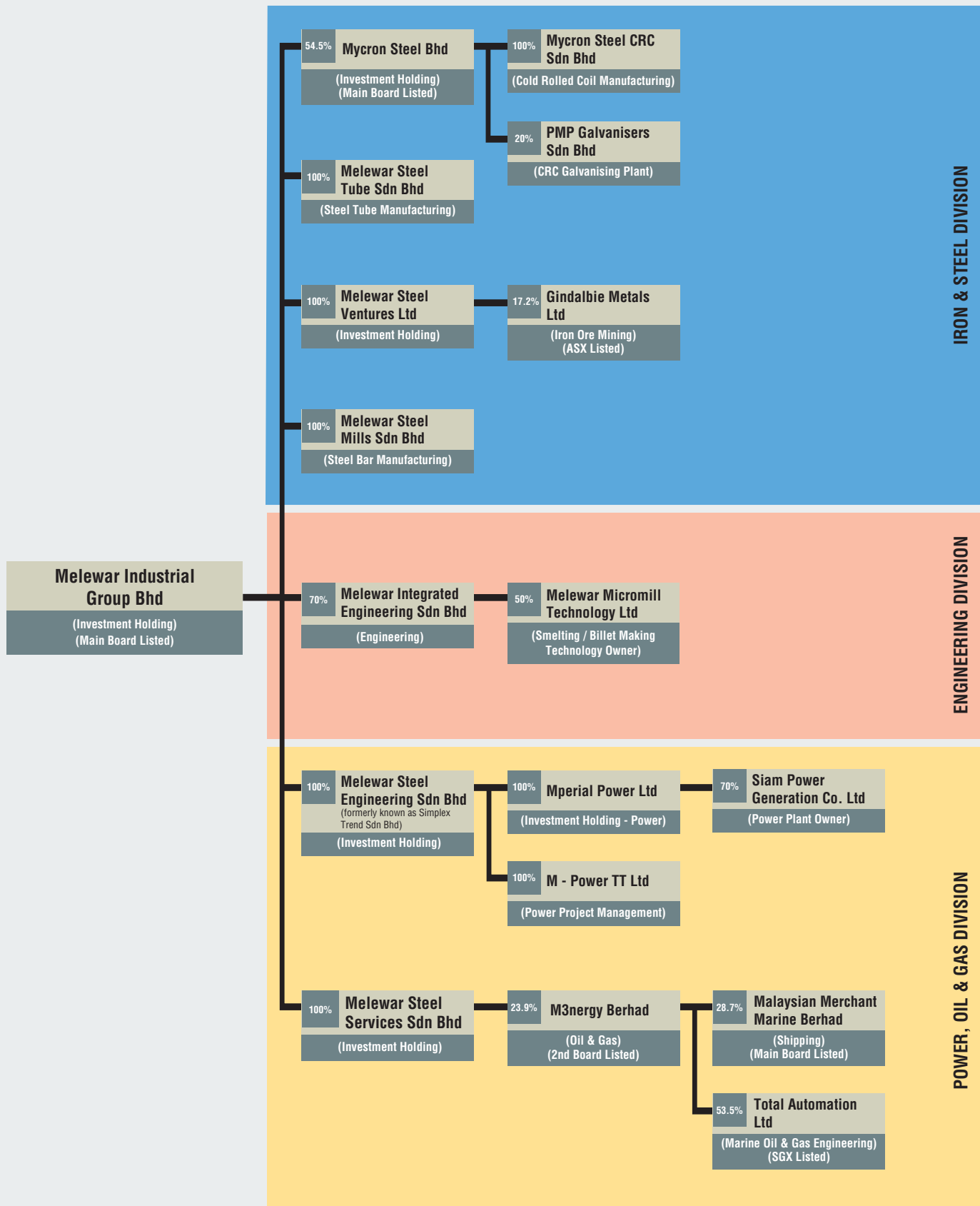


COMPANY CORPORATE STRUCTURE (AS AT 28 APRIL 2006)





HEADQUARTERS



FACTORY 1



FACTORY 2



FACTORY 3



FACTORY 4



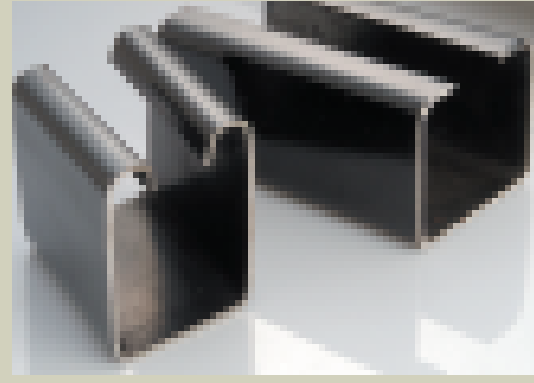
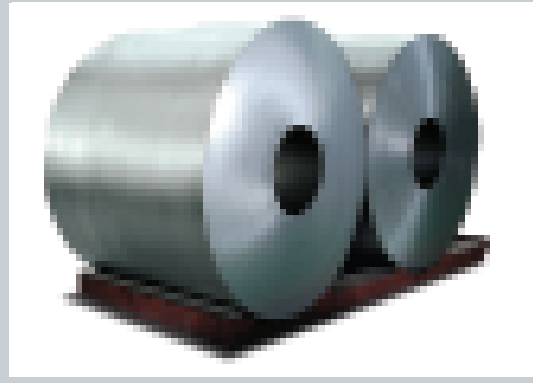
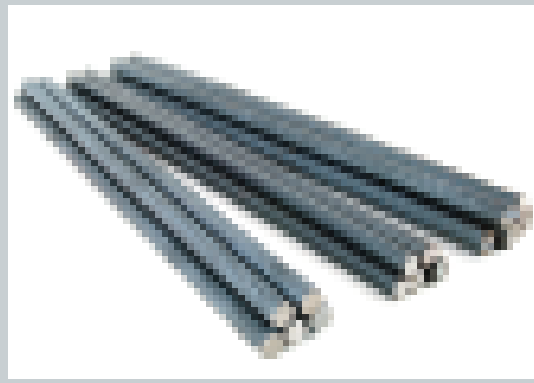
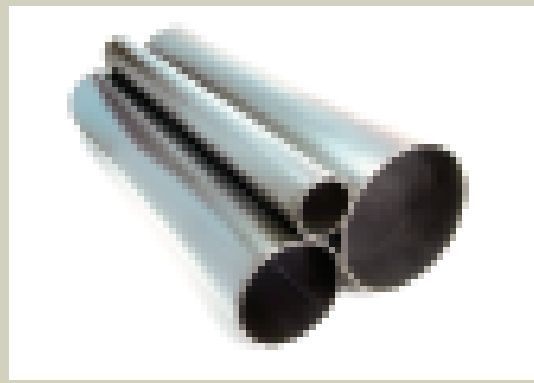
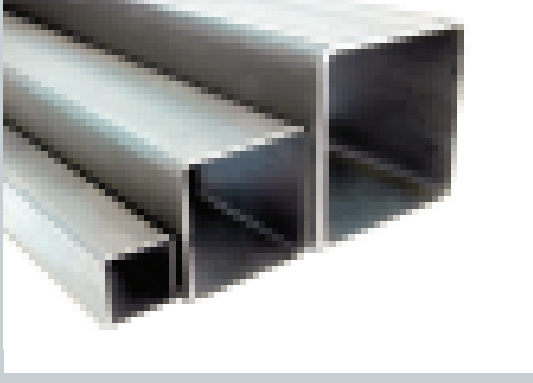
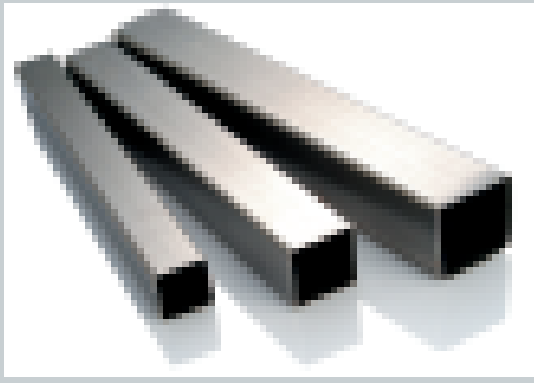
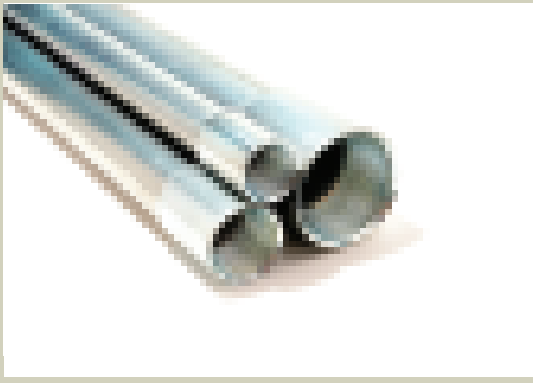
FACTORY 5



MYCRON STEEL FACTORY



PRODUCTS





**Tunku Tan Sri Abdullah ibni Almarhum
Tuanku Abdul Rahman**

**Aged 81, Malaysian
Non-Independent Non-Executive Chairman**

Tunku Tan Sri Abdullah ibni Almarhum Tuanku Abdul Rahman was appointed to the Board of Directors of the Company on 7 October 2002 as a Non-Independent Non-Executive Director and subsequently was appointed as Group Chairman of the Company on 11 October 2002.

Tunku Tan Sri Abdullah's academic qualifications include a Diploma in Public Administration from University of Glasgow, Scotland and a Diploma in Agriculture from Miyazaki, Japan. He actively served in the civil service for more than ten (10) years before being involved in politics. He was the member for Parliament in Rawang Constituency from 1964 to 1974 whilst presiding in several voluntary organisations such as Malaysian Association of Youth Clubs and Malaysia Youth Council from 1966 to 1972, Asian Youth Council from 1972 to 1978 and was also an executive member of the World Assembly of Youth.

Besides the Company, Tunku Tan Sri Abdullah is also the Chairman / Director of MAA Holdings Berhad and Melewar Group Berhad.

Tunku Tan Sri Abdullah is an indirect substantial shareholder by virtue of his family relationship with Tunku Dato' Ya'acob, the Managing Director / Chief Executive Officer who is the ultimate beneficial owner of Melewar Equities (BVI) Ltd, a substantial shareholder of the Company. His shareholding in the Company is disclosed in page 31 of the Annual Report.

Tunku Tan Sri Abdullah does not have any personal interest in any business arrangements involving the Company.

Tunku Tan Sri Abdullah does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.



Tunku Dato' Ya'acob bin Tunku Tan Sri Abdullah

Aged 45, Malaysian

Managing Director / Chief Executive Officer

Chairman of the Employees' Share Option Scheme Committee

Chairman of the Investment Committee

Tunku Dato' Ya'acob bin Tunku Tan Sri Abdullah is the Group Managing Director / Chief Executive Officer of the Company. He was appointed to the Board of Directors of the Company on 7 October 2002. He sits on the Boards of Mycron Steel Berhad, MAA Holdings Berhad, M3nergy Berhad (formerly known as Trenergy (Malaysia) Berhad), Toyochem Corporation Berhad, Melewar Group Berhad and several private limited companies.

Tunku Dato' Ya'acob graduated with a Bachelor of Science (Hons) Degree in Economics and Accounting from City University, London. An accountant by training, he is a Fellow of the Institute of Chartered Accountants in England & Wales and a member of the Malaysian Institute of Accountants. He started his career as an Auditor with Price Waterhouse, London from 1982 to 1985 and subsequently joined Price Waterhouse Kuala Lumpur from 1986 to 1987. He joined Malaysian Assurance Alliance Berhad in 1987 as Chief General Manager and was transferred to MAA Holdings Berhad as Group Managing Director / Chief Executive Officer in 1999.

Tunku Dato' Ya'acob sits on the executive board of several trade associations, specifically, the National Insurance Association of Malaysia (NIAM) as Chairman, the Federation of Public Listed Companies (FPLC) as Vice President, the Financial Planning Association of Malaysia (FPAM) as Immediate Past President and the Federation of Malaysia Unit Trust Managers as Chairman.

Tunku Dato' Ya'acob is the son of Tunku Tan Sri Abdullah ibni Almarhum Tuanku Abdul Rahman, the Group Chairman of the Company. Tunku Dato' Ya'acob is deemed to be interested in the Company by virtue of him being the ultimate beneficial owner of Melewar Equities (BVI) Ltd, the substantial shareholder of the Company. His shareholding in the Company is disclosed in page 31 of the Annual Report.

Tunku Dato' Ya'acob does not have any personal interest in any business arrangements involving the Company.

Tunku Dato' Ya'acob does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.

Tunku Dato' Seri Iskandar bin Tunku Tan Sri Abdullah

Aged 59, Malaysian

Non-Independent Non-Executive Director

Tunku Dato' Seri Iskandar bin Tunku Tan Sri Abdullah was appointed to the Board of Directors of the Company on 18 December 2003 as a Non-Independent Non-Executive Director. Currently, he is the Chairman of Mycron Steel Berhad and sits on the Boards of MAA Holdings Berhad, MBF Holdings Berhad, MBF Corporation Berhad and Melewar Group Berhad.

Tunku Dato' Seri Iskandar holds a Master of Science degree in International Marketing from the University of Strathclyde, United Kingdom. He is also a Fellow of the Chartered Institute of Marketing (UK), the Institute of Administrative Management (UK) and the Institute of Marketing Malaysia.

Tunku Dato' Seri Iskandar is the son of Tunku Tan Sri Abdullah ibni Almarhum Tuanku Abdul Rahman. He is an indirect substantial shareholder by virtue of his relationship with Tunku Dato' Ya'acob, the Managing Director / Chief Executive Officer who is the ultimate beneficial owner of Melewar Equities (BVI) Ltd, the substantial shareholder of the Company. His shareholding in the Company is disclosed in page 31 of the Annual Report.

Tunku Dato' Seri Iskandar does not have any personal interest in any business arrangements involving the Company.

Tunku Dato' Seri Iskandar does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.





Tunku Yahaya @ Yahya bin Tunku Tan Sri Abdullah

Aged 44, Malaysian

Non-Independent Non-Executive Director

Member of the Nomination Committee
Member of the Remuneration Committee

Tunku Yahaya @ Yahya bin Tunku Tan Sri Abdullah was appointed to the Board of Directors of the Company on 18 December 2003 as a Non-Independent Non-Executive Director. He currently sits on the Boards of Mithril Berhad, Melewar Group Berhad, The Melewar Corporation Berhad and other several private limited companies.

Tunku Yahaya graduated in 1983 with a Bachelor of Science (Hons) degree in Economics and Accountancy from the City University, London. That year in London, he joined Peat Marwick Mitchell & Co. In 1986, he obtained his Master of Science in Economics from Birkbeck College, University of London. Returning to Malaysia in 1986, he joined the advertising company, MZC-Saatchi & Saatchi. In 1988, he joined the management of the refurbished Central Market (KL) as Executive Director. In 1994, he was appointed to put into operation and manage the television station, Metro Vision as Managing Director. In 1997, he started the music recording label, Melewar Parallax Sdn Bhd.

Tunku Yahaya is the son of Tunku Tan Sri Abdullah ibni Almarhum Tuanku Abdul Rahman. He is an indirect substantial shareholder by virtue of his relationship with Tunku Dato' Ya'acob, the Managing Director / Chief Executive Officer who is the ultimate beneficial owner of Melewar Equities (BVI) Ltd, the substantial shareholder of the Company. His shareholding in the Company is disclosed in page 31 of the Annual Report.

Tunku Yahaya does not have any personal interest in any business arrangements involving the Company.

Tunku Yahaya does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.



Tengku Datuk Seri Ahmad Shah ibni Almarhum Sultan Salahuddin Abdul Aziz Shah

Aged 51, Malaysian

Independent Non-Executive Director

Tengku Datuk Seri Ahmad Shah ibni Almarhum Sultan Salahuddin Abdul Aziz Shah was appointed to the Board of Directors of the Company on 3 May 2005 as an Independent Non-Executive Director. He currently sits on the Boards of Tractors Malaysia Holdings Berhad, Equine Capital Berhad, Sumatec Resources Berhad, Greatpac Holdings Berhad and Sime Malaysia Region Berhad.

Tengku Datuk Seri Ahmad Shah completed his Diploma in Business Administration from Universiti Teknologi MARA in 1974. He started his career in Charles Bradburne (1930) Sdn Bhd as a stock broker from 1974 to 1981. He was a Director of TTDI Development Sdn Bhd from 1978 to 2000 and a Director of Sime UEP Berhad from 1983 to 1987. In 1987, he was appointed as the Chairman of Subang Jaya Medical Centre, a position which he is still holding until now. He currently sits on the Board of Directors of several private limited companies involving in property development.

Tengku Datuk Seri Ahmad Shah has no family relationship with any of the directors and / or major shareholders of the Company nor have any shareholding in the Company.

Tengku Datuk Seri Ahmad Shah does not have any personal interest in any business arrangements involving the Company.

Tengku Datuk Seri Ahmad Shah does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.



Dato' Jaffar Indot
Aged 71, Malaysian
Independent Non-Executive Director

Chairman of the Risk Management Committee
Member of the Audit Committee
Member of the Nomination Committee
Member of the Remuneration Committee

Dato' Jaffar Indot was appointed to the Board of Directors of the Company on 1 October 2003 as an Independent Non-Executive Director. He currently sits on the Boards of M3nergy Berhad (formerly known as Trenergy (Malaysia) Berhad), Shell Refining Company (FOM) Berhad, Guinness Anchor Berhad, Pan Pacific Asia Berhad, Cygal Berhad and FSBM Holdings Berhad.

Dato' Jaffar attended the Harvard Business School International Senior Managers' Programme, Vevey, Switzerland in 1983. After serving three years with the Rural Industrial Development Authority, he joined Shell in 1956 and retired in 1989 after 33 years of service. During this time, he worked for Shell in Japan and London, where he served in various capacities in international oil trading, business development and public affairs. In 1980, he returned to Malaysia as Executive Director and Director of Public Affairs for Shell Malaysia, and in 1983 was appointed Managing Director of Shell Malaysia Trading Sdn Bhd and Shell Timur Sdn Bhd. He was the Chairman of Shell Timur Sdn Bhd from August 1989 to December 1997.

Dato' Jaffar has no family relationship with any of the directors and / or major shareholders of the Company. Dato' Jaffar does not have any shareholding in the Company.

Dato' Jaffar does not have any personal interest in any business arrangements involving the Company.

Dato' Jaffar does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.

Datin Ezurin Yusnita binti Abdul Malik
Aged 33, Malaysian
Non-Independent Non-Executive Director

Datin Ezurin Yusnita binti Abdul Malik was appointed to the Board of Directors of the Company on 13 December 2005 as a Non-Independent Non-Executive Director. She has been a member of the Board of Trustees of The Budimas Charitable Foundation since 30 October 2001. She is actively involved in the said Foundation and has played a major role in the success of the Foundation.

Datin Ezurin is the wife of Tunku Dato' Ya'acob bin Tunku Tan Sri Abdullah, the Managing Director / Chief Executive Officer of the Company. Therefore, she is an indirect substantial shareholder by virtue of her relationship with Tunku Dato' Ya'acob who is the ultimate beneficial owner of Melewar Equities (BVI) Ltd, the substantial shareholder of the Company. Her shareholding in the Company is disclosed in page 31 of the Annual Report.

Datin Ezurin does not have any personal interest in any business arrangements involving the Company.

Datin Ezurin does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.





Lim Kim Chuan

Aged 47, Malaysian

Executive Director / Chief Operating Officer

Member of the Audit Committee

Member of the Employees' Share Option Scheme Committee

Member of the Investment Committee

Mr Lim Kim Chuan is the Chief Operating Officer of the Company and was appointed to the Board of Directors of the Company on 1 October 2003. He currently sits on the Boards of M3nergy Berhad (formerly known as Trenergy (Malaysia) Berhad), Mycron Steel Berhad and its subsidiary, Mycron Steel CRC Sdn Bhd. He also sits on the Board of the Company's subsidiaries and several other private limited companies.

Mr Lim has over 24 years of experience in the finance industry. He started his career with OCBC Finance Berhad in 1979. He left in 1983 to join MUI Finance Berhad. He joined the Melewar Group in 1985 and was appointed as the General Manager and Director of its credit and leasing division. In 1991, he set up and headed MAA Credit Sdn Bhd and currently sits on its Board. Subsequently in 2000, he was appointed the Chief Financial Officer of Melewar Equities Sdn Bhd.

Mr Lim has no family relationship with any of the directors and / or major shareholders of the Company. His shareholding in the Company is disclosed in page 31 of the Annual Report.

Mr Lim does not have any personal interest in any business arrangements involving the Company.

Mr Lim does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.



Azlan bin Abdullah

Aged 48, Malaysian

Executive Director

Member of the Audit Committee

Member of the Employees' Share Option Scheme Committee

Member of the Investment Committee

Encik Azlan bin Abdullah was appointed to the Board of Directors of the Company on 23 September 2002 as an Independent Non-Executive Director of the Company. Subsequently, he was appointed Executive Director of the Company on 10 June 2003.

Encik Azlan is presently an Executive Director / Chief Executive Officer for both Mycron Steel Berhad and Mycron Steel CRC Sdn Bhd. He sits on the Board of the Company's subsidiaries and several other private limited companies. Besides the Company, he also sits on the Boards of Bandar Raya Developments Berhad, Malaysian General Investment Corporation Berhad, OpenSys (M) Berhad and several other private limited companies.

Encik Azlan holds a Bachelor of Science Degree in Business Administration from Trinity University, San Antonio, Texas, USA and a Masters Degree in Business Administration from Morehead State University, Kentucky, USA. He started his career in 1983 with Citibank N A and in 1987, he joined United Asian Bank where he started and headed the Treasury Marketing Unit. After UAB merged with Bank of Commerce, he was subsequently promoted to Head of Priority Banking Division and Branch Manager of KL Main Branch in 1992. In 1994, he rejoined Citibank Berhad as Vice President and Head of Public Sector Division.

Encik Azlan has no family relationship with any of the directors and / or major shareholders of the Company. His shareholding in the Company is disclosed in page 31 of the Annual Report.

Encik Azlan does not have any personal interest in any business arrangements involving the Company.

Encik Azlan does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.



Nikmat bin Abdullah

**Aged 46, Malaysian
Executive Director**

Encik Nikmat was appointed to the Board of Directors of the Company on 2 May 2006 as an Executive Director. He is also the Group Chief Executive Officer of Mperial Power Ltd., a wholly-owned subsidiary of the Company.

Encik Nikmat holds a Master of Business Administration from the University of Southern California. He has over twenty years of experience in corporate finance, investments, restructurings and business management. He started his career in merchant banking and commercial banking and worked with multi-nationals such as Citibank, General Electric and GE Capital. Encik Nikmat is currently a Non-Independent Non-Executive Director of M3nergy Berhad (formerly known as Trenergy (Malaysia) Berhad) and an Independent Non-Executive Director of MAAKL Mutual Berhad.

Encik Nikmat has no family relationship with any of the directors and / or major shareholders of the Company nor have any shareholding in the Company.

Encik Nikmat does not have any personal interest in any business arrangements involving the Company.

Encik Nikmat does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.

Terence Francis Mahony

**Aged 63, British
Independent Non-Executive Director**

**Chairman of the Audit Committee
Member of the Risk Management Committee**

Mr Terence Francis Mahony was appointed to the Board of Directors of the Company on 1 October 2003 as an Independent Non-Executive Director. He currently sits on the Boards of Ranhill Berhad, Ranhill Utilities Berhad, several UK investments trusts as well as other unit trusts and also some private limited companies in the UK, Singapore and Hong Kong. He is also the Managing Director of TFM Management Ltd in Hong Kong.

Mr Mahony graduated in 1965 with a Bachelor of Arts (Honours) and Master of Arts in Modern Languages from Oxford University (Jesus College), Oxford, UK. He also received a Master of Business Administration from INSEAD, Fontainebleau, France in 1969. He started his career as an International Trainee with Bank of London and South America Ltd in London and Zurich between January 1966 to July 1968. He then joined White Weld and Co. Inc. in September 1969 and became the General Manager of the Geneva office in 1977. He later joined Paine Webber International in 1979 where from 1979 to 1990, he was its Executive Vice-President & Head of International Equity Sales, Managing Director and General Manager respectively at offices in New York (1989), Hong Kong (1981) and Geneva (1970).

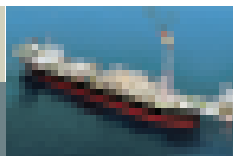
Between February 1990 and August 1993, he was the Director and Chief Investment Officer, for Latin America at Baring International Investment Management, Boston, USA. Subsequently, he joined HSBC Asset Management Ltd in Hong Kong as its Chief Investment Officer, Global Emerging Markets and Member of the Global Asset Allocation Committee. Since then, he has joined Trust Company of the West and TCW Asia Limited in Hong Kong as its Managing Director of Emerging Markets Equities and served as President of TCW Asia Limited in 1996 until December 1999.

Mr Mahony has no family relationship with any of the directors and / or major shareholders of the Company nor have any shareholding in the Company.

Mr Mahony does not have any personal interest in any business arrangements involving the Company.

Mr Mahony does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.



**Lee Ching Kion****Aged 52, Malaysian****Independent Non-Executive Director****Chairman of the Nomination Committee****Chairman of the Remuneration Committee****Member of the Audit Committee****Member of the Risk Management Committee**

Mr Lee Ching Kion was appointed to the Board of Directors of the Company on 1 October 2003 as an Independent Non-Executive Director. He currently sits on the Boards of Malayawata Steel Berhad, Magna Prima Berhad and Hua Joo Seng Enterprise Berhad.

Mr Lee obtained his Bachelor of Science with Honours degree in Metallurgy and Materials Science in the Second Class, Division One, from University of Nottingham, England. He was with Yodoshi Malleble (M) Sdn Bhd from 1979 to 1981. He then joined Jebson-Jessen Engineering Sdn Bhd as Degussa Sales Engineer in 1981. In 1983, he left to join Amsteel Mills Sdn Bhd as Sales Engineer and later as Manager-Head of Research & Development and Quality Control Department and was there for seven years. He joined Wuthelam Holding (M) Group of Companies as General Manager in 1990 and was later appointed as Director in 1991 until he left in 1997. Subsequently, he was with DNP Holdings Berhad as Head of Property / Business Division from 1997 to 2001. Between 2001 to 2003, he was concurrently the Managing Director of Posim Berhad, the Chief Executive Officer of Bright Steel Sdn Bhd and the Commercial Director of Steel Division, all within the Lion Group. He resigned from all his positions within the Lion Group in June 2003.

Mr Lee was a director of Midwest Corporation Limited, a company listed on The Australian Stock Exchange since 2003 until he stepped down in October 2005.

Mr Lee has no family relationship with any of the directors and / or major shareholders of the Company nor have any shareholding in the Company.

Mr Lee does not have any personal interest in any business arrangements involving the Company.

Mr Lee does not have any conflict of interest with the Company and has had no conviction for any offences within the past 10 years.



	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
1 Result of Operations										
Revenue (RM mil)	433.2	461.5	300.9	366.6	378.3	352.3	390.8	462.3	598.7	566.9
Profit Before Tax (RM mil)	56.0	55.4	7.0	72.3	67.9	42.8	77.5	80.6	72.7	35.5
Profit After Tax (RM mil)	44.8	45.0	7.9	62.3	59.5	53.9	56.6	64.4	46.5*	46.9*
2 Balance Sheet										
Share Capital (RM mil)	79.0	79.0	79.0	79.0	79.0	79.0	158.1	158.3	161.0	169.9
Bonus Shares (RM mil)	0	0	0	0	0	0	79.0	0	0	0
Shareholders' Funds (RM mil)	350.1	388.4	389.4	436.8	584.4	623.6	630.3	359.1	351.4	475.5
Total Assets (RM mil)	411.8	476.3	413.2	471.0	597.2	658.0	685.5	484.8	621.2	828.1
3 Financial Ratio										
Return on Equity	12.8%	11.6%	2.0%	14.3%	10.2%	8.7%	9.0%	17.9%	13.3%	9.9%
Debts / Equity (Times)	0.17	0.22	0.05	0.07	0.01	0.05	0.05	0.29	0.38	0.41
Current Assets / Current Liabilities (Times)	3.18	3.01	9.57	9.15	37.34	12.00	12.56	2.20	2.41	2.23
Pre-Tax Profit / Average Shareholders' Fund	16.9%	15.0%	1.8%	17.5%	13.3%	7.1%	12.4%	16.3%	20.5%	8.6%
Pre-Tax Profit / Revenue	12.9%	12.0%	2.3%	19.7%	18.0%	12.2%	19.8%	17.4%	12.1%	6.3%
4 Per Share										
Net Tangible Asset per share (RM)	4.43	4.19	4.93	5.53	7.39	7.89	3.99	2.27	2.19	2.79
Gross Earnings per share (sen)	70.8	70.0	8.9	91.5	85.9	54.2	49.0	50.9	45.3	21.9
Net Earnings per share (sen)	56.7	56.9	10.0	78.8	75.3	68.2	35.8	40.7	29.0	28.9
5 Dividends										
Tax Exempt Dividend (sen)	-	-	-	10.0	10.0	20.0	10.0	80.0	-	3.0
Ordinary Dividend (sen)	12.0	12.0	12.0	12.0	12.0	-	-	180.0	13.0	-

* Note : Profit After Tax and After Minority Interest

