000
Accumulated depreciation (Cont'd)							
Balance at 1 January 2021	0	39,882	180,316	6,403	6,506	0	233,107
Depreciation	0	3,310	11,223	511	408	0	15,452
Disposals/Write-offs	0	0	(145)	0	(746)	0	(891)
Currency translation differences	0	(1,351)	(4,957)	(156)	(180)	0	(6,644)
Balance at 31 December 2021	0	41,841	186,437	6,758	5,988	0	241,024
Carrying amount							
Balance at 1 January 2020	31,508	39,624	37,963	751	1,417	51,454	162,717
Balance at 31 December 2020	30,882	36,267	32,328	1,873	1,179	49,479	152,008
Balance at 31 December 2021	28,708	42,870	54,183	1,665	1,263	4,150	132,839

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

5. RIGHT-OF-USE ASSETS

Group

	Leasehold land RM'000	Building RM'000	Motor vehicles RM'000	Total RM'000
Balance at 1 January 2020	13,181	188	590	13,959
Depreciation	(395)	(94)	(169)	(658)
Balance at 31 December 2020	12,786	94	421	13,301
Acquisition of subsidiary	6,437	0	0	6,437
Remeasurement of lease liabilities	0	298	0	298
Depreciation	(550)	(94)	(169)	(813)
Impairment loss	(781)	0	0	(781)
Balance at 31 December 2021	17,892	298	252	18,442

The Group acquired the rights to use the leasehold land as its principal places of business for 43 to 896 years. It also leases a branch office and motor vehicles from third parties for 3 to 5 years.

6. INVESTMENTS IN SUBSIDIARIES

Company

	2021 RM'000	2020 RM'000
Unquoted shares - at cost	190,233	190,233

The details of the subsidiaries are as follows:

Name of subsidiary	Principal place of business/ Country of incorporation 2021	Effective ownership interest		Principal activity
		2021	2020	
Tong Heer Fasteners Co. Sdn. Bhd.	Malaysia	100.00%	100.00%	Manufacture and sale of stainless steel fasteners including nuts, bolts, screws and all other threaded items
Tong Heer Fasteners (Thailand) Co., Ltd.	Thailand	99.99%	99.99%	Manufacture and sale of stainless steel fasteners including bolts, screws and all other threaded items
Tong Heer Aluminium Industries Sdn. Bhd. ("THAI")	Malaysia	51.00%	51.00%	Extrusion and fabrication of aluminium products

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

6. INVESTMENTS IN SUBSIDIARIES (Cont'd)

Company (Cont'd)

The details of the subsidiaries are as follows (Cont'd):

Name of subsidiary	Principal place of business/ Country of incorporation 2021	Effective ownership interest		Principal activity
		2021	2020	
<u>Subsidiaries of THAI</u>				
Acme Aluminium Sdn. Bhd.	Malaysia	40.80%	40.80%	Trading of aluminium extrusion products and parts
Kosmo Indah Sdn. Bhd.*	Malaysia	51.00%	51.00%	Dormant
Hwang Shin Industrial (M) Sdn. Bhd.	Malaysia	51.00%	0.00%	Investment holding

* In the process of members' voluntary winding up

Acquisition of subsidiary

On 13 April 2021, the Group (through Tong Heer Aluminium Industries Sdn. Bhd.) acquired 100% equity interest in Hwang Shin Industrial (M) Sdn. Bhd. ("HSI") at a total cash consideration of RM6,534,000. HSI is an investment holding company whose assets mainly consist of a right-of-use asset currently leased to the Group. The acquisition of HSI was accounted for as an asset acquisition.

The effects of the acquisition on the consolidated statement of cash flows are as follows:

	RM'000
Right-of-use asset	6,437
Cash and cash equivalents	81
Current tax assets	18
Payables	(2)
Net assets acquired	6,534
Cash and cash equivalents acquired	(81)
Acquisition of subsidiary, net of cash acquired	6,453

7. OTHER INVESTMENT

Group

	2021 RM'000	2020 RM'000
Unquoted shares - at fair value	5,283	6,682

The fair value of unquoted investment was measured using the adjusted net asset method which involved deriving the fair value of the investee's equity instruments by reference to the fair values of its assets and liabilities (i.e. Level 3).

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

8. DEFERRED TAX ASSETS AND DEFERRED TAX LIABILITIES

Group

	2021 RM'000	2020 RM'000
Balance at 1 January	(4,265)	(4,235)
Deferred tax expense relating to origination and reversal of temporary differences	0	(33)
Deferred tax liabilities (under)/over provided in prior year	(91)	7
Currency translation differences	(17)	(4)
Balance at 31 December	<u>(4,373)</u>	<u>(4,265)</u>
Disclosed as:		
- Deferred tax assets	243	218
- Deferred tax liabilities	(4,616)	(4,483)
	<u>(4,373)</u>	<u>(4,265)</u>
In respect of (taxable)/deductible temporary differences of:		
- Property, plant and equipment	(3,250)	(3,204)
- Right-of-use assets	(1,570)	(1,610)
- Inventories	129	288
- Financial instruments	(21)	(57)
- Lease liabilities	137	130
- Retirement benefits	202	188
	<u>(4,373)</u>	<u>(4,265)</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

9. INVENTORIES

Group

	2021 RM'000	2020 RM'000
Raw materials	176,062	90,496
Work-in-progress	70,134	48,733
Finished goods	123,997	88,859
Consumables	29,890	27,348
Goods-in-transit	41,145	30,835
	441,228	286,271

10. RECEIVABLES

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Trade receivables:				
- Related parties*	9,493	2,502	0	0
- Unrelated parties	63,092	46,818	0	0
	72,585	49,320	0	0
- Loss allowance	(364)	(263)	0	0
	72,221	49,057	0	0
Other receivables	1,759	1,383	2	2
Dividend receivable from subsidiary	0	0	0	11,640
	73,980	50,440	2	11,642

* Being corporations in which certain directors of the Company and their close family members have substantial financial interests

Trade receivables

The Group determines credit risk concentrations in terms of counterparties and geographical areas. As at 31 December 2021, other than the related parties, the Group did not have any major credit risk concentration relating to any individual customer or counterparty. The credit risk concentration profile by geographical areas of trade receivables is as follows:

	Group	
	2021 RM'000	2020 RM'000
Malaysia	27,563	24,714
Germany	5,357	5,484
Republic of China (Taiwan)	9,561	2,502
United States of America	13,563	7,181
Others	16,541	9,439
	72,585	49,320

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

10. RECEIVABLES (Cont'd)

Trade receivables (Cont'd)

The credit terms of trade receivables range from 30 to 180 days. The Group uses past due information to assess the credit risk of trade receivables. The analysis by past due status is as follows:

	Group	
	2021 RM'000	2020 RM'000
Not past due	58,607	36,042
1 to 30 days past due	11,489	10,561
31 to 60 days past due	1,632	1,646
61 to 90 days past due	578	384
More than 90 days past due	279	687
	72,585	49,320

The Group determines that a trade receivable is credit-impaired when the customer is experiencing significant financial difficulty and has defaulted in payments. Unless otherwise demonstrated, the Group generally considers a default to have occurred when the trade receivable is more than 90 days past due. The gross carrying amount of a credit-impaired trade receivable is directly written off when there is no reasonable expectation of recovery. This normally occurs when there is reasonable proof of customer insolvency.

The Group measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses using the simplified approach in accordance with MFRS 9. Such lifetime expected credit losses are calculated using a provision matrix based on historical observed default rates (adjusted for forward-looking estimates). The following table details the risk profile of trade receivables based on the Group's provision matrix. As the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the loss allowance based on past due status is not further distinguished among the diversity of customer base.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

10. RECEIVABLES (Cont'd)

Trade receivables (Cont'd)

Group

	Not past due RM'000	1 to 30 days past due RM'000	31 to 60 days past due RM'000	61 to 90 days past due RM'000	More than 90 days past due RM'000	Credit-impaired RM'000	Total RM'000
2021							
Gross carrying amount	58,607	11,489	1,632	578	146	133	72,585
Average credit loss rate	0.22%	0.26%	0.80%	5.54%	18.49%	100.00%	0.50%
Loss allowance	129	30	13	32	27	133	364
2020							
Gross carrying amount	36,042	10,561	1,646	384	554	133	49,320
Average credit loss rate	0.13%	0.29%	0.85%	2.34%	5.05%	100.00%	0.53%
Loss allowance	48	31	14	9	28	133	263

The average credit loss rates were based on the payment profile of revenue over a period of 36 (2020 : 36) months and the corresponding historical credit losses experienced during the period. The rates were adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

The changes in the loss allowance are as follows:

	Group	
	2021 RM'000	2020 RM'000
Balance at 1 January	263	534
Impairment losses/(gains)	102	(268)
Currency translation differences	(1)	(3)
Balance at 31 December	364	263

11. DERIVATIVES

Group

	2021 RM'000	2020 RM'000
Forward exchange contracts - at fair value		
- Current assets	371	0
- Current liabilities	(35)	(419)
	336	(419)

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

11. DERIVATIVES (Cont'd)

Forward exchange contracts are used to hedge the exposure to currency risk. The Group does not apply hedge accounting. As at 31 December 2021, the Group had contracts with financial institutions due within 1 year to deal with the following currencies at contractual forward rates:

	2021		2020	
	To buy '000	To sell '000	To buy '000	To sell '000
Contract I	USD5,399	EUR4,700	USD4,551	EUR3,800
Contract II	RM4,782	EUR1,000	RM8,691	EUR1,750
Contract III	THB21,144	EUR550	THB9,259	EUR250
Contract IV	0	0	THB13,511	USD450

The fair values of forward exchange contracts were quoted by the financial institutions, which normally measured the fair values using present value technique by discounting the differences between contractual forward prices and observable current market forward prices using risk-free interest rate (i.e. Level 2).

12. CASH AND CASH EQUIVALENTS

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Highly liquid investments in money market funds	79,801	108,343	7,547	8,732
Term deposits	1,850	1,850	0	0
Cash and bank balances	51,769	32,416	4	3
	133,420	142,609	7,551	8,735

Cash and cash equivalents are placed with reputable financial institutions with low credit risk. Accordingly, their expected credit losses are not considered to be material and hence, have not been recognised.

The effective interest rate of term deposits as at 31 December 2021 was 1.80% (2020 : 1.81%) per annum.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

13. PAYABLES

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Trade payables:				
- Related parties*	345	1,035	0	0
- Unrelated parties	26,428	21,857	0	0
	26,773	22,892	0	0
Other payables	13,198	10,341	148	173
	39,971	33,233	148	173

* Being corporations in which certain directors of the Company and their close family members have substantial financial interests

Payables are generally short-term in nature or repayable on demand and their carrying amounts will approximate to the remaining contractual undiscounted cash flows.

The credit terms of trade and other payables range from 14 to 120 days.

14. LOANS AND BORROWINGS

Group

	2021 RM'000	2020 RM'000
Unsecured		
Banker acceptances	0	210
Onshore foreign currency loans	59,197	16,394
Trust receipts	146,788	46,605
Term loans	9,785	19,966
	215,770	83,175
Disclosed as:		
- Current liabilities	209,899	69,327
- Non-current liabilities	5,871	13,848
	215,770	83,175

The effective interest rates of loans and borrowings as at 31 December 2021 ranged from 0.39% to 3.35% (2020 : 0.38% to 2.63%) per annum.

Except for term loans, loans and borrowings are generally short-term in nature or repayable on demand and their carrying amounts will approximate to the remaining contractual undiscounted cash flows.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

14. LOANS AND BORROWINGS (Cont'd)

Term loans

Term loans are repayable over 4 years. The repayment analysis is as follows:

	2021 RM'000	2020 RM'000
Gross loan instalments:		
- Within 1 year	3,986	6,303
- 1 to 5 years	5,915	14,008
Total contractual undiscounted cash flows	9,901	20,311
Future finance charges	(116)	(345)
Present value of term loans	<u>9,785</u>	<u>19,966</u>

The fair values of term loans were measured using present value technique by discounting the expected future cash flows using observable current market interest rates for similar liabilities (i.e. Level 2). The fair values measured were considered to be reasonably close to the carrying amounts reported as the observable current market interest rates also approximated to the effective interest rates of term loans.

15. LEASE LIABILITIES

Group

	2021 RM'000	2020 RM'000
Gross lease liabilities:		
- Within 1 year	290	290
- 1 to 5 years	306	283
Total contractual undiscounted cash flows	596	573
Future finance charges	(26)	(31)
Present value of lease liabilities	<u>570</u>	<u>542</u>
Disclosed as:		
- Current liabilities	273	270
- Non-current liabilities	297	272
	<u>570</u>	<u>542</u>

The incremental borrowing rates applied to lease liabilities as at 31 December 2021 ranged from 3.50% to 5.19% (2020 : 5.19% to 5.55%) per annum.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

16. CONTRACT LIABILITIES

Group

	2021 RM'000	2020 RM'000
Balance at 1 January	1,730	742
Revenue recognised from opening contract liabilities	(1,730)	(742)
Excess of consideration over revenue recognised	<u>4,573</u>	<u>1,730</u>
Balance at 31 December	<u>4,573</u>	<u>1,730</u>

As disclosed in Note 2.15, the Group generally satisfies its performance obligations at a point in time upon delivery of goods. Any consideration received or due in advance before a performance obligation is satisfied is presented as contract liability.

17. RETIREMENT BENEFITS

Group

	2021 RM'000	2020 RM'000
Present value of defined benefit obligations:		
- Balance at 1 January	940	815
- Defined benefit costs	135	140
- Currency translation differences	<u>(66)</u>	<u>(15)</u>
- Balance at 31 December	<u>1,009</u>	<u>940</u>

The components of defined benefit costs are as follows:

	2021 RM'000	2020 RM'000
Current service cost	119	125
Interest expense	<u>16</u>	<u>15</u>
	<u>135</u>	<u>140</u>

The principal actuarial assumptions used to determine the present value of the defined benefit obligations are as follows:

	2021 %	2020 %
Discount rates	2.04 to 2.13	2.04 to 2.13
Future salary growth	<u>5.00</u>	<u>5.00</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

17. RETIREMENT BENEFITS (Cont'd)

The following table demonstrates the sensitivity of the defined benefit obligations to changes in each principal actuarial assumption that were reasonably possible at the end of the reporting period, with all other variables held constant:

	Increase/(Decrease) in defined benefit obligations	
	2021 RM'000	2020 RM'000
Increase in discount rate by 1%	(135)	(113)
Decrease in discount rate by 1%	166	140
Increase in future salary growth by 1%	175	129
Decrease in future salary growth by 1%	<u>(143)</u>	<u>(107)</u>

As at 31 December 2021, the weighted average duration of the defined benefit obligations was 20 (2020 : 21) years.

18. SHARE CAPITAL

	2021 RM'000	2020 RM'000
Issued and fully paid		
157,430,000 ordinary shares with no par value	<u>185,930</u>	<u>185,930</u>

Treasury shares

The shareholders of the Company, by a resolution passed at the extraordinary general meeting held on 30 December 2004, approved the Company's plan to purchase its own shares. The details of the shares purchased from the open market using internally generated funds and held as treasury shares during the financial year are as follows:

	2021		2020	
	No. of ordinary shares '000	Cost RM'000	No. of ordinary shares '000	Cost RM'000
Balance at 1 January	3,912	8,190	3,853	8,070
Shares purchased	<u>0</u>	<u>0</u>	<u>59</u>	<u>120</u>
Balance at 31 December	<u>3,912</u>	<u>8,190</u>	<u>3,912</u>	<u>8,190</u>
Average unit cost for the year (RM)		<u>0</u>		<u>2.03</u>

The number of outstanding shares in issue after excluding the treasury shares is as follows:

	2021 No. of ordinary shares '000	2020 No. of ordinary shares '000
Balance at 1 January	153,518	153,577
Shares purchased	<u>0</u>	<u>(59)</u>
Balance at 31 December	<u>153,518</u>	<u>153,518</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

19. NON-CONTROLLING INTERESTS ("NCI")

Group

	Accumulated NCI		Profit allocated to NCI	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Tong Heer Fasteners (Thailand) Co., Ltd.	*0	*0	*0	*0
Tong Heer Aluminium Industries Sdn. Bhd. and its subsidiaries	51,776	47,586	9,250	5,947
	51,776	47,586	9,250	5,947

* Negligible

The details of the subsidiaries that have NCI are as follows:

Name of subsidiary	Principal place of business/ Country of incorporation 2021	Effective ownership interest held by NCI		Principal activity
		2021	2020	
Tong Heer Fasteners (Thailand) Co., Ltd. ("THFT")	Thailand	0.01%	0.01%	Manufacture and sale of stainless steel fasteners including bolts, screws and all other threaded items
Tong Heer Aluminium Industries Sdn. Bhd. ("THAI")	Malaysia	49.00%	49.00%	Extrusion and fabrication of aluminium products
<u>Subsidiaries of THAI</u>				
Acme Aluminium Sdn. Bhd.	Malaysia	59.20%	59.20%	Trading of aluminium extrusion products and parts
Kosmo Indah Sdn. Bhd.**	Malaysia	49.00%	49.00%	Dormant
Hwang Shin Industrial (M) Sdn. Bhd.	Malaysia	49.00%	0.00%	Investment holding

** In the process of members' voluntary winding up

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

19. NON-CONTROLLING INTERESTS ("NCI") (Cont'd)

The financial information of THFT has not been disclosed as its NCI are not material to the Group. The summarised financial information of THAI and its subsidiaries is as follows:

	2021 RM'000	2020 RM'000
Non-current assets	27,557	23,542
Current assets	138,516	98,777
Current liabilities	(59,299)	(24,275)
Non-current liabilities	(2,212)	(1,876)
Net assets	104,562	96,168
Revenue	201,849	145,787
Profit (representing comprehensive income)	18,556	11,998
Dividends declared to NCI	5,060	4,900
Net cash (used in)/from operating activities	(20,813)	20,184
Net cash used in investing activities	(7,354)	(276)
Net cash from/(used in) financing activities	15,672	(21,906)
Net cash outflow	<u>(12,495)</u>	<u>(1,998)</u>

20. REVENUE

Group

	2021 RM'000	2020 RM'000
Revenue from sale of goods	<u>752,279</u>	<u>555,001</u>
Disaggregated by major products:		
- Stainless steel fasteners	550,430	409,214
- Aluminium products	<u>201,849</u>	<u>145,787</u>
	<u>752,279</u>	<u>555,001</u>
Disaggregated by geographical areas:		
- Malaysia	167,205	124,714
- Germany	107,146	85,548
- Republic of China (Taiwan)	140,253	78,378
- United States of America	130,783	93,593
- Others	<u>206,892</u>	<u>172,768</u>
	<u>752,279</u>	<u>555,001</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

21. IMPAIRMENT (LOSSES)/GAINS ON FINANCIAL ASSETS

Group

	2021 RM'000	2020 RM'000
Trade receivables from contracts with customers	<u>(102)</u>	<u>268</u>

22. PROFIT BEFORE TAX

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Profit before tax is arrived at after charging:				
Auditors' remuneration	169	155	50	45
Depreciation of property, plant and equipment	15,452	14,140	0	0
Depreciation of right-of-use assets	813	658	0	0
Employee benefits expense (Note 23)	42,405	37,392	90	122
Fair value losses on financial instruments mandatorily measured at fair value through profit or loss	1,495	1,676	0	0
Fee expense for financial instruments not measured at fair value through profit or loss	446	407	1	1
Impairment loss on right-of-use assets*	781	0	0	0
Interest expense for financial liabilities not measured at fair value through profit or loss	1,315	1,284	0	0
Interest expense for lease liabilities	21	35	0	0
Lease expense relating to:				
- Short-term leases	517	369	0	0
- Leases of low-value assets (other than short-term leases)	18	18	0	0
Loss on disposal of property, plant and equipment	0	52	0	0
Loss on foreign exchange:				
- Realised	567	442	0	87
- Unrealised	1,002	0	0	0
Property, plant and equipment written off	0	2	0	0

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

22. PROFIT BEFORE TAX (Cont'd)

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
and crediting:				
Gain on disposal of property, plant and equipment	42	9	0	0
Gain on foreign exchange:				
- Realised	3,702	3,972	49	0
- Unrealised	257	1,739	0	0
Government grants under Wage Subsidy Programme	63	815	0	0
Interest income for financial assets measured at amortised cost	1,982	2,455	136	134
Reversal of inventories written down	320	2,985	0	0
Variable lease payments from covid-19-related rent concessions	0	2	0	0
	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>

* Included in administrative and general expenses

23. EMPLOYEE BENEFITS EXPENSE (INCLUDING DIRECTORS' REMUNERATION)

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Directors of the Company:				
- Fees	370	320	90	120
- Other short-term employee benefits	1,893	1,115	0	2
- Defined contribution plans	244	116	0	0
	<u>2,507</u>	<u>1,551</u>	<u>90</u>	<u>122</u>
Directors of subsidiaries:				
- Fees	200	100	0	0
- Other short-term employee benefits	1,871	1,538	0	0
- Defined contribution plans	356	292	0	0
	<u>2,427</u>	<u>1,930</u>	<u>0</u>	<u>0</u>
Other employees:				
- Short-term employee benefits	35,664	32,191	0	0
- Defined contribution plans	1,672	1,580	0	0
- Defined benefit plans	135	140	0	0
	<u>37,471</u>	<u>33,911</u>	<u>0</u>	<u>0</u>
	<u>42,405</u>	<u>37,392</u>	<u>90</u>	<u>122</u>

The estimated money value of benefits received or receivable by certain directors otherwise than in cash from the Group amounted to RM48,000 (2020 : RM74,000).

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

24. TAX EXPENSE

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Tax based on results for the year:				
- Current tax	21,402	7,799	467	1
- Deferred tax	0	33	0	0
	21,402	7,832	467	1
Tax (over)/under provided in prior year:				
- Current tax	(147)	3	0	0
- Deferred tax	91	(7)	0	0
Withholding tax on dividend from foreign subsidiary	467	0	0	0
	21,813	7,828	467	1

The numerical reconciliation between the applicable tax rate, which is the statutory income tax rate, and the average effective tax rate on results for the year is as follows:

	Group		Company	
	2021 %	2020 %	2021 %	2020 %
Applicable tax rate	24.00	24.00	24.00	24.00
Non-deductible expenses	0.88	1.09	0.34	0.34
Non-taxable income	(0.48)	(4.51)	(18.24)	(24.34)
Tax incentive claimed	(0.18)	(1.64)	0.00	0.00
Effect of differential tax rates	(1.74)	(1.32)	(3.56)	0.00
Average effective tax rate	22.48	17.62	2.54	0.00

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

25. EARNINGS PER SHARE

Group

The basic earnings per share is calculated by dividing the Group's profit for the financial year attributable to owners of the Company by the weighted average number of ordinary shares in issue during the year as follows:

	2021	2020
Profit for the financial year attributable to owners of the Company (RM'000)	<u>64,133</u>	<u>30,684</u>
Number of shares in issue at 1 January ('000)	153,518	153,577
Effect of shares purchased ('000)	<u>0</u>	<u>(49)</u>
Weighted average number of shares in issue ('000)	<u>153,518</u>	<u>153,528</u>
Basic earnings per share (sen)	<u>41.78</u>	<u>19.99</u>

The diluted earnings per share equals the basic earnings per share as the Company did not have any dilutive potential ordinary shares during the financial year.

26. DIVIDENDS

Group and Company

	2021 RM'000	2020 RM'000
Final single tier dividend of 10 sen per share in respect of the financial year ended 31 December 2019	0	15,352
Final single tier dividend of 15 sen per share in respect of the financial year ended 31 December 2020	23,027	0
Interim single tier dividend of 5 sen per share in respect of the financial year ended 31 December 2021	<u>7,676</u>	<u>0</u>
	<u>30,703</u>	<u>15,352</u>

A final single tier dividend of 15 sen per share in respect of the financial year ended 31 December 2021 will be proposed for shareholders' approval at the forthcoming annual general meeting.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

27. NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS

Group

Short-term loans and borrowings

	2021 RM'000	2020 RM'000
Balance at 1 January	63,209	86,963
Net cash flow changes	143,046	(22,647)
Currency translation differences	(256)	(1,059)
Other changes	(14)	(48)
Balance at 31 December	<u>205,985</u>	<u>63,209</u>
Represented by:		
- Banker acceptances (Note 14)	0	210
- Onshore foreign currency loans (Note 14)	59,197	16,394
- Trust receipts (Note 14)	146,788	46,605
	<u>205,985</u>	<u>63,209</u>

Lease liabilities

	2021 RM'000	2020 RM'000
Balance at 1 January	542	798
Remeasurement from reassessment or lease modifications	298	0
Payments	(270)	(254)
Variable lease payments	0	(2)
Balance at 31 December (Note 15)	<u>570</u>	<u>542</u>

The total cash outflow for leases is as follows:

	2021 RM'000	2020 RM'000
Operating activities		
Lease expense recognised in profit or loss (Note 22)	535	387
Financing activities		
Interest portion of lease liabilities (Note 22)	21	35
Principal portion of lease liabilities	270	254
	<u>826</u>	<u>676</u>

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

27. NOTES TO CONSOLIDATED STATEMENT OF CASH FLOWS (Cont'd)

Group (Cont'd)

Term loans

	2021 RM'000	2020 RM'000
Balance at 1 January	19,966	25,614
Repayments	(9,516)	(4,332)
Currency translation differences	(665)	(1,316)
Balance at 31 December (Note 14)	<u>9,785</u>	<u>19,966</u>

28. RELATED PARTY DISCLOSURES

Transactions with related parties during the financial year are as follows:

	Group		Company	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Key management personnel compensation:				
- Short-term employee benefits	4,411	3,203	90	122
- Defined contribution plans	605	413	0	0
	5,016	3,616	90	122
Dividends declared from subsidiaries	0	0	18,452	25,434
Acquisition of property, plant and equipment from other related party*	7	21	0	0
Purchase of goods from other related parties*	11,246	10,645	0	0
Sale of goods to other related parties*	<u>132,489</u>	<u>66,635</u>	<u>0</u>	<u>0</u>

* Being corporations in which certain directors of the Company and their close family members have substantial financial interests

29. SEGMENT REPORTING

Group

Operating segments

For management purposes, the Group is organised into business units based on their products and services and has the following reportable operating segments:

- (i) Manufacture and sale of stainless steel fasteners
- (ii) Manufacture and sale of aluminium products

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

29. SEGMENT REPORTING (Cont'd)

Operating segments (Cont'd)

The accounting policies and measurement bases of the segment items reported are the same as those disclosed in Note 2. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with external parties.

	Manufacture and sale of stainless steel fasteners RM'000	Manufacture and sale of aluminium products RM'000	Unallocated non-operating segments RM'000	Total RM'000
2021				
<u>Statement of financial position</u>				
Segment assets	651,426	166,073	7,574	825,073
Included in the measure of segment assets are:				
Additions to non-current assets	2,459	8,132	0	10,591
Segment liabilities	213,365	61,511	148	275,024
<u>Statement of comprehensive income</u>				
Segment profit/(loss)	55,374	18,556	(547)	73,383
Included in the measure of segment profit/(loss) are:				
- External revenue	550,430	201,849	0	752,279
- Interest income	1,362	484	136	1,982
- Non-cash income	656	316	0	972
- Interest expense	1,197	139	0	1,336
- Depreciation	14,329	1,936	0	16,265
- Other non-cash expenses	1,298	2,180	0	3,478
- Tax expense	14,848	6,498	467	21,813

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

29. SEGMENT REPORTING (Cont'd)

Operating segments (Cont'd)

	Manufacture and sale of steel fasteners RM'000	Manufacture and sale of aluminium products RM'000	Unallocated non-operating segments RM'000	Total RM'000
2020				
<u>Statement of financial position</u>				
Segment assets	523,674	122,319	8,757	654,750
Included in the measure of segment assets are:				
Additions to non-current assets	5,148	831	0	5,979
Segment liabilities	100,267	26,151	173	126,591
<u>Statement of comprehensive income</u>				
Segment profit/(loss)	24,865	11,998	(232)	36,631
Included in the measure of segment profit/(loss) are:				
- External revenue	409,214	145,787	0	555,001
- Interest income	1,766	555	134	2,455
- Non-cash income	4,731	263	0	4,994
- Interest expense	1,057	262	0	1,319
- Depreciation	12,907	1,891	0	14,798
- Other non-cash expenses	561	618	0	1,179
- Tax expense	3,918	3,909	1	7,828

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

29. SEGMENT REPORTING (Cont'd)

Geographical information

In presenting the information about geographical areas, segment revenue is based on the geographical location of customers, whereas segment assets are based on the geographical location of assets:

	External revenue		Non-current assets	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Malaysia	167,205	124,714	55,421	53,809
Thailand	23,077	20,017	95,860	111,500
Germany	107,146	85,548	0	0
Republic of China (Taiwan)	140,253	78,378	0	0
United States of America	130,783	93,593	0	0
Others	183,815	152,751	0	0
	752,279	555,001	151,281	165,309

Major customers

The Group did not have any major customer that contributed 10% or more of its total revenue.

30. CONTRACTUAL COMMITMENTS

Group

	2021 RM'000	2020 RM'000
Acquisition of property, plant and equipment	1,801	2,301

31. FINANCIAL GUARANTEE CONTRACTS

Company

The Company has entered into financial guarantee contracts to provide financial guarantees to financial institutions for credit facilities granted to certain subsidiaries up to a total limit of RM275,495,000 (2020 : RM242,737,000). The total utilisation of these credit facilities as at 31 December 2021 amounted to RM220,070,000 (2020 : RM118,254,000). No maturity analysis is presented for the financial guarantee contracts as the entire amount could be called at any time in the event of default by the subsidiaries.

The aforementioned financial guarantee contracts should have been recognised in the statement of financial position in accordance with the recognition and measurement policies as stated in Note 2.11. After considering that the probability of the subsidiaries defaulting on the credit lines is remote, the financial guarantee contracts have not been recognised as the fair values on initial recognition are not expected to be material.

32. FINANCIAL RISK MANAGEMENT

The activities of the Group expose it to certain financial risks, including credit risk, liquidity risk, currency risk and interest rate risk. The overall financial risk management objective of the Group is to ensure that adequate financial resources are available for business development whilst minimising the potential adverse impacts of financial risks on its financial position, performance and cash flows.

The aforementioned financial risk management objective and its related policies and processes explained below have remained unchanged from the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

32. FINANCIAL RISK MANAGEMENT (Cont'd)

Credit risk

The Group's exposure to credit risk arises mainly from receivables, derivative contracts and deposits placed with financial institutions. The maximum credit risk exposure of these financial assets is best represented by their respective carrying amounts in the statement of financial position. The Company is also exposed to credit risk in respect of its financial guarantees provided for credit facilities granted to certain subsidiaries. The maximum credit risk exposure of these financial guarantees is the total utilisation of the credit facilities granted as disclosed in Note 31.

The Group manages its credit risk exposure of receivables by assessing counterparties' financial standings on an ongoing basis, setting and monitoring counterparties' limits and credit terms. The quantitative information about such credit risk exposure is disclosed in Note 10. As the Group only deals with reputable financial institutions, the credit risk associated with derivative contracts and deposits placed with them is low.

Liquidity risk

The Group's exposure to liquidity risk relates to its ability to meet obligations associated with financial liabilities as and when they fall due. The remaining contractual maturities of financial liabilities are disclosed in their respective notes.

The Group practises prudent liquidity risk management to minimise the mismatch of financial assets and liabilities whilst maintaining sufficient cash and the availability of funding through standby credit facilities.

Currency risk

The Group's exposure to currency risk arises mainly from transactions entered into by individual entities within the Group in currencies other than their functional currencies. The major functional currencies within the Group are Ringgit Malaysia ("RM") and Thai Baht ("THB"), whereas the major foreign currencies transacted are US Dollar ("USD") and Euro ("EUR"). The gross carrying amounts of foreign currency denominated monetary items at the end of the reporting period are as follows:-

	Group			
	Denominated in USD		Denominated in EUR	
	2021 RM'000	2020 RM'000	2021 RM'000	2020 RM'000
Receivables	33,992	16,958	8,449	4,614
Cash and cash equivalents	25,786	14,649	16,691	9,191
Payables	(16,063)	(15,784)	(617)	(19)
Loans and borrowings	(215,770)	(76,250)	0	0
	<u>(172,055)</u>	<u>(60,427)</u>	<u>24,523</u>	<u>13,786</u>

The Group observes the movements in exchange rates and acts accordingly to minimise its exposure to currency risk. Where necessary, the Group enters into derivative contracts to hedge the exposure. Such exposure is also partly mitigated in the following ways:

- (i) The Group's foreign currency sales and purchases provide a natural hedge against fluctuations in foreign currencies.
- (ii) The Group maintains part of its cash and cash equivalents in foreign currency accounts to meet future obligations in foreign currencies.

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

32. FINANCIAL RISK MANAGEMENT (Cont'd)

Currency risk (Cont'd)

Based on a symmetric basis which uses the foreign currency as a stable denominator, the following table demonstrates the sensitivity of profit or loss (and equity) to changes in exchange rates that were reasonably possible at the end of the reporting period, with all other variables held constant:

	Increase/ (Decrease) in profit 2021 RM'000	Group Increase/ (Decrease) in profit 2020 RM'000
Appreciation of USD against RM by 1% (2020 : 3%)	(721)	(778)
Depreciation of USD against RM by 1% (2020 : 3%)	721	778
Appreciation of USD against THB by 4% (2020 : 3%)	(2,560)	(631)
Depreciation of USD against THB by 4% (2020 : 3%)	2,560	631
Appreciation of EUR against RM by 2% (2020 : 3%)	326	263
Depreciation of EUR against RM by 2% (2020 : 3%)	(326)	(263)
Appreciation of EUR against THB by 2% (2020 : 3%)	52	54
Depreciation of EUR against THB by 2% (2020 : 3%)	(52)	(54)

Interest rate risk

The Group's exposure to interest rate risk arises mainly from interest-bearing financial instruments, namely term deposits, loans and borrowings and lease liabilities.

The Group observes the movements in interest rates and always strives to obtain the most favourable rates available for new financing or during repricing. It is also the Group's policy to maintain a mix of fixed and floating rate financial instruments as follows:

	2021 RM'000	Group 2020 RM'000
Fixed rate instruments		
Financial assets	1,850	1,850
Financial liabilities	(206,555)	(63,751)
Floating rate instruments		
Financial liabilities	(9,785)	(19,966)

NOTES TO THE FINANCIAL STATEMENTS (Cont'd)

31 December 2021

32. FINANCIAL RISK MANAGEMENT (Cont'd)

Interest rate risk (Cont'd)

As the Group does not account for its fixed rate financial instruments at fair value through profit or loss, any change in interest rates at the end of the reporting period would not affect its profit or loss (and equity). For floating rate financial instruments measured at amortised cost, the following table demonstrates the sensitivity of profit or loss (and equity) to changes in interest rates that were reasonably possible at the end of the reporting period, with all other variables held constant:

	Group	
	Increase/ (Decrease) in profit	Increase/ (Decrease) in profit
	2021 RM'000	2020 RM'000
Increase in interest rates by 50 basis point	(39)	(80)
Decrease in interest rates by 50 basis point	<u>39</u>	<u>80</u>

33. CAPITAL MANAGEMENT

The overall capital management objective of the Group is to safeguard its ability to continue as a going concern so as to provide fair returns to owners and benefits to other stakeholders. In order to meet this objective, the Group always strives to maintain an optimal capital structure to reduce the cost of capital and sustain its business development.

The Group considers its total equity and total interest-bearing debts to be the key components of its capital structure and may, from time to time, adjust the dividend payouts, purchase own shares, issue new shares, sell assets, raise or redeem debts, where necessary, to maintain an optimal capital structure. The Group monitors capital using a debt-to-equity ratio, which is calculated as total interest-bearing debts divided by total equity as follows:

	Group	
	2021 RM'000	2020 RM'000
Loans and borrowings	215,770	83,175
Lease liabilities	<u>570</u>	<u>542</u>
Total interest-bearing debts	216,340	83,717
Total equity	<u>550,049</u>	<u>528,159</u>
Total capital	<u>766,389</u>	<u>611,876</u>
Debt-to-equity ratio	<u>39%</u>	<u>16%</u>

The aforementioned capital management objective, policies and processes have remained unchanged from the previous financial year.

TOP 10 PROPERTIES OF THE GROUP

Location	Year of Acquisition / * Valuation	Description	Approximate Land Area (square metres)	Age of Building (years)	Tenure	Carrying Amount at 31.12.2021 (RM'000)
2515 Tingkat Perusahaan 4A Perai Free Trade Zone 13600 Perai	* 26 Jun 1995	Industrial Land	49,127	-	Leasehold (60 years)	3,769
2517 Tingkat Perusahaan 4A Perai Free Trade Zone 13600 Perai	20 Sep 2006 374 mths to expiry incl. Sept. 06	Industrial Land	22,356	-	Leasehold (60 years)	2,598
	1 Jan 2010	New factory building	13,602	12	-	7,170
Amata Nakorn Industrial Estate 700/553 Moo 7, Thambon Don Hua Roh Amphur Muang Chonburi 20000 Thailand	17 Jan 2005	Industrial Land	25,136	17	Freehold	5,680
Pinthong Industrial Estate (Laem chabang) 150, Moo 9 Nong-Kham Sriracha, Chonburi 20110 Thailand	9 Feb 2011	Industrial Land	120,429	-	Freehold	21,705
	1 Apr 2013	Factory Building	13,935	9	-	8,920
	1 Apr 2021	Factory Building	9,796	-	Freehold	10,637
Plot 17A Jalan Perusahaan Prai Industrial Estate 13600 Perai	23-Aug-10 374 mths to expiry incl. May 1991	Industrial Land	26,749	-	Leasehold (60 years)	5,052
	23 Aug 2010	Factory Building	14,265	29	-	6,107
Plot 17B Jalan Perusahaan Prai Industrial Estate 13600 Perai	13 April 2021 371 mths to expiry incl. Oct. 1991	Industrial Land	8,093	-	Leasehold (60 years)	5,500
Total						77,137

SUBSTANTIAL SHAREHOLDERS

as at 28 March 2022

Total number of issued shares	157,430,000*
Class of shares	Ordinary shares
Voting rights	One vote for every ordinary share held

* Including 3,912,300 ordinary shares as treasury shares.

Breakdown of shareholdings

Size of shareholdings	No. of shareholders	No. of shares	% of issued share capital
1-99	54	1,789	0.001
100 - 1,000	497	359,003	0.233
1,001 - 10,000	1,968	7,883,895	5.135
10,001 - 100,000	517	15,544,300	10.125
100,001 – 7,675,884*	57	19,493,363	12.697
7,675,885 and above (**)	2	110,235,350	71.806
	<u>3,095</u>	<u>153,517,700</u>	<u>100.000</u>

Thirty largest shareholders

	Name	No. of shares	% of issued share capital
1	ALLRICH CORP	61,191,043	39.859
2	RICHARD HOLDINGS LIMITED	49,044,307	31.947
3	CARTABAN NOMINEES (TEMPATAN) ICAPITAL.BIZ BERHAD	1,888,100	1.229
4	NEOH CHOO EE & COMPANY, SDN. BERHAD	1,600,000	1.042
5	TSAI MING-TI	1,497,150	0.975
6	TSAI LIAO CHIN YEH	927,100	0.603
7.	PUBLIC NOMINEES (TEMPATAN) SDN BHD. PLEDGED SECURITIES ACCOUNT FOR LEE YORK CHEM @ LEE YORK SOO (E-PKG)	874,000	0.569
8	THEN YOON YIN	640,000	0.416
9	TSAI PEI CHEN	574,200	0.374
10	TSAI MING-TI	523,252	0.340
11	DYNAQUEST SDN. BHD.	520,000	0.338
12	LEE HAU HIAN	468,000	0.304
13	AFFIN HWANG NOMINEES (ASING) SDN BHD DBS VICKERS SECS (S) PTE LTD FOR LITTLE RAIN ASSETS LIMITED	450,000	0.293
14	NAHOORAMMAH A/P SITHAMPARAM PILLAY	450,000	0.293
15	LAI CHEE SIEW	369,000	0.240
16	LIN, YEN-HUNG	335,050	0.218
17	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NG HOON HO	334,411	0.217

SUBSTANTIAL SHAREHOLDERS (Cont'd)

as at 28 March 2022

	Name	No. of shares	% of issued share capital
18	DENVER CAPITAL SDN BHD	330,000	0.214
19	WONG YOON CHYUAN	324,000	0.211
20	WONG YOON TET	305,000	0.198
21	YAU LI ZA	279,000	0.181
22	CIMB GROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR DBS BANK LTD (SFS)	268,700	0.175
23.	CGS-CIMB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LOH CHOOI (JLNKUNINGDUA -CL)	257,200	0.167
24	LIEW YOON YEE	250,000	0.162
25	LIEW YOON YEE	235,000	0.153
26	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR LIM CHIEN CH'ENG (PB)	230,000	0.149
27	LIEW SWEE MIO @ LIEW HOI FOO	220,000	0.143
28.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN TIAN SANG @ TAN TIAN SONG (E-PPG)	213,000	0.138
29	MAYBANK NOMINEES (TEMPATAN) SDN BHD LEM HON SAN	210,100	0.136
30	TSAI LIAO CHIN YEH	206,950	0.134
		125,014,563	81.433

Substantial shareholders

	Name	Direct interest	%	Indirect interest	%
1	Allrich Corp	61,191,043	39.859	-	-
2	Richard Holdings Limited	49,044,307	31.947	-	-
3	Tsai Ming Ti	2,020,402	1.316	50,178,357 ^{*1}	32.686
4	Tsai Liao Chin Yeh	1,134,050	0.739	51,064,709 ^{*2}	33.263
5	Tsai Yi Ting	198,000	0.129	49,044,307 ^{*3}	31.947
6	Tsai Pei Chen	731,100	0.476	49,044,307 ^{*3}	31.947
7	Tsai Chia Chen	51,300	0.033	49,044,307 ^{*3}	31.947
8	Tsai, Ching-Tung	-	-	61,191,043 ^{*4}	39.859
9	Tsai Chen, Su-Kan	-	-	61,191,043 ^{*4}	39.859
10	Tsai, Jane-Rong	-	-	61,191,043 ^{*4}	39.859
11	Tsai, Hung-Chuan	-	-	61,191,043 ^{*4}	39.859
12	Tsai, Chia-Yen	-	-	61,191,043 ^{*4}	39.859

SUBSTANTIAL SHAREHOLDERS (Cont'd)

as at 28 March 2022

Directors' Shareholding as at 28 March 2022

	Name	Direct interest in shares	% of issued capital	Indirect interest in shares	% of issued capital
1	Tsai Ming Ti	2,020,402	1.316	50,178,357 ^{*1}	32.686
2	Tsai Yi Ting	198,000	0.128	49,044,307 ^{*3}	31.947
3	Tsai Pei Chen	731,100	0.476	49,044,307 ^{*3}	31.947
4	Tsai, Hung-Chuan	-	-	61,191,043 ^{*4}	39.859
5	Tsai, Chia-Yen	-	-	61,191,043 ^{*4}	39.859
6	Tan Ban Leong	45,000	0.029	-	-
7	Fazrin Azwar Bin Dato' Hj. Md. Nor	5,040	0.003	-	-
8	Megat Abdul Munir	37,900	0.023	-	-
9	Teh Eng Hin	4,500	0.002	-	-

Notes:

^{*1} Deemed interested by virtue of his shareholdings in Richard Holdings Limited and his spouse, Tsai Liao Chin Yeh's shareholding in THR

^{*2} Deemed interested by virtue of her spouse, Tsai Ming Ti shareholdings in Richard Holdings Limited and THR

^{*3} Deemed interested by virtue of his/her shareholdings in Richard Holdings Limited

^{*4} Deemed interested by virtue of his/her shareholdings in Allrich Corp

ADMINISTRATIVE GUIDE

for the Twenty-Fifth Annual General Meeting ("25TH AGM")

Dear Shareholders of Tong Herr Resources Berhad ("Tong Herr" or the "Company"),

MEASURES TO MINIMISE RISKS OF CORONAVIRUS DISEASE 2019 ("COVID-19") INFECTION

In view of the COVID-19 situation, the following steps will be taken for shareholders, proxies and others who will be attending the 25th AGM in order to minimize the risks of spreading the COVID-19 virus:

1. All persons attending the 25th AGM would have to check-in with their MySejahtera before entering the meeting venue.
2. Any person who had recent travel history to overseas or any red zone areas in Malaysia during the last 14 days prior to the 25th AGM or have been in contact with a suspected or confirmed COVID-19 patient during the last 14 days prior to the 25th AGM, irrespective of nationality, will not be permitted to attend the 25th AGM.
3. Any person with a body temperature of above 37.5 degrees Celsius and/or exhibit flu-like symptoms will not be allowed to attend the 25th AGM. Shareholders/proxies who are feeling unwell are strongly advised not to attend the 25th AGM.
4. All persons must practice proper hygiene including the use of hand sanitizer and must be advised to wear a face mask before entering the meeting venue.
5. To enhance social distancing measures, the seats allocated for shareholders/proxies at the 25th AGM venue will be maintained at a certain distance from one another as per the guidelines and/or standing operating procedure provided by the relevant governmental and/or health authorities.
6. In view of the COVID-19 outbreak, physical attendance at the 25th AGM may present a risk to the shareholders. As such, shareholders are strongly encouraged to appoint the Chairman of the meeting as their proxy to attend and vote at the 25th AGM on their behalf or submit their proxy forms with predetermined voting instruction for the Chairman of the meeting to represent them.
7. Shareholders are advised to check the Company's website at <http://tong.com.my/investor.html> and Bursa's website at www.bursamalaysia.com from time to time for any changes to the administration of the 25th AGM that may be necessitated by changes to the directives, safety and precautionary requirements and guidelines prescribed by the Government of Malaysia, the Ministry of Health, the Malaysian National Security Council, Securities Commission Malaysia and/or other relevant authorities.

PRE-REGISTRATION TO ATTEND THE ANNUAL GENERAL MEETING

Shareholders are required to register ahead of the 25th AGM to allow the Company to make the necessary arrangements in relation to the meeting i.e., infrastructure, logistics and meeting venue(s) to accommodate the meeting participants.

Please do read and follow the following procedures to pre-register your physical attendance at the 25th AGM via the TIIH Online website at <https://tiih.online> :

- Login in to TIIH Online website with your username (i.e., e-mail address) and password under the "e-Services". If you have not registered as a user of TIIH Online, please refer to the tutorial guide posted on the homepage for assistance to sign up.
- Select the corporate event: **"(REGISTRATION) TONG HERR RESOURCES BERHAD 25TH AGM"**.
- Read and agree to the Terms & Conditions and confirm the Declaration.
- Select "Register for Physical Attendance at Meeting Venue".
- Review your registration and proceed to register.
- System will send an e-mail to notify that your registration for Physical Attendance at Meeting Venue is received and will be verified.
- After verification of your registration against the General Meeting Record of Depositors as at 19 May 2022, the system will send you an **e-mail after 25 May 2022 to approve or reject** your registration to attend physically at the Meeting Venue.

PROXY

You may deposit the proxy form at the registered office of the Company at Suite S-21-H, 21st Floor, Menara Northam, 55, Jalan Sultan Ahmad Shah, 10050 George Town, Penang or alternatively to submit the proxy form electronically via TIIH Online website at <https://tiih.online>, not less than forty-eight (48) hours before the time appointed for holding the 25th AGM or any adjournment thereof, otherwise the proxy form shall not be treated as valid.

ADMINISTRATIVE GUIDE

(Cont'd)

for the Twenty-Fifth Annual General Meeting ("25TH AGM")

ELECTRONIC LODGMENT OF PROXY FORM

The procedures to lodge your proxy form electronically via Tricor's TIIH Online website are summarised below:

Procedure	Action
i. Steps for Individual Shareholders	
Register as a User with TIIH Online	<ul style="list-style-type: none">Using your computer, please 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.
Proceed with submission of form of proxy	<ul style="list-style-type: none">After the release of the Notice of Meeting by the Company, login with your username (i.e. email address) and password.Select the corporate event: "Tong Herr Resources Berhad 25th 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(s) to vote on your behalf.Appoint your proxy/proxies and insert the required details of your proxy/proxies 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(s) appointment.Print the form of proxy for your record.
ii. Steps for corporate or institutional shareholders	
Register as a User with TIIH Online	<ul style="list-style-type: none">Access TIIH Online at https://tiih.onlineUnder e-Services, the authorised or nominated representative of the corporate or institutional shareholder selects "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 days.Proceed to activate your account with the temporary password given in the email and re-set your own password. <p>Note: The representative of a corporate 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.</p>
Proceed with submission of form of proxy	<ul style="list-style-type: none">Login to TIIH Online at https://tiih.onlineSelect the corporate event: "Tong Herr Resources Berhad 25th 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: "Tong Herr Resources Berhad 25th 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.

GENERAL MEETING RECORD OF DEPOSITORS

For the purpose of determining who shall be entitled to attend the 25th AGM, the Company will be requesting Bursa Malaysia Depository Sdn. Bhd. to issue a General Meeting Record of Depositors as at **19 May 2022** and only a depositor whose name appears on such Record of Depositors shall be entitled to attend the said meeting.

NO RECORDING OR PHOTOGRAPHY

No recording or photography of the 25th AGM proceedings is allowed without prior written permission of the Company.

ADMINISTRATIVE GUIDE

(Cont'd)

for the Twenty-Fifth Annual General Meeting ("25TH AGM")

REFRESHMENT AND DOOR GIFT

There will be no distribution of door gift and refreshment during the 25th AGM.

We thank you for your continuous support to the Company.

ENQUIRY

If you have any enquiry prior to the meeting, you may contact the Share Registrar at:

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, Malaysia

General Line

Ms Nur Qaisara

Naaila

Pn Nor Faeayzah

Fax Number

Email

Telephone Number

603-2783 9299

603-2783 9272

Nur.Qaisara.Naaila@my.tricorglobal.com

603-2783 9274

Nor.Faeayzah@my.tricorglobal.com

603-2783 9222

ls.enquiry@my.tricorglobal.com

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PROXY

1. In respect of deposited securities, only depositors whose names appear in the Record of Depositors as at 19 May 2022 shall be entitled to attend the Meeting and to speak or vote thereat.
2. A member of the Company who is entitled to attend and vote at a meeting of the Company, may appoint not more than two (2) proxies to attend and vote instead of the member at the meeting. Where a member or the authorised nominee appoints two (2) proxies, or where an exempt authorised nominee appoints two (2) proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies. A proxy need not be a member. There shall be no restriction as to the qualification of the proxy.
3. Where a member of the Company who is an authorized nominee as defined in the Securities Industry (Central Depositories) Act, 1991, it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorized in writing or, if the appointer is a corporation, either under its Common Seal or under the hand of its officer or attorney duly authorized.
6. The instrument appointing a proxy and the power of attorney or other authority (if any), under which it is signed or a duly notarized certified copy of that power or authority, shall be deposited at the registered office of the Company at Suite S-21-H, 21st Floor, Menara Northam, 55, Jalan Sultan Ahmad Shah, 10050 George Town, Penang or alternatively, to submit the proxy form electronically via TIIH Online website at <https://tjih.online> not less than forty-eight (48) hours before the time fixed for holding the meeting. Please refer to the Administrative Guide for the 25th AGM on the procedure for electronic lodgement of proxy form.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of 25th Annual General Meeting dated 28 April 2022.

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TONG HERR RESOURCES BERHAD
[Company No. 199701016642 (432139-W)]

To: The Company Secretaries
C/O TMF Administrative Services Malaysia Sdn Bhd
Suite S-21-H, 21 st Floor, Menara Northam,
55, Jalan Sultan Ahmad Shah
10050 George Town, Penang

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TONG HERR RESOURCES BERHAD

[Company No. 199701016642 (432139-W)]

No. 2515, Tingkat Perusahaan 4A,
Perai Free Trade Zone,
13600 Perai, Penang, Malaysia

T : +604 - 3903970

F : +604 - 3900840

www.tong.com.my