



**AURELIUS TECHNOLOGIES BERHAD**  
(Registration No. 202101005015 (1405314-D))  
(Incorporated in Malaysia under the Companies Act 2016)

**GALVANISING**

**GREATNESS**

**Annual Report 2025**

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# 5<sup>TH</sup>

## ANNUAL GENERAL MEETING



Townhall of  
Aurelius Technologies Berhad,  
Plot 21, Jalan Hi-Tech 4,  
Kulim Hi-Tech Park, Phase 1,  
09090 Kulim, Kedah.



Friday,  
29 May 2026



10.00 a.m.

## Corporate Overview & Group Structure

Aurelius Technologies Berhad (the “Company”) was incorporated in Malaysia on 9 February 2021 for Initial Public Offering (“IPO”) purposes. On 16 December 2021, the Company was listed on the Main Market of Bursa Malaysia Securities Berhad (“Bursa Securities”). The Company’s principal activity is investment holding whilst its subsidiary, BCM Electronics Corporation Sdn. Bhd. (“BCM”) is principally a provider of Electronics Manufacturing Services (“EMS”) with a focus on industrial electronic products (collectively referred to as “ATech” or the “Group” or the “ATech Group”).



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**BCM ELECTRONICS CORPORATION SDN. BHD.**  
 (Registration No. 199301019234 (273972-P))



### VISION

- Be a world-class green manufacturing services provider.



### MISSION

- Deliver high-quality, cost-effective products & services.
- Treat our stakeholders fairly and ethically.



### VALUE

- Committed to Environmental, Social, and Governance best practices.

# Media Highlights

28 April 2025

LinkedIn - Malaysian Investment Development Authority (MIDA) visited the Group.



3 June 2025

The Edge Malaysia - Aurelius Technologies Berhad hints at role in Malaysia-Arm Chip project



9 June 2025

Vulcanpost - The United Local Synergy alliance hopes to take M'sia's E&E scene to the next level—here's how



28 November 2025

The Edge Malaysia - Aurelius' 3Q profit surges to RM16.1m on favourable product mix, lower forex losses



3 December 2025

The Star - Aurelius Technologies growth intact



11 December 2025

FTSE4Good Index Series Status



15 January 2026

Nanyang - [Experts on Stocks] Aurelius Technology maintains high-capacity utilization rate



16 January 2026

The Star - Aurelius Technologies prospects to strengthen



17 January 2026

BusinessToday - Aurelius Expected To Deliver Despite Weaker US Dollar



13 February 2026

Bursa Malaysia - Inclusion in the Bursa Malaysia Quality 50 Index (BMQ) & Bursa Malaysia Quality 50 Shariah Index (BMQ-S)



## Corporate Milestone

### 2026

- On 12 January 2026, ATech has been selected as a constituent of the Bursa Malaysia Quality 50 Index (BMQ) & Bursa Malaysia Quality 50 Shariah Index (BMQ-S).

### 2025

- On 22 December 2025, ATech has been included as one of the constituents of the Financial Times Stock Exchange 4 Good ("FTSE4Good") Bursa Malaysia ("F4GBM") and FTSE4Good Bursa Malaysia Shariah Index ("F4GBM-S").
- On 26 September 2025, ATech via BCM received Customs Trade Partnership Against Terrorism ("CTPAT") recognition from Supply Chain Specialist, U.S Customs and Border Protection.
- The new integrated manufacturing plant with a build-up space encompassing office, production floors, clean room, and warehouse space of 243,977 sq. ft. plant ("P5") utilisation with new onboarded customer.
- ATech continued to invest in a new surface-mount technology ("SMT") line as a replacement to one of the existing line in the 16-lines SMT portfolio at existing manufacturing plant ("P1") ("New SMT Line").

### 2024

- On 23 December 2024, ATech completed the construction of P5 at Kulim Hi-Tech Park ("KHTP") and obtained the Certificate of Completion & Compliance ("CCC").
- In December 2024, ATech implemented an automated smart warehouse management system ("WMS") and it has been successfully setup at P1.
- On 12 December 2024, BCM successfully held a Factory Commencement Ceremony for P5.
- On 19 June 2024, the Company issued 39,406,800 new ordinary shares via 2nd private placement, and the ordinary shares were subsequently listed on the Main Market of Bursa Securities.
- On 13 May 2024, ATech successfully held a groundbreaking ceremony for P5.
- On 4 April 2024, ATech via BCM signed the sales and purchase agreement with Northern Technocity Sdn. Bhd. ("NTCSB") for the purchase of the 2nd vacant freehold industrial land, spanning 270,034 sq.ft. at Kulim Technocity ("Land 2")- adjoining to the previously purchased and possession of the freehold industrial land, spanning 301,874 sq.ft., located within KHTP and registered under H.S.(D) 83925, PT 5930 Seksyen 39, Bandar Kulim, District of Kulim, Kedah ("Land 1").
- ATech continued to invest in additional 2 SMT Lines at P5.

### 2023

- ATech continued to onboard two new customers to manufacture IoT devices and video telematics respectively.
- ATech commenced to invest in the infrastructure to manufacture 5G technology and automotive components.
- On 13 September 2023, ATech successfully completed the installation and energisation of a 2.578 MWp rooftop solar photovoltaic ("Rooftop Solar") at BCM.
- On 22 August 2023, ATech installed two electric vehicles ("EV") charging stations at BCM.
- On 22 August 2023, BCM celebrated its 30th Anniversary with its 1,300 employees and business associates under the theme: "30 x 30: Honouring Our Past & Empowering Our Future with Sustainable Growth".
- On 10 May 2023, BCM purchased the Land 1.
- On 7 February 2023, the Company issued 35,818,000 new ordinary shares via private placement, and the ordinary shares were subsequently listed on the Main Market of Bursa Securities.
- In January 2023, ATech made an investment in backend automation and testing, to meet the requirements in IoT module manufacturing.
- ATech continued to invest in additional one SMT line.

### 2022

- ATech grew its EMS business by onboarding four new customers, that specialises in developing sensors, data computing technology, motherboards, and IoT-related devices.
- On 26 April 2022, in conjunction with an Anti-Corruption Seminar conducted by the Suruhanjaya Pencegahan Rasuah Malaysia, Kedah (SPRM Kedah), every staff with the ranking of section managers and above proudly signed a "Corruption Free Pledge".
- On 28 March 2022, ATech completed the construction of its manufacturing plant expansion (also known as "P3") and obtained the CCC.
- On 8 March 2022, ATech continues its commitment to work in partnership with its local community with the signing of the certificate of collaboration with Politeknik Tuanku Sultanah Bahiyah to kickstart an industrial internship programme.
- ATech continued to invest in additional three SMT lines.

## Corporate Milestone (Cont'd)

2021

- On 16 December 2021, ATech celebrated the listing of the 358,180,000 issued ordinary shares of the Company on the Main Market of Bursa Securities.
- ATech continued to transcend towards Industrial 4.0 with the installation of two SMT lines completed with four robotic backend automation and testing for multicomponent semiconductor modules.

2019

- ATech broaden its portfolio of services when an electronics manufacturing services agreement for semiconductor components in the form of a multicomponent Integrated Circuit ("IC") for Machine to Machine IoT applications was secured. This marks a key milestone for ATech as its position in the value chain is strengthened by offering semiconductor components manufacturing services, while previously ATech focused on industrial electronics products manufacturing services.

2018  
2016

- In 2018, ATech expanded its manufacturing services into trains communication interface units that includes outboard assembly, testing, subassembly, and system calibration. This system allows products to integrate with other systems installed in train carriages to communicate and transmit information between the train and a remote central monitoring centre.
- In July 2017, BCM joined the "**Promise of Integrity**" supplier alliance to strengthen collaboration within the supplier ecosystem, fostering the highest standards of ethics and integrity in the business community.
- In 2016, ATech expanded its EMS offering for LED lighting product by securing its first purchase order for the LED tunnel lighting. In the same year, ATech also commenced manufacturing of its own designed LED lighting for installation in warehouses.

2010  
2000

- Between 2005 and 2010, ATech expanded its product offering to include the following:
  - IoT wireless asset tracking devices for vehicle tracking applications in 2007.
  - Printed Circuit Board Assembly ("**PCBA**") of instrumentation devices for the energy industry in 2007 where we offered special engineering services including high melting point and gold soldering as part of the board assembly process.
  - PCBA of power control devices for lighting equipment in 2008 for a customer in the USA; and power control devices for AC to DC power supply in 2009 for a customer in Australia.
- Between 2000 and 2010, ATech increased its production capacity by investing in additional SMT lines.
- In 2005, ATech participated in the design of an industrial wireless communication device, in a joint-design development exercise with a customer.
- In 2003, ATech completed the construction of its factory expansion in KHTP which increased production built-up area by an additional 89,638 sq. ft.
- In 2000, ATech moved from rented premises in Prai, Penang to the current production facility in KHTP, Kedah with a total built-up area of 106,156 sq. ft. with facilities comprised 7 SMT lines with 20 backend assembly lines.
- In 2000, ATech expanded its EMS business to produce power control electronic devices namely DC-DC converter modules.

1999  
1993

- BCM commenced business as a provider of SMT and sub assembly services for industrial communication devices with one manual assembly line specialising in functional testing of communication products at rented premise in Prai, Penang.
- In 1996, BCM expanded its portfolio of services by securing its first box-build supply contract for industrial communication devices. Box build assembly includes the sourcing and procurement of materials and components, board assembly, and carrying out mechanical box build assembly and testing of the finished product. This forms a key milestone in ATech's expansion as an EMS provider.
- Incorporation of ATech's subsidiary, BCM on 20 August 1993, to facilitate the technology transfer agreement between Motorola Incorporated ("**Motorola Inc.**") and Comintel Sdn. Bhd. to jointly develop manufacturing capabilities for communication devices in Malaysia through BCM.

## Corporate Information

### BOARD OF DIRECTORS

**Dato' F'ng Meow Cheng**

(Chairperson and Independent Non-Executive Director)

**Loh Hock Chiang**

(Non-Independent Executive Director and Group Chief Executive Officer)

**Tan Chong Hin**

(Non-Independent Executive Director and Group Chief Financial Officer)

**Nor Shahmir Bin Nor Shahid**

(Independent Non-Executive Director)

**Yee Swee Meng**

(Independent Non-Executive Director)

**Jamie Hwe Ping Lee**

(Non-Independent and Non-Executive Director)

**Jonathan Ming Chian Lee**

(Non-Independent and Non-Executive Director) -

(Alternate Director to Jamie Hwe Ping Lee)

### REMUNERATION COMMITTEE

Chairperson

**Yee Swee Meng**

Members

**Nor Shahmir Bin Nor Shahid**

**Jamie Hwe Ping Lee**

### RISK MANAGEMENT COMMITTEE

Chairperson

**Nor Shahmir Bin Nor Shahid**

Members

**Yee Swee Meng**

**Loh Hock Chiang**

### EMPLOYEES' SHARE SCHEME COMMITTEE

Chairperson

**Dato' F'ng Meow Cheng**

Members

**Nor Shahmir Bin Nor Shahid**

**Loh Hock Chiang**

### BUSINESS ADDRESSES

Plot 21, Jalan Hi-Tech 4  
Kulim Hi-Tech Park Phase 1  
09090 Kulim  
Kedah Darul Aman

No. 10, Jalan Hi-Tech 9/1  
Zon Industrial Fasa 3A  
Kulim Hi-Tech Park  
09090 Kulim  
Kedah Darul Aman

Tel. No. : +604 403 3180  
Fax No. : +604 403 3181  
Email : info@atechgroup.com.my  
Website : www.atechgroup.com.my



### AUDITOR

Messrs. Grant Thornton Malaysia PLT  
Chartered Accountants  
Tel. No. : +604 228 7828  
Fax No. : +604 227 9828

### PRINCIPAL BANKERS

Malayan Banking Berhad  
CIMB Bank Berhad  
HSBC Bank Malaysia Berhad  
Standard Chartered Bank Malaysia Berhad

### SHARE 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  
Tel. No. : +603 2783 9299  
Email : is.enquiry@vistra.com

### STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia  
Securities Berhad  
Sector : **Industrial Product & Services**  
Stock Name : **ATECH**  
Stock Code : 5302

### AUDIT COMMITTEE

Chairperson

**Nor Shahmir Bin Nor Shahid**

Members

**Yee Swee Meng**

**Jamie Hwe Ping Lee**

### NOMINATION COMMITTEE

Chairperson

**Yee Swee Meng**

Members

**Nor Shahmir Bin Nor Shahid**

**Jamie Hwe Ping Lee**

### COMPANY SECRETARIES

**Tan Ai Peng** (MAICSA 7018419)  
(SSM PC No. 201908003179)

**Loh Lai Ling** (MAICSA 7015412)  
(SSM PC No. 201908002445)

### REGISTERED OFFICE

Level 5, Guoco Tower,  
6 Jalan Damanlela  
Damansara City  
Bukit Damansara  
50490 Kuala Lumpur  
Tel. No. : 03-78902833  
Email : mycosec@incorp.asia

## Board of Directors' Profile



### DATO' F'NG MEOW CHENG

Chairperson & Independent Non-Executive Director

Age

60

Gender

Female

Nationality



Board Meeting Attendance

5/5

**Dato' F'ng Meow Cheng** is our Independent Non-Executive Chairperson. She was appointed to our Board on 2 April 2021 and redesignated as the Chairperson on 28 July 2023. She is also the chairperson of the Employees' Share Scheme ("ESS") Committee.

She graduated with a Bachelor of Science in Business Administration from University of Southwestern Louisiana, USA in May 1991 and obtained her Master of Management from the Australian Institute of Business in November 2016. She has been a member of the Malaysian Institute of Certified Public Accountants ("MICPA") and Malaysian Institute of Accountants ("MIA") since 1997 and 1998 respectively.

She began her career in November 1991 with Sony Electronics (M) Sdn Bhd, a company involved in the manufacturing of consumer electronic products, as System Planner where she assisted in organisational corporate planning as well as drafting of standard operating procedures to ensure compliance with the international standards of quality.

Subsequently, she left the company to join Russ Ooi & Associates (a member firm of RSM International then) in October 1992 as a junior auditor. She left Russ Ooi & Associates in September 1996 as Assistant Manager and joined another audit firm, H.B. Ooi & Co. as Manager in April 1997 where she was mainly involved in audit, taxation, and consultancy services.

She left in February 1998 and joined another audit firm, K.B. Tan & Co. as Manager in March 1998 where she was also mainly involved in audit, taxation, and consultancy services. She then left the main office in Klang, Selangor, and took on the responsibility to set up and manage a new branch office in Bukit Mertajam, Penang in November 1998. In November 2002, the firm name of K.B. Tan & Co was changed to MC F'ng & Associates and she has since become a sole practitioner at the accounting firm providing auditing, taxation, and consulting services.

She is currently an Independent Non-Executive Director of UWC Berhad (a company listed on the Main Market of Bursa Securities), SNS Network Technology Berhad (a company listed on the Main Market of Bursa Securities) and PSP Energy Berhad (a company listed on the ACE Market of Bursa Malaysia). The listing of PSP Energy Berhad took place on 4 December 2025.

She does not hold any other directorship in public companies.

## Board of Directors' Profile (Cont'd)



### LOH HOCK CHIANG

Non-Independent Executive Director & Group Chief Executive Officer

Age

61

Gender

Male

Nationality



Board Meeting Attendance

5/5



### TAN CHONG HIN

Non-Independent Executive Director & Group Chief Financial Officer

Age

51

Gender

Male

Nationality



Board Meeting Attendance

5/5

**Loh Hock Chiang** is our substantial shareholder, Non-Independent Executive Director and Group Chief Executive Officer ("**Group CEO**") of ATech Group. He was appointed to our Board on 9 February 2021. He is a member of the Risk Management Committee ("**RMC**") and the ESS Committee.

As our Executive Director and Group CEO, he is responsible for leading and overseeing the overall strategic direction and management of our ATech Group.

He graduated with an honours degree in Management Studies from the University of Waikato, New Zealand, in April 1992. He has been a member of the New Zealand Institute of Chartered Accountants since November 1995 and in December 2014, he became a Chartered Accountant with the Chartered Accountants Australia and New Zealand after the amalgamation of the Institute of Chartered Accountants ("**NZICA**") in Australia and the New Zealand Institute of Chartered Accountants ("**CA ANZ**"). He has been a Registered Accountant with the MIA since October 1996 and a Chartered Accountant (Malaysia) ("**CA(M)**") of the MIA since June 2001.

He has over 30 years of extensive professional experience spanning multiple disciplines, including auditing, accounting, financial management and operational management. Throughout his career, he has been primarily involved in and focused on the system integration and electronics manufacturing industries.

He assumed his current position as Executive Director of BCM in January 2018. He was appointed as our Group Chief Financial Officer on 25 March 2021 and subsequently as interim Group Chief Executive Officer on 24 January 2022. He was appointed as our Group CEO on 1 August 2022.

He does not hold any other directorship in public companies and listed issuers.

**Tan Chong Hin** is our Non-Independent Executive Director and Group Chief Financial Officer ("**Group CFO**") of ATech Group. He was appointed to our Board on 30 March 2022. He was appointed as our Group CFO on 1 August 2022.

As our Executive Director and Group CFO, he is responsible for overseeing the overall human resources, IT, accounting, financial, sustainability management, engineering SMT, facilities and maintenance, industrial engineering and quality assurance of ATech Group. He spent over 20 years working for various financial services institutions in London, Kuala Lumpur and Singapore specialising in real estate, corporate finance, and advisory.

Mr Chong spent over 20 years working for various financial services institutions in London, Kuala Lumpur and Singapore specialising in real estate, corporate finance, and advisory.

He graduated with a First Class Honours in Bachelor of Engineering (Electronic Engineering) from University of Hull as a Wilberforce Scholar in 1998, and completed his Postgraduate Diploma in Economics at University of Cambridge, as a British Chevening Scholar in 1999. He is a qualified Chartered Accountants with the Institute of Chartered Accountants in England and Wales ("**ICAEW**") since 2003, and MIA since 2022. He is a Fellow of ICAEW since 2023.

He currently holds other non-independent directorships in various private companies.

He does not hold any directorship in listed issuers.

## Board of Directors' Profile (Cont'd)



### NOR SHAHMIR BIN NOR SHAHID

Independent Non-Executive Director

Age

56

Gender

Male

Nationality



Board Meeting Attendance

5/5

**Nor Shahmir Bin Nor Shahid** is our Independent Non-Executive Director. He was appointed to our Board on 2 April 2021. He graduated from the International Islamic University Malaysia in July 1995 and obtained his Bachelor of Accounting in August 1995. He is the chairperson of RMC and Audit Committee ("AC") as well as a member of ESS, Remuneration Committee ("RC") and Nomination Committee ("NC"). He has been a member of the MIA as a Chartered Accountant since April 2018.

He began his career in July 1995 as an executive with Malaysian International Merchant Bankers Berhad where he was involved in various corporate exercises including reverse take-overs, initial public offerings and fund raising. In October 1997, he left Malaysian International Merchant Bankers Berhad and subsequently joined KPMG Corporate Finance Sdn. Bhd. as a principal consultant where he was responsible for various engagements in corporate finance advisory, mergers and acquisitions, and project finance.

He left KPMG Corporate Finance Sdn. Bhd. in November 2003 and subsequently joined Bank Muamalat Malaysia Berhad as Associate Director of Investment Banking Department where he was mainly involved in Islamic debt capital market transactions. He left Bank Muamalat Malaysia Berhad in December 2006 and joined Josor Capital Sdn. Bhd. in January 2007 as Senior Vice President of Private Equity and Investments responsible for providing full-scale investment banking solutions for the investment banking group catered specially for the Asian markets.

In October 2007, he went to Qatar and joined Al Khalij Commercial Bank ("Al-Khaliji Bank") as Head of Debt Capital Markets where he was responsible for loan syndications and debt capital market business of Al-Khaliji Bank in Qatar. In January 2009, he returned to Malaysia and

continued his career with MIDF Amanah Investment Bank Berhad ("MIDF Investment") as Senior Vice President where he was responsible in originating and structuring Islamic debt capital market issuances and project finance advisory transactions. He left MIDF Investment in June 2011 and joined Export Import Bank of Malaysia Berhad in July 2011 as Senior Vice President and Head of Banking until March 2018. In April 2018, he joined Ipmuda Berhad as Chief Operating Officer where his role was to oversee the corporate and business operations, human resources, finance and also oversee the transformation and acceleration programmes of the company. He left Ipmuda Berhad in August 2020 and was acting as a corporate consultant until February 2022. Subsequently, he joined Ireka Corporation Berhad in March 2022 as the Chief Strategy and Investment Officer, where he oversees the strategic direction of the company as well as the corporate finance functions for the group. He left Ireka Corporation Berhad in August 2023 and is now an Executive Director of Provident Banc Berhad (formerly known as Zico Banc Berhad), a non-bank financial institution, since October 2023.

He has 23 years of experience in cross-border banking, financial advisory, international and regional project finance, corporate finance, Islamic debt capital market, syndications, and investment banking where he held various senior management positions in development banks, investment banks, and commercial banks.

He is currently an Executive Director of Provident Fiduciaries Berhad and Bin Zayed International (M) Berhad. He does not hold any other directorship in public companies and listed issuers.

## Board of Directors' Profile (Cont'd)



### YEE SWEE MENG

Independent Non-Executive Director

Age

67

Gender

Male

Nationality



Board Meeting  
Attendance

5/5

**Yee Swee Meng** is our Independent Non-Executive Director. He was appointed to our Board on 2 July 2021. He is the chairperson of the RC, and also a member of the AC, RMC, and NC. In addition to his existing role in the Board and Board Committees, in July 2023, he was also appointed as the chairperson of the NC.

He graduated with a Bachelor of Arts in Economics from the University of Guelph, Ontario, Canada in February 1984. He has been a fellow member of Certified Practising Accountant ("CPA") Australia since May 2019 and obtained recognition as a CPA Australia in August 2017. He is a CA(M) and a member of the MIA as a Chartered Accountant since March 2018 and is a member of the ASEAN Chartered Professional Accountants Coordinating Committee since August 2018. He is also a registered member of the Institute of Corporate Directors Malaysia ("ICDM") since July 2025.

He began his career in November 1985 with Metroplex Berhad as Finance Executive where he was responsible for financing transactions. He left the company in January 1989 and subsequently joined Supreme Finance (M) Berhad as Branch Executive and managed the branch operations. In May 1991, he left Supreme Finance (M) Berhad and joined MBF Finance Berhad as Head of Corporate Division where he was involved in the marketing of corporate loans. He left MBF Finance Berhad in March 1992 and joined Primework (M) Sdn Bhd as Financial Controller where he was responsible for the management of all finance and accounting operations including developing financial strategy and cash flow management. In May 1995, he left Primework (M) Sdn. Bhd. and joined STS Technic Bhd as Group Corporate Manager and was also appointed as executive director of a subsidiary of STS Technic Berhad where he oversaw the corporate development and investment activities of the group companies.

In September 2001, he left STS Technic Berhad and relocated to Indonesia. In December 2001, he joined RGM International Pte Ltd as Senior Financial Controller where his main role was to manage the financial aspects of the company.

In December 2003, he left RGM International Pte Ltd and returned to Malaysia. Upon his return to Malaysia, he took a career break for family reasons. He joined Unichamp Mineral Sdn. Bhd. in May 2004 as General Manager of Finance Administration where his main role was to advise the company's board of directors on all financial matters, management control, mergers, and acquisitions transactions, and other strategic issues.

He left Unichamp Mineral Sdn. Bhd. in September 2007 and joined V.S. Industry Berhad group of companies ("V.S. Industry Group") in February 2008. Between February 2008 and August 2017, he held three roles within the V.S. Industry Group, namely Finance Controller, Finance Director of VS Industry Vietnam Joint Stock Company, and General Director of VS Technology Pte Ltd, Vietnam. His responsibilities included, among others, advising the board of directors on all financial matters, management control, policies, mergers and acquisitions, and other strategic issues.

In August 2017, he left the V.S. Industry Group and took a career break before he joined Sunpro Capital Group Ltd, Vietnam as Finance Director Cum Executive Chairman Special Assistant in September 2018 where he managed the finance department and was responsible for all aspects of the company's business.

After he left Sunpro Capital Group Ltd, Vietnam in June 2019, he focuses on financial advisory work where he provides financial advice such as investment management and tax planning. He was appointed as Chief Executive Officer for SHH Resources Holdings Bhd with effect from 20 April 2023 and subsequently resigned on 30 May 2023.

He does not hold any other directorship in public companies and listed issuers.

## Board of Directors' Profile (Cont'd)



### JAMIE HWE PING LEE

Non-Independent and Non-Executive Director

Age

48

Gender

Female

Nationality



Board Meeting Attendance

5/5



### JONATHAN MING CHIAN LEE

Non-Independent and Non-Executive Director  
(Alternate Director to Jamie Hwe Ping Lee)

Age

42

Gender

Male

Nationality



Board Meeting Attendance

0/5

**Jamie Hwe Ping Lee** is our Non-Independent and Non-Executive Director. She was appointed to our Board on 29 June 2022. She is also a member of AC, NC, and RC.

She graduated from Central Queensland University with a Master of Accounting in November 2007. She has been a member of CPA Australia since June 2011.

She spent over 15 years working in various accountant roles in industries including petrochemical, personal and healthcare, engineering, git card and most recently in asset financing.

She does not hold any other directorship in public companies and listed issuers.

Ms Jamie is the daughter of late Mr Lee Chong Yeow @ Lee Chong Yan, the Company's substantial shareholder.

**Jonathan Ming Chian Lee** is the alternate Non-Independent and Non-Executive Director to Jamie Hwe Ping Lee. He was appointed to our Board on 29 June 2022.

He graduated from The University of Western Australia in 2007 with a Bachelor's in Engineering (Mechatronics Engineering) with Honours.

He is a professional engineer in Australia, spanning multi-disciplinary fields primarily in the manufacturing and maritime industry. He started his career as an undergraduate mechanical engineer at Austal Ships in 2006, later moving to roles as a control systems engineer. His projects have included turnkey systems for various commercial and military vessels including vessels for the US Navy, Swedish Navy and the Australian Border Force.

In 2017, he transitioned to the position of Project Manager at Austal Ships, successfully delivering a variety of large, complex projects.

He is also a director of a private Australian company.

He does not hold any other directorship in public companies and listed issuers.

Mr Jonathan is the son of late Mr Lee Chong Yeow @ Lee Chong Yan, the Company's substantial shareholder.

#### Notes: -

Saved as disclosed, none of the Directors has:

1. any family relationship with any Director and /or major shareholder of the Company;
2. any conflict of interest with the Company; and
3. any conviction for offences within the past 5 years or any public sanction or penalty imposed by the relevant regulatory bodies during the FYE Dec 2025, other than traffic offences.

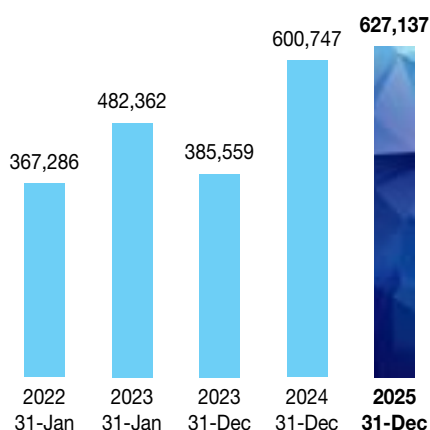
## Financial Highlights

Financial Year/Period Ended		2022	2023	2023 <sup>1</sup>	2024	2025
		31-Jan	31-Jan	31-Dec	31-Dec	31-Dec
Revenue	RM'000	367,286	482,362	385,559	600,747	627,137
Profit Attributable to Owners of the Company	RM'000	22,033	37,245	38,247	61,016	65,137
Basic Earnings per Share ("EPS") <sup>3</sup>	sen	2.5	3.5	3.2	4.7	5.0 <sup>2</sup>
Total Assets	RM'000	411,352	419,374	489,409	660,030	718,508
Total Equity	RM'000	201,418	231,595	330,328	488,332	516,797
Net Assets per Share <sup>3</sup>	RM	0.2	0.2	0.3	0.4	0.4 <sup>2</sup>
Number of Shares	'000	358,180	358,180	394,068	433,475	1,300,674 <sup>2</sup>

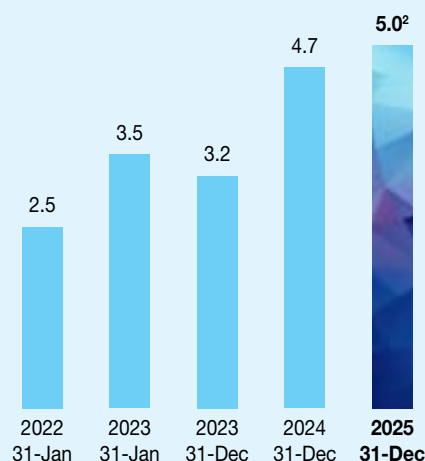
### Notes:

- Financial Period Ended 31 December 2023** – covering a financial period of 11 months (1 February 2023 to 31 December 2023) due to the change in the Group's financial year end from 31 January to 31 December, as announced on 14 December 2023.
- New Share Issuances** – during the financial under review, a total 150,000 new ordinary Company shares ("Atech Shares") were issued under the Employee Share Scheme, and on 24 June 2025, the Group has successfully completed the bonus issue of 867,049,600 new ordinary shares in ATech ("Bonus Shares"), on the basis of 2 bonus shares for every 1 existing ATech Share held, together with a bonus issue of 433,524,800 warrants in ATech ("Warrant(s)") on the basis of 1 Warrant for every 1 existing ATech Share held by the entitled shareholders (collectively "Bonus Issue").
- Adjusted Comparatives** – for comparative purposes, the EPS and Net Assets per Share have been adjusted to reflect the effects of the scenario of equivalent Bonus Shares being issued during the respective financial period/years ended. These adjustments are made solely for comparative presentation purposes and do not affect the reported profit attributable to owners of the Company or total equity for the respective period/years.

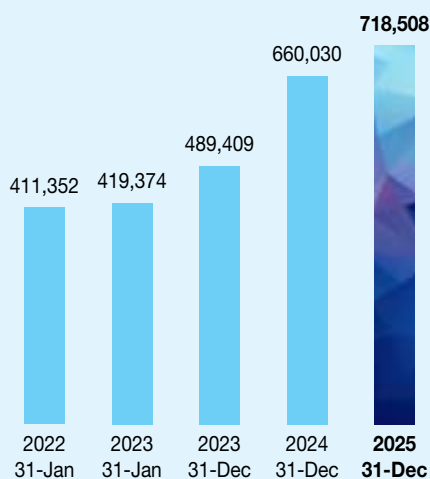
### Revenue (RM'000)



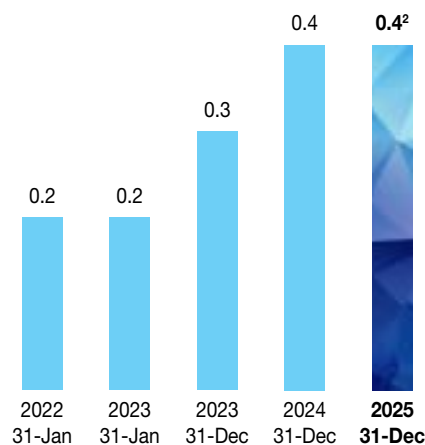
### EPS (sen)



### Total Assets (RM'000)



### Net Assets per Share (RM)



# Chairperson's Statement

Dear Esteemed Shareholders,

On behalf of the Board of Directors of the Company ("**Board**"), I am pleased to present the Annual Report and Audited Financial Statements of the Group for the financial year ended 31 December 2025 ("**FYE Dec 2025**").

## The Year Under Review

2025 was a turbulent year for the Group. Market dynamics shifted amid accelerated growth in Artificial Intelligence ("**AI**") driven demand, underscoring the importance of supply chain resilience. Geopolitical tensions intensified, with some escalating further, contributing to continued uncertainties across global trades and foreign exchange markets.

Against this dynamic backdrop, the Group remained focused on agility and enhancing efficiency, prioritising execution excellence, prudent capital management and selective strategic investments, while driving cost-saving initiatives.

The Group's theme for the coming year, Galvanising Greatness, reflects its strategic emphases on strengthening foundations and deepening core capabilities through the consolidation of know-how, while sharpening skill sets across functional teams to support the Group's progression into its next phase of growth.

I am proud to highlight several significant milestones achieved during the year, the Group:

- completed the transfer of title of the Land 2 as a Group's platform for the Group's future capacity expansion;
- invested in a new SMT line as a replacement to one of the existing lines within the Group's 16-lines SMT portfolio ("**New SMT Line**");
- invested in various testing infrastructure and manufacturing equipment to support the increase in demand by customers in advanced IoT, semiconductor components and electronic components for automotive industry ("**New Testing Infrastructure and Manufacturing Equipment**");
- invested in new production lines for both existing and new customers ("**New Production Lines**"); and
- continued to actively pursue expansion into new electronics components for automotive, advanced IoT and AI-related industries, while maintaining growth momentum in the Group's current business segments.

## Business Performance

The Group recorded its best-ever total revenue of RM627.1 million with profit after tax of RM65.1 million in the FYE Dec 2025. This exceptional performance was supported by (a) higher revenue, (b) favorable product mix, and (c) continuous cost management initiatives.

The Group also saw an increase in demand in the communications and IoT products and semiconductor components segments, with a 10.9% and 40.6% growth respectively, as compared to the previous year. However, these were dampened by a decrease of 39.3% revenue in the electronics devices segment and weaker USD against MYR.

Further details on our business performance are available in the Financial Statement of this Annual Report.

## Commitments to Sustainability

Sustainability continues to be at the heart of our business strategy. As we grow, we remain committed to managing our environmental impact, strengthening governance standards and embedding responsible business practices across our operations. We continue to enhance our sustainability framework in support of long-term resilience, stakeholder trust and sustainable value creation.

Moreover, the Group achieved an encouraging milestone with its inclusion in the FTSE4Good Bursa Malaysia Index ("**F4GBM Index**"), reinforcing the effectiveness of the Group's continuous efforts in driving disclosure, transparency, better governance and sustainable business practices. The Group remain focused on strengthening its EESG practices and disclosures in line with Bursa Malaysia's sustainability expectations and the evolving priorities of our stakeholders.

Further details on our sustainability efforts are available in the Sustainability Statement of this Annual Report.

## Chairperson's Statement (Cont'd)

### Business Outlook

During the year under review, the Group has encountered various challenges arising from industry and global trends including but not limited to exchange rate volatility, geopolitical conflicts and uncertainties as well as rising operational costs. Amid heightened business risks, global uncertainties and weakened market confidence, demand is expected to remain volatile, with potential disruptions to order book growth, cost structures, and operations arising from prolonged global incidents or conflicts.

In response, the Group continues to adopt a prudent and disciplined approach, in line with its focus on agility and operational efficiency, working closely with both existing and prospective customers to deliver globally competitive products and solutions. The Group remains focused on (a) advancing new product introduction (“NPI”) activities for advanced IoT, electronic components of automotive and AI-related products, while (b) undertaking selective customer acquisitions for P5.

Notwithstanding the execution of its existing order book, scheduled NPI commercialisations, product rollouts and targeted sector expansion, the Group's performance may be impacted by inflationary pressures, currency fluctuations, and ongoing market volatility. Accordingly, the Group maintains a cautious outlook for 2026, in view of foreign exchange volatility, supply chain uncertainties, energy-related challenges, geopolitical tensions, trade tariffs and potential disruptions to global trade flows.

### Appreciation

In closing, I would like to extend my heartfelt appreciation to Mr Loh Hock Chiang, our Group CEO, and my fellow Board members for their dedicated stewardship and guidance. My sincere thanks also go to the entire management team and employees, whose resilience, commitment and professionalism have continued to drive the Group's progress. To our valued shareholders, customers, business partners, advisors, suppliers and regulators — thank you for your continued trust and support. With your unwavering partnership, we remain committed to delivering sustainable value for all.

### Dato' F'ng Meow Cheng

Independent Non-Executive Chairperson



# Management Discussion & Analysis

## 1. Overview of ATech Group

The Company was incorporated in Malaysia as a private limited company in February 2021 and subsequently converted to a public limited company in July 2021. The principal activity of the Company is investment holding whilst its subsidiary BCM continues to operate as an EMS specialising in high-mix-low-volume solutions for industrial electronic products classified into three segments, namely communications and IoT products, electronic devices, and semiconductor components.

The Group continues to prioritize growth across its business segments, whilst actively pursuing expansion opportunities in new advanced IoT, electronic components for automotive industry and artificial intelligence (“AI”) related products.

## 2. Plant & Infrastructure

During the financial year under review, the Group:

- (a) completed the purchase and took possession of Land 2;
- (b) invested a New SMT Line;
- (c) invested in New Testing Infrastructure and Manufacturing Equipment;
- (d) invested in New Production Lines; and
- (e) carried out a fair value revaluation of applicable freehold land, leasehold land, and buildings based on the valuation performed by an independent professional valuer in December 2025.

The Group continues to focus on strategic investments to enhance its technological infrastructures and capabilities – enabling the execution of new growth opportunities with both (a) its existing long-term customers and (b) new or potential customers.

The Group is well positioned to support future capacity expansion. Efforts are ongoing to progressively ramp-up utilisation of the P5 facility, while Land 2 has been earmarked for the development of a new integrated manufacturing plant, representing an expansion and extension of P5 (“P6”) should customer demand and business requirements necessitate further expansion. This strategic readiness enables the Group to respond effectively to evolving market demands while sustaining its long-term growth trajectory.

## 3. Financial Performance Review

	FYE Dec 2025	FYE Dec 2024	Changes Amount	%
Revenue (RM'000)	627,137	600,747	26,390	4.4
Gross Profit (RM'000)	95,847	82,949	12,898	15.5
Profit Before Tax (RM'000)	84,240	70,227	14,013	20.0
Profit After Tax/ Net Profit (RM'000)	65,137	61,016	4,121	6.8
GP margin (%)	15.3	13.8	1.5	10.9
PBT margin (%)	13.4	11.7	1.7	14.5
Net profit margin (%)	10.4	10.2	0.2	2.0
Basic EPS (sen)	5.0 <sup>1</sup>	4.9 <sup>2</sup>	0.1	2.0
Number of shares ('000)	1,300,674 <sup>1</sup>	1,300,424 <sup>2</sup>	250	0.0

Notes:

- 1) Completion of Bonus Issue.
- 2) For comparative purposes, the basic EPS per share and number of shares for FYE Dec 2024 had been adjusted to reflect the completion of Bonus Issue.

## Management Discussion & Analysis (Cont'd)

### 3. Financial Performance Review (Cont'd)

For the FYE Dec 2025, the Group reported the **best-ever** total revenue of RM627.1 million, representing a 4.4% increase as compared to the preceding year. The Group drove continuous growth in sales volume and revenue as well as net profit despite (a) revenue pressures arising from the declining United States dollar (“USD”) against Ringgit Malaysia (“MYR”) by approximately 9.1%, and (b) further escalation in production cost due to various recent inflationary adjustments.

#### Group Revenue Analysis

	FYE Dec 2025	FYE Dec 2024	Changes	
	RM'000	RM'000	RM'000	%
Communication and IoT products	536,788	484,244	52,544	10.9
Electronics devices	55,811	91,935	(36,124)	(39.3)
Semiconductor components	34,538	24,568	9,970	40.6
<b>Total</b>	<b>627,137</b>	<b>600,747</b>	<b>26,390</b>	<b>4.4</b>

#### Communication and IoT products segment

Revenue from the manufacturing of communication and IoT products segment has increased by RM52.5 million or 10.9% from RM484.2 million in the FYE Dec 2024 to RM536.8 million in the FYE Dec 2025, mainly attributable to the roll-out of new products and new markets expansion during the financial year.

#### Electronics devices segment

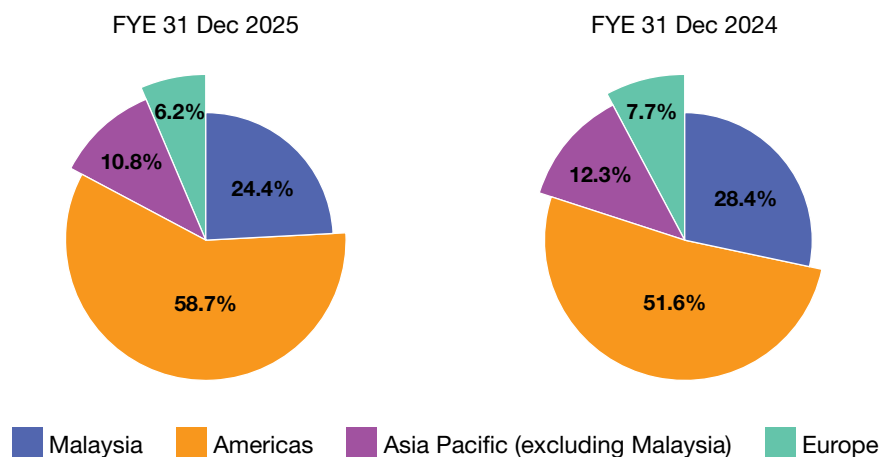
Revenue from the electronics devices segment has decreased by RM36.1 million or 39.3% from RM91.9 million in the FYE Dec 2024 to RM55.8 million in the FYE Dec 2025. The revenue decrease was primary due to order deferments by a customer from the energy sector. Expected revenue contributions from new customers were subdued by delays in customers' product roll-outs.

#### Semiconductor components segment

Revenue from the semiconductor components segment has increased by RM9.9 million or 40.6% from RM24.6 million in the FYE Dec 2024 to RM34.5 million in the FYE Dec 2025. The increase was particularly contributed by continuous growth in demand of 5G and automotive application communication modules.

In the FYE Dec 2025, the Group registered an annual profit before tax (“PBT”) and annual net profit of RM84.2 million and RM65.1 million respectively (FYE Dec 2024: RM70.2 million and RM61.0 million). The Group recorded higher PBT and net profit compared to the FYE Dec 2024, mainly contributed by (a) higher revenue, (b) a favorable product mix, and (c) continuous cost management initiatives. The net profit for the FYE Dec 2025 was also diluted by the higher income tax expenses of RM19.1 million as compared to RM9.2 million in the FYE Dec 2024 due to the unavailability of tax incentive in the FYE Dec 2025.

#### Revenue Breakdown by Geographical Market



## Management Discussion & Analysis (Cont'd)

### 3. Financial Performance Review (Cont'd)

The United States of America and United Mexican States region (the “Americas”) remained the primary contributor to the Group, generating 58.7% of the total group turnover. Malaysia contributed 24.4%, while the Asia Pacific (excluding Malaysia) customers accounted for 10.8%, and Europe contributed 6.2% for the FYE Dec 2025.

Compared to the preceding year, the revenue from Americas had a significant increase of 7.1%, whereas contributions from Malaysia experienced a decline by 4.0%, followed by Asia Pacific (excluding Malaysia) and Europe, both declined by 1.5% respectively.

The Group continues to strive for a more balanced geographical revenue contribution by undertaking various initiatives by (a) further diversifying into the electronic components for automotive industry and AI sectors for domestic supply chain, and (b) acquiring new customers from alternative geographical regions.

### 4. Financial Position Review

#### 4.1 Financial Position Analysis

	FYE Dec 2025	FYE Dec 2024	Changes	
	RM'000	RM'000	RM'000	%
Non-current assets	224,512	199,547	24,965	12.5
Current assets	493,997	460,483	33,514	7.3
<b>Total assets</b>	<b>718,509</b>	<b>660,030</b>	<b>58,479</b>	<b>8.9</b>
Non-current liabilities	(17,423)	(17,056)	(367)	2.2
Current liabilities	(184,289)	(154,641)	(29,648)	19.2
<b>Total liabilities</b>	<b>(201,712)</b>	<b>(171,697)</b>	<b>(30,015)</b>	<b>17.5</b>
<b>Net assets</b>	<b>516,797</b>	<b>488,333</b>	<b>28,464</b>	<b>5.8</b>
<b>Current ratio (times)</b>	<b>2.7</b>	<b>3.0</b>	<b>(0.3)</b>	<b>(10.0)</b>

#### Assets

The Group's non-current assets increased by RM24.9 million or 12.5% from RM199.5 million in the FYE Dec 2024 to RM224.5 million in the FYE Dec 2025, mainly due to new capital expenditure (“CAPEX”) investments and fair value revaluation surplus totaling **RM39.5 million** (FYE Dec 2024: RM89.5 million) as detailed below:

- Land 2 investment amounting to RM12.7 million;
- New SMT Line amounting to RM4.7 million;
- New Testing Infrastructure and Manufacturing Equipment amounting to RM0.48 million;
- New Production Lines amounting to RM0.63 million; and
- Fair value revaluation surplus of applicable freehold land, leasehold land, and buildings, amounting to RM19.2 million.

The Group's current assets have increased by RM33.5 million or 7.3% from RM460.5 million (FYE Dec 2024) to RM493.9 million (FYE Dec 2025), mainly due to the combination of stronger year-on-year growth in overall annual net profits and the following factors:

- increase in cash, cash equivalents and short-term investments by RM56.6 million arising from stronger sales and collections from customers in the FYE Dec 2025, and drawdown of trade facilities for operations;
- slight increase in trade receivables exposure of approximately RM2.7 million from the increased sales revenue in the FYE Dec 2025;
- significant reduction of payments for CAPEX as there were no additional investments in a new plant after the completion of P5 in the FYE Dec 2024; and
- significant reduction in inventory holding by RM24.48 million largely due to the continuous drive for Just-In-Time (“JIT”) inventory and weaker USD against MYR at the point of purchase.

## Management Discussion & Analysis (Cont'd)

### 4. Financial Position Review (Cont'd)

#### 4.1 Financial Position Analysis (Cont'd)

##### Liabilities

The Group's current liabilities increased by RM29.6 million or 19.2% from RM154.6 million (FYE Dec 2024) to RM184.3 million (FYE Dec 2025), mainly contributed by the following factors:

- drawdown of trade facilities of RM34.2 million to fund the operating expenses;
- settlement of term financing of RM3.3 million;
- slight increase in trade payables of approximately RM0.2 million due to the increased purchases but dampened by the weaker USD against MYR; and
- decrease in other payables and accrual of RM20.0 million attributed to the settlement of the CAPEX incurred in the FYE Dec 2024.

#### 4.2 Cash Flow Analysis

	FYE Dec 2025	FYE Dec 2024	Changes	
	RM'000	RM'000	RM'000	%
Net cash generated from operating activities	80,791	75,618	5,173	6.8
Net cash used in investing activities	(184,238)	(65,270)	(118,968)	182.3
Net cash (used in) / generated from financing activities	(8,741)	77,764	(86,505)	(111.2)
Net change in cash and cash equivalents	(112,188)	88,112	(200,300)	(227.3)
Effect of exchange rate fluctuations	(478)	931	(1,409)	(151.3)
Cash and cash equivalents at the beginning of the financial year	139,283	50,240	89,043	177.2
<b>Cash and cash equivalents at the end of the financial year</b>	<b>26,617</b>	<b>139,283</b>	<b>(112,666)</b>	<b>(80.9)</b>

The Group's net cash from operating activities recorded an increase of RM5.1 million or 6.8%, rising from RM75.6 million in the FYE Dec 2024 to RM80.7 million in the FYE Dec 2025. This positive trend was attributed to several factors:

- higher sales revenue;
- effective inventory management; and
- greater operational efficiency.

The Group's net cash used in investing activities significantly increased by RM119.0 million or 182.3% from RM65.3 million (FYE Dec 2024) to RM184.2 million (FYE Dec 2025) which was attributed to the effective capital management and prudent financial practices contributing to the following:

- significant reduction of payments for CAPEX as there were no additional investments in a new plant after the completion of P5 in the FYE Dec 2024;
- increased short term investments by RM209.2 million; and
- fixed deposits of RM21.4 million reallocated to short term investments.

# Management Discussion & Analysis (Cont'd)

## 4. Financial Position Review (Cont'd)

### 4.2 Cash Flow Analysis (Cont'd)

The Group recorded a reduction of net cash financing activities by RM86.5 million or 111.2%. This was mainly due to a combination of the following factors:

- (a) there was no private placement undertaken during the FYE Dec 2025;
- (b) drawdown of trade facilities of RM34.2 million;
- (c) settlement of term financing of RM3.3 million; and
- (d) dividends payment totaling RM39.2 million.

### 4.3 Liquidity & Capital Structure

The Group is confident in maintaining adequate working capital to meet both its current needs and foreseeable future requirements in view of the following financial parameters:

- (a) total debt-to-equity ratio of positive 0.07x as at 31 December 2025;
- (b) total cash, cash equivalents and short-term investments stood at RM216.4 million as at 31 December 2025;
- (c) undrawn banking facilities of RM148.2 million as at 31 December 2025;
- (d) current ratio of 2.7x as at 31 December 2025;
- (e) collections from trade receivables amounting to RM146.9 million as at 31 December 2025; and
- (f) future business operations of the Group.

## 5. Capital Expenditure Requirements

The Group remains committed to selectively drive business growth by prioritising the allocation of necessary financial resources towards planned CAPEX initiatives, aimed at continuously enhancing capacity, capabilities, and operational efficiency.

Despite the volatile and challenging market conditions in 2025, the Group continues to maintain its focus on strategic investment opportunities, as well as actively seeking and evaluating new investment opportunities that arose from the supply chain and trade diversion trends to Malaysia.

The Group will continue to allocate necessary financial resources to fund its CAPEX over the forthcoming financial year to facilitate business growth comprising of the following key planned CAPEX:

- (a) continue to invest, enhance and expand WMS with the intention of further automating its warehouse;
- (b) invest in additional new SMT lines, equipment, tester, tools, jigs and fixtures;
- (c) invest in new production infrastructure for new advanced IoT, electronic components for automotive industry and AI related products; and
- (d) invest in automation and digitalisation initiatives to further enhance manufacturing precision, quality, and efficiency.

## Management Discussion & Analysis (Cont'd)

### 5. Capital Expenditure Requirements (Cont'd)

The CAPEX requirements are expected to be funded by a combination of the following financial sources:

- (a) existing internal cash, cash equivalents and short-term investments;
- (b) bank financing or credit facilities; and
- (c) internally generated funds from ongoing operations.

### 6. Business Risk and Operations Outlook

The Group faces a multitude of challenges stemming from industry-wide and global trends which includes but not limited to the following:

- (a) Exchange Rate Volatility:
  - ✓ *Foreign currency fluctuations could influence business planning and overall market resilience.*
- (b) Rising Operational Costs:
  - ✓ *Persistently high global and local inflation and energy prices volatilities exert pressure on overall operational costs, including manpower, materials, distribution, and utilities. These factors may impact business resilience and reduce operating profit margins.*
- (c) Global Supply Chain Constraints:
  - ✓ *While some improvement was observed in 2025, the global supply chain still faces challenges such as pricing volatilities, long lead times, quality inconsistencies, transportation disruptions, and rising demand for "green supply chain".*
- (d) Weak Global Economy:
  - ✓ *Growing concerns of global recession may pose challenges to market stability and the growth of global demand.*
- (e) Geopolitical Conflicts and Uncertainty:
  - ✓ *Ongoing geopolitical conflict and tensions, such as the Iran war and Middle East crisis, Ukraine-Russia conflict, US-China trade war, and new global trade tariff regimes contribute to market uncertainties.*
- (f) Potential Natural Disasters:
  - ✓ *Unplanned disruptions to operations and supply chains may arise from both local and global natural disasters, such as earthquakes, tornadoes, hurricanes, floods, wildfire, and severe climate change fluctuations.*
- (g) Financing Cost Challenges:
  - ✓ *Changes in inventory holding requirements, higher value materials and shifting collection trends may result in elevated financing costs amid a high-interest-rate environment.*
- (h) Global Cyber Security Threats:
  - ✓ *With increased digitalisation and global connectivity, heightened vigilance against cybersecurity threats remains essential.*

Against this backdrop of business risk, global uncertainties and weakened market confidence, global demand may remain volatile. Prolonged or further global incidents or conflicts could disrupt order book growth, production cost structures, and business operations.

To address these dynamics, the Group continues to remain prudent and cautious, continuing its efforts to work closely with current and potential future customers to ensure the Group delivers globally competitively priced products and solutions. The Group remains committed to (a) rolling-out the NPI activities for new advanced IoT, electronic components for automotive industry and AI related products and (b) acquisition of new customers for P5. The Group also prioritises its focus to manage costs and capital structure effectively, with the aim of maximising shareholder value.

Barring any unforeseen circumstances in executing the Group's existing robust order book, scheduled NPI commercialisations, planned rollout of new products, and expansion into the advanced IoT, electronic components for automotive industry and AI sectors, the Group's financial performance may still be affected by global inflationary pressures, and the weakening USD amidst the persistent market volatilities.

However, the Group maintain a cautious outlook for 2026 due to foreign currency volatilities, supply chain uncertainties, ongoing energy crisis, war, geopolitical tensions, trade tariff imposition, and global trade order disruptions.

## Management Discussion & Analysis (Cont'd)

### 7. Dividends

For the FYE Dec 2025, the Group declared its dividends as follows:

- **30 May 2025:** the first interim single-tier dividend of RM0.036 per ordinary share amounting to RM15.6 million and paid on 15 July 2025 to the shareholders of the Company whose names appear in the Record of Depositors on 17 June 2025.
- **29 August 2025:** the second interim single-tier dividend of RM0.0085 per ordinary share amounting to RM11.06 million and paid on 22 October 2025 to the shareholders of the Company whose names appear in the Record of Depositors on 24 September 2025.
- **28 November 2025:** the third interim single-tier dividend of RM0.0095 per ordinary share amounting to RM12.35 million and paid on 8 January 2026 to the shareholders of the Company whose names appear in the Record of Depositors on 15 December 2025.
- **27 February 2026:** the fourth and final special single-tier dividend of RM0.02 per ordinary share amounting to RM26.0 million and paid on 7 April 2026 to the shareholders of the Company whose name appear in the Record of Depositors on 13 March 2026.

With the exception of any special dividend declarations, the Company continues to target a dividend payout ratio of up to 60% of the profit after tax attributable to owners of the Company of each financial year on a consolidated basis after taking into account the Group's working capital requirements and stronger capital structure, subject to any applicable law and contractual obligations and provided that such distribution will not be detrimental to the Group's cash requirements or any plans approved by the Board ("**Dividend Policy**").

### 8. Material Litigation

The Group is not involved in any significant litigation, claims, or arbitrations, either as a plaintiff or defendant, that could have a material and adverse impact on the Group's financial or business position.



# Sustainability Statement

## ABOUT THIS STATEMENT

The Group is pleased to present its fifth (5th) Sustainability Statement (“**Statement**”), highlighting the continued strengthening of sustainability practises across the organisation. The Statement reaffirms the Group’s commitment to Economic, Environment, Social, and Governance (“**EESG**”) principles as an integral part of its operational framework, guided by the Group’s Vision, Mission, Values and Commitment. It also provides an overview of the Group’s material sustainability matters (“**MSMs**”), initiatives, and performance metrics for the year under review, showing the Group’s commitment to transparency.



## REPORTING BOUNDARY

This Statement covers information on the sustainability strategies, approaches, and performance of the Group’s business operation in Malaysia, located at Plot 21, Jalan Hi-Tech 4, Kulim Hi-Tech Park (KHTP), Phase 1, 09090, Kulim, Kedah. This Statement covers a period of 12 months from 1 January 2025 to 31 December 2025 (“**FYE Dec 2025**”), unless said otherwise. Where relevant, data from previous years were included to track year-on-year progress and provide added context. This Statement provides information on an entity basis rather than on a business segments basis.

This Statement covers the operations of ATech and its subsidiary BCM, collectively referred to as the “**Group**” in this Statement. The P5 stays excluded from the reporting scope.

## REPORTING FRAMEWORK & STANDARDS

The Statement is prepared based on the following, with items (a), (b), and (c) collectively referred to as “**Bursa Malaysia’s Sustainability Reporting Requirements**”:

- Bursa Malaysia’s Main Market Listing Requirements (“**MMLR**”) Practice Note 9, Risk Management and Internal Control, Corporate Governance and Sustainability Statement (31 December 2025);
- Guidance for Bursa Malaysia MMLR Transition Period before the Effective Dates (Version 15 December 2025) via Bursa Malaysia’s Centralised Sustainability Intelligence (CSI) Platform (“**BMLR**”);
- Bursa Malaysia’s MMLR Amendments in Relation to Sustainability Reporting Requirements and Other Enhancements, Practice Note 9A Saving and Transitional Provisions for Sustainability Statement, Part A of Annexure PN9A-A (Effective 31 December 2024);
- Bursa Malaysia’s Sustainability Reporting Guide 3rd Edition (26 September 2022) and Toolkits, Illustrative Sustainability Reporting Guide and Sustainability Explainer Video Series (“**Sustainability Reporting Framework Resources**”);
- Malaysian Code on Corporate Governance (“**MCCG**”) of Securities Commission Malaysia (28 April 2021); and
- The United Nations Sustainable Development Goals (“**UNSDGs**”).

## STATEMENT OF ASSURANCE

This Statement has not been externally assured. However, the performance data shown here has undergone assessment, validation, and review by the Group’s internal operations and management team. The Group keeps regular audits and reviews concerning key risks, processes, and controls associated with sustainability-related risks named through its risk management process and the policies and procedures referenced in this Statement.

## STATEMENT’S CONTACT POINT

Feedback from stakeholders about this Statement or sustainability practices and initiatives is welcome and encouraged. Please direct any comments or questions to the designated email address: [sustainability@atechgroup.com.my](mailto:sustainability@atechgroup.com.my), which is available at ATech’s website at [www.atechgroup.com.my](http://www.atechgroup.com.my).

## Sustainability Statement (Cont'd)

### FORWARD – LOOKING STATEMENT

The forward-looking statements in the Statement are derived from the Group's current expectations, beliefs, and assumptions, and should not be viewed as assurances of future performance. These statements may be subject to inherent uncertainties, risks, trends, or factors that are challenging to predict and are beyond their control. Changes in global economic conditions, government policies, customer demands, and other factors could affect the actual outcomes outlined in this Statement. To navigate these challenges, the Group stays steadfast in its commitment to adaptability, resilience, and continuous innovation to ensure long-term sustainability and preparedness for the future.

### SUSTAINABILITY GOVERNANCE STRUCTURE

The Group's commitment to sustainability continues to be driven by a top-down approach to robust governance practices, led by the Board, as the highest governing body for overseeing the EESG matters within the Group's strategies. To support this approach, the sustainability governance structure was strengthened in the third quarter of the financial year ended 31 January 2023 (FYE Jan 2023) by setting up the (1) Sustainability Management Committee ("**SMC**") and (2) Sustainability Working Team ("**SWT**"). The SMC is being chaired by the Group Chief Financial Officer ("**Group CFO**"), who helps the Board in strategically reviewing the progress of the Group's EESG matters and, when necessary, recommending new initiatives to improve the EESG matters performance. The SMC is also represented by the Director of Sustainability, Governance and Admin ("**DSG**") and various Heads of Departments ("**HODs**").

Following the restructuring undertaken during the financial period ended 31 December 2023 ("**FPE Dec 2023**"), the SWT continues to operate through its two distinct entities, with the (1) Sustainability Team responsible for the full-time management and implementation of the Group's sustainability plans and (2) Implementation Team handles the implementation of plan or initiatives and department data gathering.

For FYE Dec 2025, there were no changes to the sustainability governance structure. The Board continued to choose Mr Yee Swee Meng, an Independent Non-Executive Director, as the Board Representative ("**Board ID Representative**") within the SMC to oversee the Group's sustainability activities. This continued leadership reflects the Board's commitment to strong governance, accountability, and effective oversight within SMC.

The respective roles and responsibilities of the Board, SMC, Sustainability Team, and Implementation Team are set out in the governance structure table below.

Governance Structure	Board	SMC	Sustainability Team	Implementation Team
Members	<ul style="list-style-type: none"> <li>Independent Non-Executive Directors ("<b>INED</b>")</li> <li>Non-Independent Non-Executive Directors ("<b>NINED</b>")</li> <li>Non-Independent Executive Directors ("<b>NIED</b>")</li> </ul>	<ul style="list-style-type: none"> <li>Board ID Representative</li> <li>Group CFO</li> <li>DSG</li> <li>HODs</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability, Governance and Admin Department</li> </ul>	<ul style="list-style-type: none"> <li>Heads of Department ("<b>HODs</b>")</li> </ul>
Roles & Responsibilities	<ul style="list-style-type: none"> <li>Oversight strategy</li> <li>Strategy and direction setting.</li> <li>Performance monitoring.</li> <li>Review quarterly sustainability updates by the SMC.</li> <li>Attend Annual Sustainability Strategy &amp; Plans ("<b>SSP</b>").</li> </ul>	<ul style="list-style-type: none"> <li>Oversee Group's sustainability activities.</li> <li>Develop a sustainability strategy and framework.</li> <li>Review the progress of plans/initiatives (performance monitoring).</li> <li>Recommend new initiatives and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare implementation plan/initiatives.</li> <li>Manage and drive implementation plans/ initiatives.</li> <li>Group's data tracking and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of plans/ initiatives.</li> <li>Department data gathering.</li> </ul>

## Sustainability Statement (Cont'd)

### THE GROUP'S SUSTAINABILITY MILESTONES

Financial Year End 2026 (January 2026 - April 2026)	
19/02/2026	Completed internal and external stakeholder engagements and materiality assessment exercises for the sixth (6th) Sustainability Statement to reprioritise Sustainability Risks and Opportunities (“SROs”).
08/01/2026	Conducted annual Cybersecurity Awareness training for all senior and middle management.
07/01/2026	Conducted the Anti-Corruption and Fraudulence Risk Assessment.
Financial Year Ended 2025 (January 2025 – December 2025)	
22/12/2025	Included as one of the constituents of the FTSE4Good Bursa Malaysia (“F4GBM”) and F4GBM Shariah Index (“F4GBM-S”).
05/12/2025	Transitioned from MSMs to SROs.
03/12/2025	Organised annual ABAC Seminar conducted by Malaysian Anti-Corruption Commission (“MACC”), which was attended by a total of 98 senior and middle management employees.
29/10/2025	Implemented an initiative led by Ministry of Economy, named <i>Inisiatif Pendapatan Rakyat</i> (“IPR”), vending machine placement as a location provider.
26/09/2025	Received recognition from Supply Chain Specialist, U.S. Customs and Border Protection, following the audit conducted on 11 September 2025 for compliance with CTPAT.
11/08/2025	Participated in Promise of Integrity (“POI”) Workshop: Towards a Responsible Supply Chain, titled, “An Introduction to the Responsible Factory Initiative (RFI)”.
05/08/2025 – 29/08/2025	Conducted “Seizing the Strategic Opportunity for Corporate Sustainability” training for all level employees through an on-demand e-learning platform.
21/07/2025 – 22/07/2025	Conducted mass hiring walk-in interview for fresh graduates. A total of 189 candidates attended the interview.
10/03/2025 – 11/03/2025	Conducted annual Cybersecurity Awareness training for all senior and middle management.
17/01/2025	Completed internal and external stakeholder engagements and materiality assessment exercises for the fifth (5th) Sustainability Statement to reprioritise the MSMs.

### OUR APPROACH

#### SUSTAINABILITY STRATEGY FRAMEWORK

The Group’s sustainability strategy framework was founded on its Vision, Mission, Values and Commitment, which shapes its approach to sustainable business operation. The framework is supported by four (4) key pillars, namely (i) Economic, (ii) Environment, (iii) Social, and (iv) Governance (“EESG”), which guide the Group’s management of MSMs and reinforce its commitment to balancing business growth with environmental stewardship, social responsibility, and sound governance practices.

In strengthening its sustainability approach, the Group references recognised reporting requirements, governance standards, and global sustainability commitments, including (1) Bursa Malaysia’s Sustainability Reporting Requirements, (2) Sustainability Reporting Framework Resources, (3) the MCCG, and (3) the applicable UNSDGs. The Group also observes applicable FTSE4Good ESG themes and feedback from its various stakeholders during the year under review. Collectively, these references support the Group in managing its MSMs in a structured and forward-looking manner, while strengthening its ability to manage risks, capture opportunities and create long-term stakeholder value.



# Sustainability Statement (Cont'd)

## OUR APPROACH (CONT'D)

### SUSTAINABILITY STRATEGY FRAMEWORK (CONT'D)

**Vision**

Be a world-class green manufacturing service provider.

**Mission**

Deliver high-quality, cost-effective products & services.  
Treat our stakeholders fairly and ethically.

**Value**

Committed to Environmental, Social and Governance best practices.

**Commitment**

Net Zero Emissions by 2050.

MSMS

**ECONOMIC**

- Business Growth
- Quality Products & Services
- Total Customer Satisfaction
- Supply Chain Management

**ENVIRONMENT**

- Material Management
- Pollution & Waste Management
- Energy Management & Climate Change
- Water Management

**SOCIAL**

- Workforce Diversity
- Occupational Safety & Health (“**OSH**”)
- Employee Well-Being
- Corporate Social Responsibility (“**CSR**”) Activities
- Human Rights & Labour Standards

**GOVERNANCE**

- Anti-Bribery & Anti-Corruption (“**ABAC**”) Management
- Data Privacy & Security
- Compliance with Regulatory Requirements

### UN SDGs



MALAYSIAN CODE ON CORPORATE GOVERNANCE (AS AT 28 APRIL 2021)



The Group is committed towards achieving **NET ZERO EMISSIONS BY 2050**

### MEMBERSHIP & ASSOCIATION

Over the years, the Group’s membership in various business associations and organisations further support this sustainability strategy framework by providing valuable platforms for industry collaboration, employee capability development, promotion of ethical business practises and knowledge sharing. The Group is proud to be a member of the following associations and organisations:

A member of Federal of Malaysian Manufacturers (“**FMM**”)

A member of “**Promise of Integrity**”

An associate member of ESG Association of Malaysia (“**ESGAM**”)

A member of Penang Skills Development Centre (“**PSDC**”)

A member of Kulim Industrial Tenants Association (“**KITA**”)

# Sustainability Statement (Cont'd)

## OUR SUSTAINABILITY PRIORITIES, GOALS & TARGETS

Sustainability Priorities	Sustainability Goals	Targets
<b>Economics</b>		
<ol style="list-style-type: none"> <li>1) Business Growth</li> <li>2) Quality Products &amp; Services</li> <li>3) Total Customer Satisfaction</li> <li>4) Supply Chain Management</li> </ol>	<ul style="list-style-type: none"> <li>• To grow and expand the business in a sustainable way.</li> <li>• To deliver quality products and services.</li> <li>• To promote total customer satisfaction.</li> <li>• Enhance local economic development.</li> </ul>	<ol style="list-style-type: none"> <li>1) Business growth - to achieve a groupwide revenue of RM1.0 billion by 2030.</li> <li>2) Deliver quality products and services – to achieve average key customers’ quality goals of 80.0%.</li> <li>3) Meet customers’ requirements – to achieve the average key customers’ overall survey rating of at least 85.0%.</li> <li>4) Promote local suppliers - to increase spending on local suppliers by having local content proportion of 38.0% of annual purchases by 2030.</li> </ol>
<b>Environment</b>		
<ol style="list-style-type: none"> <li>1) Material Management</li> <li>2) Pollution &amp; Waste Management</li> <li>3) Energy Management &amp; Climate Change</li> <li>4) Water Management</li> </ol>	<ul style="list-style-type: none"> <li>• To comply with regulatory requirements.</li> <li>• To manage and minimise environmental impacts.</li> <li>• To reduce greenhouse gases (“GHG”) emissions and advocate the Group’s Net Zero Emissions by year 2050.</li> <li>• To ensure sustainable water consumption.</li> </ul>	<ol style="list-style-type: none"> <li>1) Sourcing environmentally friendly materials - 100% compliance with customers’ requirements and to develop and roll out a sustainable sourcing framework by 2030.</li> <li>2) Minimise waste and the environmental impact – compliance with applicable legal and zero non-compliances regulatory requirements.</li> <li>3) Reduce GHG emissions – to reduce 30.0% of total groupwide electricity consumption by 2030 via Rooftop Solar.</li> <li>4) Reduce water consumption - maintain average water consumption per headcount not exceeding 5m<sup>3</sup> per month.</li> </ol>
<b>Social</b>		
<ol style="list-style-type: none"> <li>1) Workforce Diversity</li> <li>2) OSH</li> <li>3) Employee Well-Being</li> <li>4) CSR Activities</li> <li>5) Human Rights &amp; Labour Standards</li> </ol>	<ul style="list-style-type: none"> <li>• Foster a diverse, equal opportunities, and respectful workplace free from discrimination and harassment at workplace.</li> <li>• Maintain a safe and healthy working environment.</li> <li>• Promote employee health, well-being, and engagement.</li> <li>• Promote community engagement.</li> <li>• Ensure compliance with applicable labour law and requirements.</li> </ul>	<ol style="list-style-type: none"> <li>1) Diversity and equal opportunities – compliance with applicable regulatory requirements. - 30.0% of female Directors’ composition in Board.</li> <li>2) Safe and healthy working environment - zero workplace accidents, and compliance with applicable regulatory requirements.</li> <li>3) Promote employee well-being by organising five activities annually.</li> <li>4) Contribute to local communities by organising five activities annually.</li> <li>5) Human rights &amp; labour standards – observation and adoption of applicable laws, regulatory standards and/or customers’ requirements such as (a) Employment Act 1955, (b) International Labour Organisation (“ILO”) and/or (c) Responsible Business Alliance (“RBA”).</li> <li>6) Retain talent and succession planning-average turnover rate per month of less than 2.0% by 2030.</li> </ol>
<b>Governance</b>		
<ol style="list-style-type: none"> <li>1) ABAC Management</li> <li>2) Data Privacy &amp; Security</li> <li>3) Compliance with Regulatory Requirements</li> </ol>	<ul style="list-style-type: none"> <li>• Practise good corporate governance and ethics.</li> <li>• Protect customers’ data privacy and security.</li> <li>• Ensure compliance with applicable local laws and regulatory requirements.</li> </ul>	<ol style="list-style-type: none"> <li>1) ABAC - zero incidents and annual ABAC awareness training. - 100% of Senior Management and at least 50.0% of Middle Management</li> <li>2) Data privacy and security - zero substantiated complaints concerning breaches of customer privacy and losses of customer data.</li> <li>3) Zero non-compliance with local laws and regulatory requirements.</li> </ol>

# Sustainability Statement (Cont'd)





## STAKEHOLDER ENGAGEMENT

The Group interacts with a broad range of stakeholder groups that influence, or are affected by, its business activities and long-term value creation. These key stakeholder groups encompass customers, suppliers, government agencies and regulators, employees, local communities, shareholders or investors, and financiers. They were identified based on their varying levels of influence on the Group and dependence upon the business.

The Group is committed to keeping open and constructive engagements with its stakeholders' group through both formal and informal channels. Such engagements enable the Group to better understand stakeholder expectations, name MSMs, and respond appropriately to key concerns, emerging risks, and opportunities.


In engaging with shareholders and investors, the Group is guided by its Investor Relations Policy and Procedure (“**IR Policy**”), which sets out the Group’s approach to keeping shareholders and other stakeholders informed of material developments and keeping effective communication with them. More broadly, the Group’s approach to stakeholder engagement is underpinned by its Code of Business Conduct and Ethics (“**CBCE Policy**”), which reflects the Board’s commitment to keeping lofty standards of ethical conduct in all aspects of the Group’s operations and interactions with stakeholders. The IR Policy and CBCE Policy are accessible via ATech’s website at [www.atechgroup.com.my](http://www.atechgroup.com.my).

### The Group’s Stakeholder Group:

Stakeholders	Engagement Approaches	Area of Sustainability Priorities & Importance	Frequency
Customers 	<ul style="list-style-type: none"> <li>- Site visit.</li> <li>- Online &amp; Physical meetings.</li> <li>- Corporate website.</li> <li>- Emails &amp; Phone calls.</li> <li>- Corporate events &amp; social functions.</li> <li>- Surveys.</li> <li>- Social media.</li> <li>- Business performance review.</li> </ul>	<ul style="list-style-type: none"> <li>- Product quality.</li> <li>- On-time delivery (OTD).</li> <li>- Competitive pricing.</li> <li>- Customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>- As and when needed.</li> <li>- On-going.</li> <li>- Annually.</li> </ul>
Suppliers 	<ul style="list-style-type: none"> <li>- Site visit.</li> <li>- Online &amp; Physical meetings.</li> <li>- Corporate website.</li> <li>- Emails &amp; Phone calls.</li> <li>- Corporate events &amp; social functions.</li> <li>- Surveys.</li> <li>- Social media.</li> </ul>	<ul style="list-style-type: none"> <li>- Fair and transparent procurement procedure.</li> <li>- Supplier selection and evaluation.</li> <li>- Credit terms and prompt payments.</li> <li>- Environmentally friendly/material.</li> </ul>	<ul style="list-style-type: none"> <li>- As and when needed.</li> <li>- On-going.</li> <li>- Annually.</li> </ul>
Government Agencies and Regulators 	<ul style="list-style-type: none"> <li>- Site visit.</li> <li>- Online &amp; Physical meetings.</li> <li>- Corporate website.</li> <li>- Emails &amp; Phone calls.</li> <li>- Corporate events.</li> <li>- Surveys.</li> <li>- Social media.</li> <li>- Compliance audit.</li> </ul>	<ul style="list-style-type: none"> <li>- Regulatory compliances.</li> <li>- Good corporate governance practices.</li> </ul>	<ul style="list-style-type: none"> <li>- As and when needed.</li> <li>- On-going.</li> </ul>
Employees 	<ul style="list-style-type: none"> <li>- Online &amp; Physical meetings.</li> <li>- Corporate website.</li> <li>- Emails &amp; Phone calls.</li> <li>- Corporate events &amp; social functions.</li> <li>- Surveys.</li> <li>- Social media.</li> <li>- Townhall Session.</li> <li>- Training &amp; Development program.</li> <li>- Communication boards.</li> <li>- Employee Performance.</li> <li>- Get-Your-Act-Together (“<b>GYAT</b>”) meeting.</li> <li>- Event-Driven Improvement meeting.</li> </ul>	<ul style="list-style-type: none"> <li>- Safe and healthy working environment.</li> <li>- Competitive and fair reward</li> <li>- Equal opportunities for career advancement.</li> <li>- Continuous training and development.</li> <li>- Respectful and inclusive work environment.</li> </ul>	<ul style="list-style-type: none"> <li>- As and when needed.</li> <li>- On-going.</li> <li>- Weekly.</li> <li>- Monthly.</li> <li>- Annually.</li> </ul>

## Sustainability Statement (Cont'd)

### STAKEHOLDER ENGAGEMENT (CONT'D)

Stakeholders	Engagement Approaches	Area of Sustainability Priorities & Importance	Frequency
 <p>Local Communities</p>	<ul style="list-style-type: none"> <li>- Online &amp; Physical meetings.</li> <li>- Corporate website.</li> <li>- Emails &amp; Phone calls.</li> <li>- Surveys.</li> <li>- Social media.</li> <li>- CSR activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Employment opportunities.</li> <li>- Local economic support.</li> <li>- Contribution to communities' well-being.</li> </ul>	<ul style="list-style-type: none"> <li>- As and when needed.</li> <li>- On-going.</li> <li>- Quarterly.</li> </ul>
 <p>Shareholders/ Investors</p>	<ul style="list-style-type: none"> <li>- Site visit.</li> <li>- Online &amp; Physical meetings.</li> <li>- Corporate website.</li> <li>- Emails &amp; Phone calls.</li> <li>- Corporate events.</li> <li>- Surveys.</li> <li>- Social media.</li> <li>- IR Policy.</li> <li>- Investor Relations Channels.</li> <li>- Quarterly &amp; Annual Reports.</li> <li>- Annual General Meeting.</li> <li>- Bursa Announcement.</li> <li>- Press Release.</li> </ul>	<ul style="list-style-type: none"> <li>- Group direction and strategy.</li> <li>- Corporate governance.</li> <li>- Risk management and internal controls.</li> <li>- Interest of various stakeholders.</li> <li>- Financial performance.</li> </ul>	<ul style="list-style-type: none"> <li>- As and when needed.</li> <li>- Quarterly.</li> <li>- Annually.</li> </ul>
 <p>Financiers</p>	<ul style="list-style-type: none"> <li>- Site visit.</li> <li>- Online &amp; Physical meetings.</li> <li>- Corporate website.</li> <li>- Emails &amp; Phone calls.</li> <li>- Corporate events.</li> <li>- Surveys.</li> <li>- Social media.</li> <li>- Quarterly &amp; Annual Reports.</li> <li>- Bursa Announcement.</li> </ul>	<ul style="list-style-type: none"> <li>- Group direction and strategy.</li> <li>- Corporate governance.</li> <li>- Financial performance.</li> </ul>	<ul style="list-style-type: none"> <li>- As and when needed.</li> <li>- Quarterly.</li> <li>- Annually.</li> </ul>

### MATERIALITY ASSESSMENT

Guided by the Bursa Malaysia's Sustainability Reporting Requirements and Sustainability Reporting Framework Resources, the Group reviews its MSMs annually through a comprehensive stakeholder survey involving both internal and external stakeholders to name the areas of sustainability priorities and importance while addressing stakeholder concerns. The materiality assessment process for the Group's MSMs for the FYE Dec 2025 was conducted as follows:

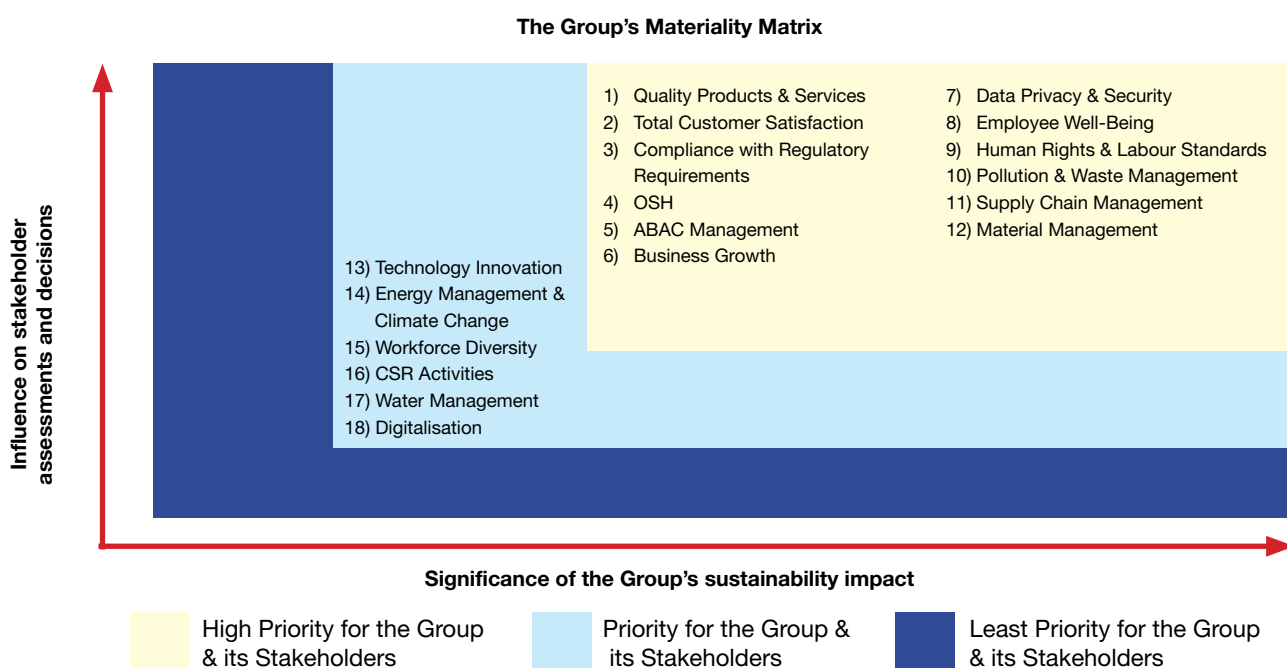
- (a) A comprehensive stakeholder survey was conducted with internal stakeholders and all key external stakeholder groups:
  - i. Seven (7) groups of stakeholders were asked to assess the importance of 18 MSMs that is considered important for the Group in the preliminary phase of materiality identification via an online survey platform;
  - ii. The survey was conducted from 17 December 2024 to 17 January 2025 for both internal and all key external stakeholder groups;
  - iii. A total of 325 invitees from the identified group of stakeholders were invited in the Group's Sustainability Survey; and
  - iv. As of 17 January 2025, a total of 73 responses were collected and below are the participation rates for each stakeholder group:
    - Employees (internal stakeholders) led with an 88.5% participation rate;
    - Suppliers (external stakeholders) recorded a 37.3% participation rate;
    - Customers (external stakeholders) recorded a 25.0% participation rate;
    - Local Communities (external stakeholders) recorded a 11.9% participation rate;
    - Regulators and Financiers (external stakeholders) recorded less than 10.0% participation rate; and
    - Shareholders or Investors (external stakeholders) recorded less than a 5.0% participation rate.
- (b) The MSMs identification approach was developed following (i) Sustainability Reporting Framework Resources and (ii) Sustainability Accounting Standards Board ("**SASB**") Standard for sector-specific MSMs;

## Sustainability Statement (Cont'd)

### MATERIALITY ASSESSMENT (CONT'D)

- (c) Reviewed and refreshed the previous MSMs to be aligned with (i) Bursa Malaysia's Sustainability Reporting Requirements, (ii) Sustainability Reporting Framework Resources (iii) the applicable UNSDGs, (iv) various benchmarks available in the market, and (iv) with the most current and anticipated future priorities of (a) the Group, (b) the Group's stakeholders, and (c) the environment considerations;
- (d) The analysis of survey results was further analysed and moderated with feedback from the Group's Board and management team for prioritisation of MSMs; and
- (e) The outcome of the materiality process was reviewed by the SMC and approved by the Board.

The outcome of this materiality assessment is illustrated in the Materiality Matrix below.



During the year under review, the Group kept its sixteen (16) MSMs from previous year, as presented below:

Economic	Environment	Social	Governance
1) Business Growth	5) Material Management	9) Workforce Diversity	14) ABAC Management <sup>(2)</sup>
2) Quality Products & Services	6) Pollution & Waste Management	10) OSH	15) Data Privacy & Security
3) Total Customer Satisfaction	7) Energy Management & Climate Change <sup>(1)</sup>	11) Employee Well-Being	16) Compliance with Regulatory Requirements
4) Supply Chain Management	8) Water Management	12) CSR Activities	
		13) Human Rights & Labour Standards	

Notes:

- (1) During the year under review, the Group renamed "Energy Management & GHG Emissions" to "Energy Management & Climate Change" under the Environment pillar. This enhancement reflects the Group's broader consideration of climate-related matters, recognising that GHG emissions are a key part of climate change and may give rise to related physical and transition risks.
- (2) ABAC has been renamed to "ABAC Management."

The refreshed Materiality Matrix above reaffirms the Group's focus on its MSMs, which underpin this Statement. The corresponding metrics for each MSMs support the monitoring and measurement of the Group's sustainability performance.

## Sustainability Statement (Cont'd)

### ECONOMICS

#### 1. Business Growth

Amid continued global market uncertainties and evolving customer expectations, the Group remained focused on pursuing business growth in a sustainable manner during the year under review. As part of its long-term growth aspiration, the Group has set a target to achieve groupwide revenue of RM1.0 billion by 2030. For FYE Dec 2025, the Group recorded a revenue of RM627.14 million (RM0.63 billion), representing a 4.4% and 55.8% increase from the RM600.75 million (RM0.60 billion) and RM385.60 million (RM0.39 billion) revenue recorded in FYE Dec 2024 and FPE Dec 2023 respectively, despite the persisting trend of weakening USD against MYR.

Following the successful completion of P5, on 23 December 2024, the facility continued to support the Group's long-term growth plans by enhancing overall manufacturing readiness and expanding capacity for future business opportunities. Although P5 stays excluded from the reporting scope of this Statement for comparability purposes, its completion has strengthened the Group's foundation to support future growth from both existing long-term customers and potential new customers.

In addition to capacity expansion via P5, the Group continues to drive growth by proactively exploring the adoption and acquisition of new manufacturing technologies and infrastructure, process automation and digitalisation, products, and new customers from alternative industries and/or geographical regions.

#### 2. Quality Products & Services

##### BCM's Quality, Environmental, Health and Safety Policy ("QEHS Policy")

BCM is committed to provide safe and quality products to its customers through consistent processes while conserving natural resources and the environment throughout its activities wherever and whenever practicable. BCM recognises the needs to firmly establish links with a healthy and safe environment in its pursuance of economic growth.

BCM is committed to the following:

- Comply with the relevant Quality, Environmental, Health and Safety ("QEHS"), legal and other applicable requirements and/or regulations, including any subscribed requirements by cooperating fully with customers, relevant statutory bodies and interested parties to improve the product quality and the environment.
- Minimise the impact on the environment through prevention of pollution and/or accident that includes effective waste management, conservation of natural resources, chemical and noise controls, as far as possible.
- Provides a framework for setting and reviewing Quality Environmental Management System (QEMS) objectives and targets.
- Ensure all employees and persons working in BCM can fulfill QEHS commitment as defined in this Policy through necessary training and communication.
- Continually improve the QEHS system through regular audits, evaluation of compliance and management review without affecting product intended purpose.



# Sustainability Statement (Cont'd)

## ECONOMICS (CONT'D)

### 2. Quality Products & Services (Cont'd)

The Group is still committed to delivering quality products and services that meet customers' expectations and applicable regulatory standards. To support this, the Group continues to embed its Integrated Management System ("IMS") across all levels of employees, reinforcing a strong culture of quality throughout the Group. The Group's IMS stays anchored on ISO 9001:2015 and is subject to annual audit and accreditation by TÜV Rheinland Malaysia to ensure continued robustness and effectiveness.

To remain aligned with evolving customer requirements, the Group adopts an initiative-taking and customer-focused approach by conducting regular quality reviews, customer satisfaction surveys, and direct customer engagements via hybrid format meetings. These approaches enable the Group to better understand customers' latest quality expectations, find areas for improvement, and respond to their feedback on time. The Group also continues to strengthen early-stage collaboration with customers during product onboarding and development, ensuring that key requirements relating to materials, manufacturing methods, testing protocols, and quality controls are addressed from the outset.

The Group has reinforced its product quality standard to uphold product standards and process consistency. Key initiatives include:

- (a) Strengthened Incoming Quality Check (IQC): Adoption of advanced sampling methods, mechanical part inspection using Vision Measurement Systems (VMS), supplier Certificates of Compliance (COC), and risk-based inspections to detect non-conformities early;
- (b) Automated Labelling Process: Implementation of auto-labelling for tape-and-reel components with supplier label verification, ensuring accuracy, consistency, and traceability;
- (c) Internal Audits: Ongoing audits under the In Process Quality Assurance (IPQA) framework, providing independent oversight and driving continuous improvement; and
- (d) Enhanced Manufacturing Execution System (MES): Continuous upgrades to strengthen process control, monitoring, and traceability, with features such as routing control, real-time key performance indicator (KPI) tracking, and full component/product traceability or finished products.

During the year under review, the Group further strengthened its quality culture through the "Zero Defect by Me" Campaign, which was launched on 19 December 2025. The campaign encourages employees to take greater ownership of product output quality and to strengthen the mindset that quality begins with every employee at every stage of the production process.



## Sustainability Statement (Cont'd)

### ECONOMICS (CONT'D)

#### 2. Quality Products & Services (Cont'd)

##### Quality Five Pillars



The Group has successfully renewed the following certifications to reinforce its commitment to quality:

ISO 9001:2015	Quality Management System
ISO 14001:2015	Environmental Management System
ISO 45001:2018	Occupational Health and Safety Management System
EN ISO 13485:2016	Medical Devices Quality Management System
IATF 16949: 2016	Automotive Quality Management System
ANSI/ESD S20.20:2021	Electrostatic Discharge Control

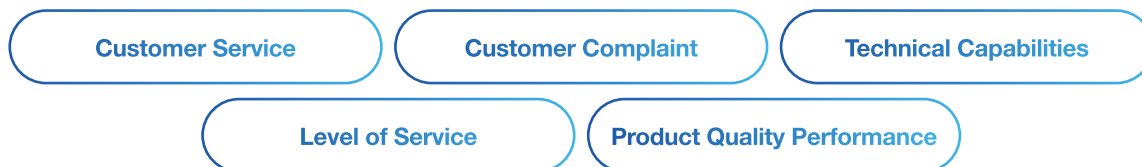
The Group's customers' quality goal is still centered on its ability to deliver quality products and services across customers'. During the year under review, the Group's average key customers' quality scorecard rating stands at 75.70%, with target set at 80.0%. The Group is still dedicated to continuously improving its compliance with customers' quality requirements.

#### 3. Total Customer Satisfaction

The Group stays committed to ensuring that total customer satisfaction continues to be a key driver for long-term success while upholding its reputation as a prominent EMS provider in the market. As a customer-centric company, the Group continuously look to enhance customers' experience by valuing their feedback, understanding their expectations, and keeping quality standards across its product and services.

During the year under review, the Group continued to improve customers' experience through various engagement channels, including regular feedback collection, direct customer communication, and the annual Total Customer Satisfaction Survey ("TCSS"). These initiatives, led by the Program Management team in close collaboration with the Supply Chain Management, Production, Engineering and Quality teams, help the Group better understand customers' evolving needs and expectations, while enabling prompt improvements to its service delivery and overall support.

The TCSS and ongoing customer engagement process address key areas, includes but not limited to:



To further support its customers, the Group continued to refine and strengthen its customers' onboarding process in FYE Dec 2025 to provide comprehensive guidance and greater support from the outset. Through meticulous engagement during the pilot stages of product development, the Group collaborates with customers to address their requirements comprehensively, including material selection, manufacturing methods, testing protocols, and quality controls.

In addition, the Engineering teams continue to provide technical support to customers, including customised upgrades, modifications, and rework solutions, where necessary. The Group also continues to keep its customers informed of relevant developments in materials, manufacturing processes, and technologies periodically so that they are better positioned to (a) improve product quality and (b) achieve competitive cost outcomes. At the same time, the Program Management team is still committed to prioritise prompt responses to customer inquiries, striving to address all queries within two business days.

The Group recorded an average key customers' overall survey rating of 77.48%, against the target of at least 85.0%. While the target has yet to be achieved, the Group continues to collaborate closely with its customers to meet their continuously increasing demands and requirements.

# Sustainability Statement (Cont'd)

## ECONOMICS (CONT'D)

### 4. Supply Chain Management

Sustainability is still a key priority of the Group's Supply Chain Management ("SCM") team. Recognising the important role of a resilient and responsible supply chain in supporting manufacturing operations and delivering value to customers, the Group continues to uphold disciplined supplier management practices in its pursuit to develop a reliable and diversified base of approved suppliers who prioritise managing the environmental and social impact across supply chains.

The Group undertakes (a) strict selection and onboarding evaluations, and (b) annual reviews for all suppliers. Supplier selections and performance evaluation revolves around reliability, capacity, quality, delivery, consistency and various EESG criteria (implemented in the FYE Dec 2024). The Group's EESG criteria are developed following our Group's CBCE Policy, which encompasses expectations relating to ABAC, anti-money laundering, insider trading, human rights and labour standards, conflict of interest, and antitrust and fair competition. Selected suppliers who may not fully meet the requirements must implement corrective actions and undergo reassessment.

Our Group's CBCE Policy also requires directors and employees to avoid conflict of interest in dealings involving suppliers and other stakeholders. To reinforce this culture and compliance, the Group requires all new suppliers to formally send their Corruption-Free Pledge.

During the year under review, the Group also attained recognition from the U.S. Customs and Border Protection for its supply chain security controls system being CTPAT compliant.



The Group also remains committed to supporting local economic development by prioritising products and services from local suppliers whenever feasible. This approach not only supports the domestic supply chain ecosystem but also helps reduce supply chain dependency, logistics' environmental impact and cost. In FYE Dec 2025, the proportion of spending on local suppliers stood at 34.05%, which exceeds our previous target of 30.0%. The Group has set a new strategic 38.0% target by 2030 with a vision to create a more sustainable local supply chain.

With the vision to create a more sustainable local supply chain, the Group participated in a strategic coalition to deliver a one-stop-local-solution to potential global customers, whereby each locally based coalition member focuses on its respective expertise to work together under the United Local Synergy (ULS) coalition team.



## Sustainability Statement (Cont'd)

### ECONOMICS (CONT'D)

#### 4. Supply Chain Management (Cont'd)



Metrics	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023 <sup>(1)</sup>
Proportion of spending on local suppliers	34.05%	34.67% <sup>(2)</sup>	29.87% <sup>(2)</sup>

Notes:

- (1) "FPE Dec 2023" covering a financial period of 11 months (1 February 2023 to 31 December 2023) due to the change in the Group's financial year end from 31 January to 31 December, as announced on 14 December 2023.
- (2) Restated due to method refinement.

### ENVIRONMENT

#### 5. Material Management

The Group stays steadfast in its commitment to material management by prioritising the sourcing of safe and environmentally conscious materials in its manufacturing activities.

The SCM team continues to actively manage its safe material sourcing activities by adopting key best practices of various global standards and frameworks for safe-material requirements, including the Conflict Minerals Reporting Template (CMRT), Extended Minerals Reporting Template (EMRT), Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), and Restriction on Hazardous Substances (RoHS). The Group also taken part in the ongoing International Material Data System (IMDS) program for our key customers.

The Group is in process of developing an integrated sustainable sourcing framework – which intends to formulate our approach and targets in sourcing for environmentally-friendly materials together with its customers for manufacturing activities. For FYE Dec 2025, the Group achieved 100% compliance with customers' requirements.



# Sustainability Statement (Cont'd)

## ENVIRONMENT (CONT'D)

### 6. Pollution & Waste Management

The Group is still committed to managing pollution and waste responsibly as part of its broader effort to protect the environment and conduct its operations in a sustainable manner. In conducting its waste management activities, the Group continues to comply with the Environmental Quality Act, 1974 and its latest amendments as well as ISO 14001:2015 Environmental Management System requirements.

This commitment is guided by the Group's QEHS Policy, which reflects the Group's commitment to comply with relevant legal and regulatory requirements on environment management, pollution prevention, waste management, and natural resources conservation. The compliance enforcement of the Group's QEHS Policy has been executed through regular audits and management review.

The Group's QEHS Policy encompasses the scope of managing both hazardous and non-hazardous waste through standardised waste disposal processes, designated storage areas with proper safety features, improved waste segregation practices, scheduled inspections of waste volume and storage conditions, and relevant employee training to ensure competence and adherence to protocols. It also highlights the importance of scheduled training for employees to promote continuous awareness of their roles and responsibilities in supporting the Group's environmental goals.

The oversight of pollution and waste management continues to be led by the Group's appointed Safety Officer - who is a Certified Environmental Professional in Scheduled Waste (CePSWaM).

The Group also keeps close communication with the Department of Environment ("DOE") to ensure the adoption of latest best practices of pollution and waste management.

During the year under review, the Group started an awareness on "Zero Tolerance to Litter" to encourage a healthier way of living while nurturing ecosystem.

The Group stays focused on keeping ISO 14001:2015 certification and achieved zero non-compliances with applicable legal and regulatory requirements.



Waste disposal arrangement with DOE-Licensed Vendor



Sorted recyclable wastes

## Sustainability Statement (Cont'd)

### ENVIRONMENT (CONT'D)

#### 7. Energy Management & Climate Change

The Group is still committed to managing energy responsibly and addressing climate-related impacts arising from its operations. The Group recognises that effective energy management not only improves operational efficiency and reduces wastage but also plays a significant role in lowering GHG emissions.

Since the financial year ended 31 January 2022, the Group has continued to check and manage its Scope 1 and Scope 2 emissions. As in previous years, most emissions continued to arise from Scope 2, mainly from electricity consumption for production machinery, air-conditioning systems and supporting facilities, while Scope 1 emissions relate to fuel consumption by company-owned vehicles.

During the year under review, the Group implemented various sustainability initiatives to optimise energy management as follows:

Sustainability Initiatives	Purpose	Status
a) Increased the chiller temperature by 2°F at P1	- To improve electricity consumption and efficiency	- Implemented
b) Monthly preventive maintenance for Rooftop Solar	- To maximise energy output and efficiency	- Implemented
c) Thorough annual maintenance for Rooftop Solar	- To maximise energy output and efficiency	- Completed
d) Enforce the transportation vendors to turn off their respective vehicles' engines while waiting for workers to board.	- To support a cleaner environment	- Implemented

The analysis of the total energy consumption by renewable and non-renewable sources for FYE Dec 2025 is as follows:

Metrics	Unit	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Total Energy Consumption	MWh	13,455.57	12,318.08 <sup>1</sup>	10,590.72 <sup>1</sup>
Electricity Consumption	MWh	10,373.03	9,270.49	9,834.59
Renewable Energy Consumption	MWh	3,082.54	3,047.59	756.13
Total Energy Consumption per Build Quantity	MWh/build quantity	0.0011	0.0011	0.0012
Total Reduction in Electricity Consumption	Percentage (%)	22.91	24.74	7.14

Note:

1. Restated due to method refinement.

For FYE Dec 2025, the Group recorded a total energy consumption comprising of both (a) non-renewable energy ("**Electricity**") and (b) renewable energy ("**Renewable Energy**") of 13,455.57 MWh - (collectively "**Total Energy Consumption**"), an increase of 9.23% from 12,318.08 MWh in FYE Dec 2024, due to increased manufacturing activities.

While Electricity consumption rose by 11.89% to 10,373.03 MWh, the consumption of Renewable Energy produced by our Rooftop Solar (began operation from 13 September 2023) increased marginally by 1.15% to 3,082.54 MWh, improving slightly from the 3,047.59 MWh recorded in FYE Dec 2024. Despite the increase in Total Energy Consumption, the Group kept its Total Energy Consumption per build quantity to 0.0011 MWh/build quantity, compared with 0.0011 in FYE Dec 2024.

While the Group has yet to achieve its internal targets for Renewable Energy consumption, the Group is continuously exploring diverse options to increase its utilisation of Renewable Energy at a reasonable cost.

## Sustainability Statement (Cont'd)

### ENVIRONMENT (CONT'D)

#### 7. Energy Management & Climate Change (Cont'd)

In terms of climate performance, the Group recorded Scope 1 emissions of 23.74 tCO<sub>2</sub>e and Scope 2 emissions of 6,918.81 tCO<sub>2</sub>e, resulting in total GHG emissions of 6,942.55 tCO<sub>2</sub>e for FYE Dec 2025. GHG emissions intensity increased to 0.00057 tCO<sub>2</sub>e/build quantity, compared with 0.00056 in FYE Dec 2024. The Group has internally sets the targets to reduce the GHG emissions for Scope 1 and Scope 2 to 15.00 tCO<sub>2</sub>e and 5,500.00 tCO<sub>2</sub>e respectively, by the year 2030.

GHG emissions <sup>1</sup>	Unit	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Scope 1 <sup>2</sup>	tCO <sub>2</sub> e	23.74	24.81	22.65
Scope 2 <sup>3</sup>	tCO <sub>2</sub> e	6,918.81	6,183.42	6,559.67
Total GHG emissions	tCO <sub>2</sub> e	6,942.55	6,208.23 <sup>4</sup>	6,582.32
GHG emissions intensity	tCO <sub>2</sub> e/ build quantity	0.00057	0.00056	0.00076

Notes:

- The Group only calculates GHG emissions for CO<sub>2</sub>. CO<sub>2</sub> has a global warming potential (“GWP”) of 1.
- Scope 1 covers consumption of petrol and diesel by company-owned vehicles:
  - FPE Dec 2023: CO<sub>2</sub> emission measured for a total of 6 vehicles (5 passenger cars & 1 heavy-duty truck)- one of the passenger cars was sold in August 2024.
  - FYE Dec 2024: CO<sub>2</sub> emission measured for a total of 6 vehicles (5 passenger cars & 1 heavy-duty truck) usage- one of the passenger cars was sold in July 2023.
  - FYE Dec 2025: CO<sub>2</sub> emission measured for a total of 6 vehicles (5 passenger cars & 1 heavy-duty truck) usage.
  - The CO<sub>2</sub> emission factor for Scope 1 obtained from U.S. EPA Center for Corporate Climate Leadership- GHG Inventory Guidance: Emission Factor for Greenhouse Gas Inventories (Last Modified 15 January 2025).
  - CO<sub>2</sub> emission factor used for motor gasoline = 8.78 kgCO<sub>2</sub>/unit; unit= gallon.
  - CO<sub>2</sub> emission factor used for diesel fuel = 10.21 kgCO<sub>2</sub>/unit; unit= gallon.
- Scope 2 covers consumption of electricity and is calculated using the location-based approach, following the GHG Protocol Scope 2 Guidance:
  - The emission factor used is the 2017 CDM Electricity Baseline for Malaysia prepared by Malaysian Green Technology Corporation (MGTC), Baseline CO<sub>2</sub> for Peninsular of 0.667 kCO<sub>2</sub>/kWH.
  - The revised total carbon emission in tCO<sub>2</sub>e using the latest Grid Emission Factor (GEF) in Malaysia (2022-2024) - Provisional: 0.740 kgCO<sub>2</sub>/kWH from MyenergyStats, 23 February 2026, are as follows:
    - FYE Dec 2025: 7,676.04 tCO<sub>2</sub>e.
    - FYE Dec 2024: 6,860.16 tCO<sub>2</sub>e.
    - FPE Dec 2023: 7,277.60 tCO<sub>2</sub>e.
- Restated due to method refinements, resulting in a 5.7% decrease in Total GHG emissions value compared to previously reported levels in FYE Dec 2024, which is 6,582.32 tCO<sub>2</sub>e.

The Group will continue to optimise the performance of its Rooftop Solar operations, improve control measures for electricity-consuming areas, and to name further energy-saving opportunities to support the Group's Net Zero Emissions by 2050 and climate resilience.

#### 8. Water Management

The Group is still committed to using water responsibly as part of its broader effort to manage environmental impacts in a practical and sustainable manner. Although water is not a prime material in the Group's manufacturing process, it is still an important utility for general activities such as gardening, sanitary facilities, and canteen usage. In line with this, the Group continues to monitor water consumption closely and implement practical measures, where applicable to improve water efficiency.

To support efficient water use, the Group continues to keep water-saving measures, including the maintenance of sanitary facility piping systems and motion-sensored based tap systems aimed at preventing unnecessary water wastage. The Group's Facilities team spearheads the continuous monitoring of water usage patterns and explores practical yet cost-effective methods to improve water efficiency over time.

Currently, the Group's operations are not found in water-stressed areas, and the water supplied to the Group is primarily sourced from the local water service provider, Syarikat Air Darul Aman (“SADA”), consisting predominantly of treated water. In case of water supply disruption, SADA is committed to provide alternative water supply for no less than two days. During the year under review, the Group did not meet any water supply disruption affecting its operations.

## Sustainability Statement (Cont'd)

### ENVIRONMENT (CONT'D)

#### 8. Water Management (Cont'd)

The average monthly water consumption per headcount is measured and shown below.

Metrics	Unit	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Total volume of water used	<b>Megalitres</b>	73.84	77.82	69.24
Total volume of water used	<b>m<sup>3</sup></b>	73,842.00	77,820.00	69,239.00
Average water consumption per headcount/month	<b>m<sup>3</sup>/ headcount/ month</b>	4.40	5.07	4.77

The Group will continue to actively promote and create awareness to minimise monthly water consumption in the organisation.

### SOCIAL

#### 9. Workforce Diversity

Workforce diversity has always been an important focus of the Group, as it believes that a workplace enriched by people from diverse backgrounds, experiences and perspectives creates a stronger and more resilient organisation. The Group is still committed to fostering an inclusive work environment where employees are provided with equal opportunities and a performance-driven culture that supports their growth and contributions. By embracing diversity across the workforce, the Group benefits from broader viewpoints that support better teamwork, fresh ideas, and more thoughtful decision-making, all of which contribute positively to the overall strength of the Group.

##### Employee Statistics:

Percentage of Employees by Gender (%)	FYE Dec 2025		FYE Dec 2024		FPE Dec 2023	
	Male	Female	Male	Female	Male	Female
Senior Management	0.66	0.00	0.75	0.00	0.74	0.00
Middle Management	1.69	0.80	1.81	1.06	1.91	0.82
General Workers	19.85	77.00	16.37	80.01	20.10	76.43
<b>Total</b>	<b>22.20</b>	<b>77.80</b>	<b>18.93</b>	<b>81.07</b>	<b>22.75</b>	<b>77.25</b>

Percentage of Employees by Age Group (%)	FYE Dec 2025			FYE Dec 2024			FPE Dec 2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior Management	0.00	0.00	0.66	0.00	0.08	0.68	0.00	0.17	0.58
Middle Management	0.07	0.96	1.46	0.08	1.28	1.51	0.08	1.08	1.57
General Workers	58.39	30.18	8.28	54.60	33.63	8.14	50.29	38.21	8.02
<b>Total</b>	<b>58.46</b>	<b>31.14</b>	<b>10.40</b>	<b>54.68</b>	<b>34.99</b>	<b>10.33</b>	<b>50.37</b>	<b>39.46</b>	<b>10.17</b>

## Sustainability Statement (Cont'd)

### SOCIAL (CONT'D)

#### 9. Workforce Diversity (Cont'd)

##### Employee Statistics: (Cont'd)

Percentage of Employees by Ethnicity (%)	FYE Dec 2025				FYE Dec 2024				FPE Dec 2023			
	Malay	Chinese	Indian	Others	Malay	Chinese	Indian	Others	Malay	Chinese	Indian	Others
Senior Management	0.07	0.51	0.07	0.00	0.08	0.60	0.08	0.00	0.08	0.58	0.08	0.00
Middle Management	0.73	1.39	0.37	0.00	0.75	1.73	0.38	0.00	0.83	1.57	0.33	0.00
General Workers	75.75	1.84	9.38	9.89	70.21	2.42	8.97	14.78	67.16	2.98	8.44	17.95
<b>Total</b>	<b>76.55</b>	<b>3.74</b>	<b>9.82</b>	<b>9.89</b>	<b>71.04</b>	<b>4.75</b>	<b>9.43</b>	<b>14.78</b>	<b>68.07</b>	<b>5.13</b>	<b>8.85</b>	<b>17.95</b>

Note:

1. Total Number of Employees (excluded internship headcounts) at end of the reporting period & years:
  - a. FYE Dec 2025 = 1,365 headcounts.
  - b. FYE Dec 2024 = 1,326 headcounts.
  - c. FPE Dec 2023 = 1,209 headcounts.

The Group is still committed to fostering a workplace where every individual feels respected, included and safeguarded against discrimination or harassment. This commitment is reinforced through the Group's CBCE Policy, which says that discrimination or harassment in the workplace based on race, color, ethnic background, gender, disability, religion, age, maternity as well as other legally protected status will not be tolerated. The CBCE Policy also makes clear that Directors and employees are expected to avoid inappropriate behaviour and that retaliation against individuals who raise concerns in good faith is prohibited.

This is further supported by the Group's Whistleblowing Policy ("WBP"), which provides employees and other stakeholders with a formal avenue to report suspected improper conduct in good faith. The WBP also says that a whistleblower making a disclosure shall be protected and not be subject to dismissal, demotion, harassment, discrimination, or bias in performance evaluation by virtue of having made such disclosure.

Percentage of Directors by Gender (%)	FYE Dec 2025		FYE Dec 2024		FPE Dec 2023	
	Male	Female	Male	Female	Male	Female
Board	66.67	33.33	66.67	33.33	66.67	33.33

Percentage of Directors by Age Group (%)	FYE Dec 2025			FYE Dec 2024			FPE Dec 2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Board	0.00	16.67	83.33	0.00	33.33	66.67	0.00	33.33	66.67

As at 31 Dec 2025, women continued to make up 33.3% of the Board, while men represented 66.7%. This is still aligned with the Group's Board Charter, MCCG and MMLR - which states that the Board shall make up of at least (a) 30.0% composition of women director(s) or (b) one-woman director.

In addition, the Group's Fit and Proper Policy supports the appointment and re-election of directors and key senior management based on criteria such as character and integrity, experience and competence, and time and commitment. While this policy primarily governs Board and leadership appointments, it also reflects the Group's commitments to ensure proper leadership for the organisation.

The Group will continue to promote an inclusive workplace culture and offer equal opportunities for career development and advancement focusing on performance - regardless of gender, ethnicity, age, disability, or cultural background. The Group is still committed to attracting and keeping diverse talent at all levels of the organisation in support of sustainable growth.

## Sustainability Statement (Cont'd)

### SOCIAL (CONT'D)

#### 10. Occupational Safety & Health

The Group stays committed to providing a safe, healthy, and supportive workplace for all employees in its business operation. The Group believes that every employee should be able to perform their duties in an environment where their safety, health, and well-being are protected, valued, and cared for. This commitment continues to guide the Group's efforts in building a workplace culture where safety is practiced daily and shared collectively across all levels of the organisation.

To support this commitment, the Group keeps an OSH management system that provides a structured approach to managing workplace safety and health through preventive measures, risk controls, monitoring, and employee engagement. The Group's OSH efforts are spearheaded by the Group's Safety Officer with the support of the Group's Environmental Safety & Health Committee ("**ESHC**"), the Emergency Response Team ("**ERT**"), and internal Industrial Nursing team.

During the year under review, the Group continued to reinforce workplace safety through regular training, briefings, audits, and risk assessments. These included:

- (1) compulsory OSH induction briefings for new employees.
- (2) quarterly OSH audits.
- (3) annual Hazard Identification, Risk Assessment and Risk Control ("**HIRARC**") assessments.
- (4) competency-building initiatives to strengthen internal OSH capabilities.

In further strengthening OSH governance, the ESHC continued to meet quarterly to review key workplace safety, health, and environmental matters. Among the matters discussed were permit and regulatory updates, fire safety-related follow-up actions, workplace accident status, ERT readiness, internal and external audit findings, statutory and customer compliance inspections, scheduled waste monitoring, and workplace housekeeping concerns requiring corrective action. This reflects the Group's continued emphasis on active oversight, regulatory compliance, and ongoing improvement in its OSH practices.

In FYE Dec 2025, the Group organised various OSH-related training as follows:

Topics	Description	Participants
17th NRG-SHE OSH Conference 2025: Innovating OSH: The Future of Workplace Safety Through Technology	Equip the participants with knowledge on integrating technological advancements like AI, digital solutions, and IoT into safety and health management to create smarter, more resilient workplaces.	1
Occupational Safety & Health Coordinator	Strengthen the OSH team with a certified person to minimise workplace hazards and regulatory compliance.	1
Automated External Defibrillator (" <b>AED</b> ")	Expose employees with the location, function and operation of a life-saving device designed to treat sudden cardiac arrest (SCA).	12
Hazard Identification, Risk Assessment and Risk Control (HIRARC)	Equip participants with the skills to name workplace hazards, evaluate associated risks, and implement effective control measures.	30
Internal Auditor training for ISO 9001, 14001, 45001, IATF 16949 & ISO 13485	Equip employees with the skills to show organisational risks, evaluate process efficiency, and ensure compliance with standards (e.g., ISO) and regulations.	34
National Anti-Drugs Agency (AADK)	Educate, and raise awareness to participants about the dangers of drug abuse, as well as to promote prevention strategies to create a drug-free community.	47
Defending Workplace Bullying in a Professional Way	Offer valuable insights into how bullying can occur in the workplace and the various forms it may take and offered practical strategies on how to protect oneself and respond appropriately when faced with bullying situations.	1
Emergency Evacuation Drill	Educate, refresh and gauge effectiveness of ERT Team with Emergency Preparedness and Response Procedure.	21
<b>Total Participants</b>		<b>147</b>

# Sustainability Statement (Cont'd)

## SOCIAL (CONT'D)

### 10. Occupational Safety & Health (Cont'd)

During the year under review, the Group implemented various initiatives to promote a healthier workplace environment and better work culture by restricting smoking activities in compliance with the newly introduced Control of Smoking Products for Public Health Act 2024.

In supporting employee well-being, the Group continues to provide medical care and insurance coverage. On-site medical facilities and first-aid amenities are also kept ensuring employees have prompt access to medical attention in case of workplace incidents or emergencies. During the year under review, the Group installed a new AED unit at accessible location, to enhance our emergency handling capabilities.



AED instruction manual & emergency contacts

First Aider working schedule

For the year under review, the Group kept our zero work-related fatalities record but recorded two lost time injuries - an improvement compared to three lost time injuries suffered in FYE Dec 2024. Based on a total of 2,616,480 hours worked, the Group recorded a Lost Time Incident Rate (“**LTIR**”) of 0.15 per 100 employees or 200,000 total number of hours worked, an improvement from 0.30 in the preceding financial year. These accidents were reported and recorded following (a) the Notification of Accident, Dangerous Occurrence, Occupational Poisoning, and Occupational Disease (“**NADOPOD**”) Guideline by the Department of Occupational Safety and Health Malaysia (“**DOSH Malaysia**”) together with proper mitigation plan and (b) the Group Incident Reporting procedures.

While the Group is encouraged by this improvement, it stays mindful that supporting a safe workplace requires continuous vigilance, care, and shared responsibility. The Group will therefore continue to strengthen its OSH practices, enhance employee awareness, and foster a workplace culture where everyone plays a role in looking after one another’s safety, health, and well-being.

Metrics	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Number of Employees Trained in Health & Safety Standards	147	74	55
Number of Work-Related Fatalities	0	0	0
Number of Lost Time Injuries	2	3	0
LTIR	0.15	0.30	0.00

## Sustainability Statement (Cont'd)

### SOCIAL (CONT'D)

#### 11. Employee Well-Being

The Group places great emphasis on supporting the well-being of its *Keluarga BCM* community. Various social events were held for employees to commemorate and socialise in a more relaxed environment beyond work and deadlines. The Group via BCM has organised socially engaging activities as portrayed below:



Organised Hari Raya Aidilfitri celebration, themed **"Serumpun Kasih BCM"**, bringing together all employees for an evening of festive joy, unity, and cultural appreciation. The event featured food, activities, and meaningful interactions that strengthened workplace camaraderie in the spirit of Raya.



Organised **"Merdeka Celebration"** in August 2025 to portray the *Keluarga BCM*'s patriotism while fostering unity in diversity as proud Malaysians. Such pride and joy are celebrated with activities such as Merdeka Themed Photobooth, traditional games, and complimentary ice creams for the Group's employees.



Organised **"Indian Traditional Games"** such as traditional flower garland making, Rangoli Kolam (an art made from grounded rice) and coconut leaf weaving in line with **"Deepavali Celebration"** in October 2025 to appreciate Indian's cultural tradition and promotes workplace inclusivity. The event brought together the employees and instil a sense of belonging.



Hosted a **"Deepavali Luncheon: BCM X MSI"** at BCM's Townhall in October 2025 with customer and employees from various department to strengthen our stakeholder engagement.



Distributed **murukku** to all employees during Deepavali Goodies Giveaway in October 2025.



Deepavali **"Kuthu Vilakku"** Lighting Ceremony with Employees and Customers in October 2025.

# Sustainability Statement (Cont'd)

## SOCIAL (CONT'D)

### 11. Employee Well-Being (Cont'd)

The Group continuously embracing cultural diversity by offering equal opportunities and ensuring that all festive events are celebrated. We are still committed to fostering diversity and promoting equal opportunities while staying vigilant against any act of discrimination. Our dedication is embedded in the Group's CBCE Policy. The CBCE Policy was complimented by anti-discrimination policy which ensures inclusion, diversity, and freedom from any act of discrimination or harassment at workplace.



Organised **“Deepavali Celebration: Internal Charity Giveaway”** in October 2025 to support selected B40 BCM employees, with twenty employees and their families receiving essential items and financial assistance.



Organised a **“Christmas Celebration: Lucky Draw Session”** in December 2025, with forty winners selected among employees, bringing festive cheer to the workplace.

The Group is still committed to supporting the well-being of its employees by extending aid to those in need through targeted welfare and charity initiatives. As part of this effort, the Group provides charitable contributions and essential support to unfortunate employees – by reinforcing a culture of care and inclusivity across the organisation.

In pursuit of fostering work-life balance, the Group promotes participation of employees in activities organised by BCM, local enforcement and government bodies. These initiatives go beyond stress relief as they are meant to strengthen connections among colleagues, fostering a workplace culture built on camaraderie, unity, and mutual support.



Participated in the **“Bowling Tournament”** in September 2025 organised by the Kulim Custom Club at Megamall Penang. The event fostered teamwork, networking among industry, and local authorities.



Organised 2-days **“Team Building Program”** at Belantara Resort, Perak in October 2025 to promote teamwork and reinforce cross-departmental collaboration, centered on four core values, (1) Responsibility, (2) Trust, (3) Motivation, and (4) Collaboration. The program made up of interactive activities, games, and team challenges aimed at enhancing communication, problem-solving, and overall team cohesion.

## Sustainability Statement (Cont'd)

### SOCIAL (CONT'D)

#### 11. Employee Well-Being (Cont'd)



Participated in “**Bowling Tournament**” in November 2025, organised by Pejabat EXCO Industri & Pelaburan Negeri Kedah at Sejati Superbowl, Sungai Petani, Kedah. The event fostered teamwork, camaraderie, and strong networking among industries, government participants, and Chairman, YB. Dr. Haim Hilman bin Abdullah, AMK.



Organised a “**Team Building Session**” for twenty-three employees at ESCAPE Theme Park, Penang in December 2025 to promote teamwork and strengthen inter-departmental communication.

The Group is in progress setting up an in-house gym facility to promote a healthy and active lifestyle among employees. This initiative reflects the Group’s commitment to supporting employee well-being – improving employee’s physical and mental health and creating a productive working environment.

#### 12. CSR Activities

The Group recognises the importance of CSR and its responsibilities to the local communities in the region where the Group operates. The Group is still committed to CSR activities by offering job opportunities towards fresh graduates and offering internship programs with neighbouring higher institutions.



Aided in terms of necessities and monetary to underprivileged families consisting of six people in October 2025.



Donated five units of wheelchairs in December 2025 to fulfil Hospital Kulim needs which aims to provide better hospitality for admitted patients.

# Sustainability Statement (Cont'd)

## SOCIAL (CONT'D)

### 12. CSR Activities (Cont'd)



Donated necessities and money to selected student's families from B40 income group. Eight student families consisted of forty beneficiaries from SJKT Ladang Kuala Ketil, and 10 students' families consisted of 49 beneficiaries from SJKT Ladang Meiha were selected to receive the donation.



Donated cash and participated in the charity dinner at Chinese Recreational Club (CRC) to support SJK (C) Kelang Lama's efforts to build a covered basketball court for students and the local community.



Implemented an initiative in October 2025 led by the Ministry of Economy, whereby this program is designed to offer an alternative income stream for local food provider within the B40 segment and to supply food and beverages to our employees at a subsidised price.



Supported flood victims by providing money as a societal relief and with hope that the donation can assist them to recover in December 2025.



## Sustainability Statement (Cont'd)

### SOCIAL (CONT'D)

#### 12. CSR Activities (Cont'd)

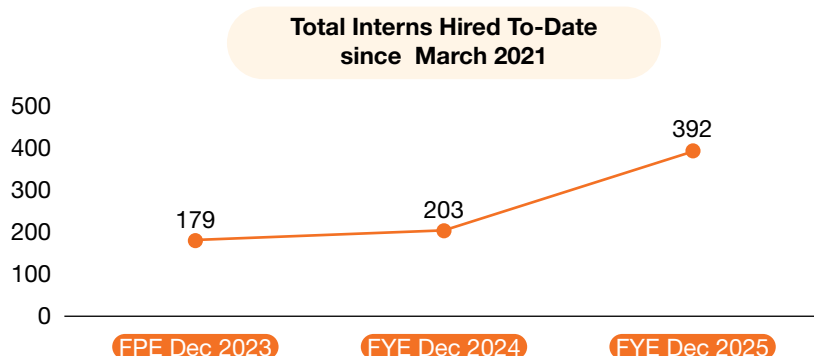
The Group's CSR approach is guided by the principle of creating shared value for both society and business prioritising in our local community.

Metrics	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Total CSR Spending (RM)	12,002.50	10,904.95	235,720.40
Total Number of CSR Activities	8	4	8
Number of Beneficiaries	246	68	138

#### Internship

The Group recognises the importance of cultivating young talent and supporting the transition from academic learning to the workforce. In line with this, the Group continued to offer internship opportunities to equip them with practical exposure and industry-relevant skills.

Through structured programs and on-the-job training, participants enhance their competencies under the guidance of experienced professionals. This initiative reflects the Group's commitment to support younger generations and prepare them for industry-related challenges.



#### Fresh Graduates Hiring

A program known as **“Tunas Baru: Career Essentials & Behavioral Edge”** was recently introduced in July 2025. This program aims to fill vacancies throughout various functions by giving job opportunities to fresh graduates.

The program kicked off with 88 participants, all fresh graduates and has since accumulated a total of 107 as at March 2026. This program was initially started by publishing job vacancies posters in which it was focused on hiring from local communities. Subsequently, many fresh graduates were then hired, which reflected the Group's efforts to provide early industrial exposure and to welcome new talent and ideas in our organisation.



## Sustainability Statement (Cont'd)

### SOCIAL (CONT'D)

#### 12. CSR Activities (Cont'd)



The Group has organised a 2-days interview session to encourage and provide opportunities for young applicants from local communities to kick-start their employment journey. A total of 189 candidates attended the interview.



Eighty-eight hired fresh graduates undergoing “**Tunas Baru: Career Essentials & Behavioral Edge**” program which aims to encourage them in bringing positive insights to the organisation.



The Group has strengthened its relationship with local community by engaging students from TARUMT and provide them with necessary input for their own future upbringings. A total of 22 students has sent their resume for consideration.

#### 13. Human Rights & Labour Standards

The Group stays committed to protecting and respecting human rights throughout its business operations. The Group also proactively sees and adopts applicable laws, regulatory standards and/or customers' requirements as follows: (a) Employment Act 1955, (b) ILO and/or (c) RBA.

In line with this, the Group continues to uphold standard labour practices, ethical workplace conducts and equal opportunity, while fostering a work environment where employees are treated with fairness and respect. The Group's commitment is guided by its CBCE Policy, which undertakes necessary measures in addressing non-discrimination employment practices. The Group enforces equal employment opportunities in recruitment, employment, and termination, without discrimination based on race, gender, religion, marital status, or age. Furthermore, employees choose their employment based on their own free will and are not subjected to any (a) forced, (b) bonded, and/or (c) involuntary enrolment.

The Group is also guided by BCM's Harassment Policy, which says that the Group has both a moral and legal obligation to provide a positive and respectful working environment free from (a) physical, (b) psychological, (c) sexual, and/or (d) verbal harassment. Complimenting this strategy, during the year under review, the Group's representative attended a training program titled “**Defending Workplace Bullying in a Professional Way**,” further solidifying its position and strict prohibition against workplace bullying and harassment.

## Sustainability Statement (Cont'd)

### SOCIAL (CONT'D)

#### 13. Human Rights & Labour Standards (Cont'd)

Furthermore, the Group's whistleblowing channel provides employees with a secure and confidential avenue to anonymously report any breaches of labour practices, disputes, or inappropriate conduct. The anonymity of whistleblowers is guaranteed throughout the investigation process, with all reports treated with strict confidentiality.

The Group has recorded zero substantiated complaints concerning human rights violation in FYE Dec 2025.

#### **Employee Training & Development**

Developing a resilient and future-ready workforce therefore stayed an important focus for the Group's long-term sustainability. The Learning Development and Communication Unit ("LDC Unit") continuously work to align with the Group's target, which is to retain talent and promote succession planning through customised training and development program based on the feedback obtained via (a) annual training need analysis, (b) employee performance appraisal engagements, (c) collaboration with local institutions for technical skills training (d) event-driven improvement weekly meeting, and (e) weekly GYAT engagement.

For FYE Dec 2025, the Group stays committed to equip employees with the skills and knowledge needed to stay competitive, agile, and adaptable by continuously investing in training and development programs through both physical and online channels. These initiatives encompassed:

- a) Leadership development programs.
- b) Webinars from subject-matter experts and industry leads.
- c) Customised in-house programs to upskill employees in selected areas.
- d) Upskilling and re-skilling programs on technical courses related to job functions.
- e) Continuous learning programs through an on-demand e-learning platform.

For FYE Dec 2025, the Group has conducted a total of 5678 hours of training for employees.

Total Hours of Training	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Senior Management	250.00	221.00 <sup>(1)</sup>	70.00 <sup>(1)</sup>
Middle Management	1389.00	310.00 <sup>(1)</sup>	74.00 <sup>(1)</sup>
General Workers	4039.00	3358.00 <sup>(1)</sup>	900.78 <sup>(1)</sup>
<b>Total Hours of Training</b>	<b>5678.00</b>	<b>3889.00<sup>(2)</sup></b>	<b>1044.78</b>

Notes:

(1) Restated due to reclassification of employees categories.

(2) Restated due to method refinements.

Total Hours of Paid Training	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Senior Management	44.00	0.00	56.00
Middle Management	321.00	65.00	39.00
General Workers	2236.00	737.00	215.00
<b>Total Hours of Training</b>	<b>2601.00</b>	<b>802.00</b>	<b>310.00</b>

## Sustainability Statement (Cont'd)

### SOCIAL (CONT'D)

#### 13. Human Rights & Labour Standards (Cont'd)

Percentage of Employees by Employment (%)	FYE Dec 2025		FYE Dec 2024		FPE Dec 2023	
	Male	Female	Male	Female	Male	Female
Employees	21.40	78.31	18.81	80.96	23.26	75.76
Contractors	0.00	0.00	0.00	0.00	0.00	0.00
Temporary/Internship	0.22	0.07	0.15	0.08	0.49	0.49
<b>Total</b>	<b>21.62</b>	<b>78.38</b>	<b>18.96</b>	<b>81.04</b>	<b>23.75</b>	<b>76.25</b>

Notes: Total Number of Employees at the end of the reporting period & years:

a. FYE Dec 2025=1,369 headcounts.

b. FYE Dec 2024=1,329 headcounts.

c. FPE Dec 2023=1,221 headcounts.

For FYE Dec 2025, the Group recorded 329 of employee turnovers, standing for an average employee turnover rate per month of 2.67%, which exceeded the Group's target. The increase was mainly attributable to General Workers and was driven by (1) increased manufacturing activities, (2) competitive hiring of newly established factories in the surrounding area, and (3) employees leaving to pursue further studies. The Group continues to strengthen its retention initiatives to support workforce stability across its operations.

Number of Permanent Employees Turnover	FYE Dec 2025	FYE Dec 2024 <sup>(1)</sup>	FPE Dec 2023 <sup>(1)</sup>
Senior Management	5	2	0
Middle Management	1	0	7
General Workers	323	214	244
<b>Total</b>	<b>329</b>	<b>216</b>	<b>251</b>

Note:

(1) Restated due to reclassification of employees categories.

Metric	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Percentage of Average Permanent Employees Turnover Per Month	2.67	2.18	2.11

Metric	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Number of Employees with Disabilities	2	3	3

### GOVERNANCE (CONT'D)

#### 14. Anti-Bribery & Anti-Corruption Management

The Group is committed to upholding ambitious standards of integrity, ethics, and responsible conduct in its operations, guided by the CBCE Policy, which outlines core principles and expectations for employees and Directors in addressing ethical matters. This commitment is further reinforced by the Anti-Bribery and Anti-Corruption (“**ABAC Policy**”), which adopts a zero-tolerance approach to bribery and corruption, and provides guidance on managing related risks. The ABAC Policy is reviewed as and when required, to ensure it stays relevant and aligned with the Malaysian Anti-Corruption Commission Act 2009 (“**MACC Act 2009**”) and its latest amendments.

To reinforce awareness and accountability, the Group has continued to conduct annual ABAC training since 2022 to ensure employees remain informed of the requirements of the (1) ABAC Policy, (2) relevant regulatory developments, and (3) practical case examples. In addition, the Group continued to enforce the Corruption-Free Pledge signed in April 2022 across its management staff. During the year under review, the Group has continued to extend its Corruption-Free Pledge across all new suppliers.

To further compliment the ABAC Policy, the risks of bribery and corruption were assessed throughout various departments to ensure compliance, transparency, and to mitigate risks of corruption and fraudulence.

For the FYE Dec 2025, the Group has recorded zero incidents of bribery and corruption.

## Sustainability Statement (Cont'd)

### GOVERNANCE (CONT'D)

#### 14. Anti-Bribery & Anti-Corruption Management (Cont'd)

Percentage of Employees who received training on ABAC (%)	FYE Dec 2025	FYE Dec 2024	FPE Dec 2023
Senior Management	66.67	90.00 <sup>(1)</sup>	44.44 <sup>(1)</sup>
Middle Management	76.47	81.58 <sup>(1)</sup>	39.39 <sup>(1)</sup>
General Workers	4.89	5.56 <sup>(1)</sup>	2.83 <sup>(1)</sup>
Total Participants (Headcount)	98	111	63

Note:

(1) Restated due to reclassification of employees categories.

#### 15. Data Privacy & Security

The Group is committed to safeguarding information belonging to customers, business partners and stakeholders through effective controls, employee awareness, and strong governance practices. This commitment is guided by the Group's CBCE Policy, which requires directors and employees to protect confidential information from unauthorised use or disclosure and to comply with the Personal Data Protection Act 2010 ("PDPA 2010"). The cybersecurity section of the CBCE Policy outlines expectations for proper information handling, secure transmission and storage, and the responsible use of access credentials and approved systems.

The Board was updated on the cyber security risk management controls quarterly and supported by ongoing alerts on potential cyber threats. Moreover, the Group has mandatory annual cybersecurity awareness training for management staff as a part of its ongoing commitment to safeguarding the confidential information and personal data of its customers and business partners.

During the year under review, there were zero complaints concerning breaches of customer privacy and losses of customer data.

#### 16. Compliance with Regulatory Requirements

Compliance with applicable laws and regulations is still fundamental to the Group's ability to work responsibly, sustainably and with integrity as a public-listed company. The Group recognises that strong regulatory compliance not only safeguards its operations, but also protects the interests of its employees, customers, and other stakeholders.

In line with this, the Group continues to put emphasis on compliance with all applicable regulatory requirements, including licensing, permits and statutory obligations, supported by setting up internal controls, policies, and continuous monitoring. The Group stays vigilant in monitoring regulatory developments and refining its processes to meet evolving legal expectations while keeping strong corporate governance, with further details outlined in the (a) Corporate Governance Overview Statement of this Annual Report and (b) Corporate Governance Report.

During the year under review, the Group has kept a steadfast commitment to zero number of substantiated complaints with the provisions of, and any amendments or re-enactments made thereto by the relevant authorities from time to time, in respect of the following:

- |  |  |
|--|--|
| (1) Occupational Safety and Health Act 1994.   | (11) Service Tax Act, 2018.  |
| (2) Environmental Quality Act, 1974.   | (12) Electricity Supply Act 1990.                                  |
| (3) Employment Act 1955.   | (13) Akta Kerajaan Tempatan 1976 (Act 171).                        |
| (4) Malaysian Financial Reporting Standards ("MFRS") & Bursa Malaysia's Sustainability Reporting Requirements. | (14) Atomic Licensing Act 1984.                                    |
| (5) Companies Act 2016.  | (15) Poisons Act 1952.   |
| (6) MACC Act 2009.   | (16) Income Tax Act 1967.  |
| (7) Fire Services Act 1988.  | (17) Control of Smoking Products under Public Health Act 2024.     |
| (8) PDPA 2010.   | (18) Stamp Act 1949.   |
| (9) Whistleblowers Protection Act 2010.  | (19) Workers' Minimum Standards of Housing and Amenities Act 1990. |
| (10) Customs Act, 1967.  | (20) Immigration Act 1959/63.                                      |

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Business Growth	(a) Groupwide revenue	MYR	0.63 billion	*1.00 billion	No assurance	* Revised target - to be achieved by 2030.
Quality Products and Services	* (a) Average key customers' quality scorecard rating	Percentage (%)	75.70	80.00	No assurance	
Footnote Metric Description of average key customers' quality scorecard changed						
Total Customer Satisfaction	(a) Average key customers' overall survey rating	Percentage (%)	77.48	≥85.00	No assurance	
Supply Chain Management	(a) Proportion of spending on Local Suppliers	Percentage (%)	34.05	*38.00	No assurance	* Revised target - to be achieved by 2030.
Material Management	(a) Compliance with customer's requirements	Percentage (%)	100.00	100.00	No assurance	
Pollution and Waste Management	(a) Number of substantiated complaints concerning pollution and waste	Number	0	0	No assurance	
Energy Management and Climate Change	(a) Total reduction in electricity consumption	Percentage (%)	22.91	*30.00	No assurance	* Revised target - to be achieved by 2030.
Energy Management and Climate Change	b(i) Scope 1: Mobile Combustion	Metric tonnes of carbon dioxide equivalents (tCO2e)	23.74	*15.00	No assurance	* Revised target - to be achieved by 2030.
Energy Management and Climate Change	b(ii) Scope 2	Metric tonnes of carbon dioxide equivalents (tCO2e)	6,918.81	*5,500.00	No assurance	* Revised target - to be achieved by 2030.
Water Management	(a) Average water consumption per headcount per month	Cubic Meter	4.40	5.00	No assurance	
Workforce Diversity	(a) Percentage of Female Directors	Percentage (%)	33.00	30.00	No assurance	
Occupational Safety and Health	(a) Number of work-related fatalities	Number	0	0	No assurance	
Occupational Safety and Health	(b) Lost Time Incident Rate (LTIR)	Rate	0.15	0.00	No assurance	

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Employee Well-Being	(a) Total number of employee well-being activities done	Number	* 12	5	No assurance	
Footnote 2025 Data of total number of employee well-being activities done has been changed						
Corporate Social Responsibility Activities	(a) Total number of CSR activities done	Number	* 8	5	No assurance	
Footnote 2025 Data for total number of CSR activities done has been changed						
Human Rights and Labour Standards	(a) Number of substantiated complaints concerning Human Rights violations	Number	0	0	No assurance	
Human Rights and Labour Standards	(b) Percentage of average permanent employee turnover per month	Percentage (%)	2.67	*2.00	No assurance	* Revised target - to be achieved by 2030
Footnote Remarks Note on reclassification is not applied to FYE Dec 2025 data.						
Anti-Bribery and Anti-Corruption Management	(a) Number of confirmed incidents of corruption	Number	0	0	No assurance	
Anti-Bribery and Anti-Corruption Management	b(i) Percentage of Senior Management who have received training on anti-corruption	Percentage (%)	66.67	100.00	No assurance	*
Footnote Remarks Note on reclassification is not applied to FYE Dec 2025 data.						
Anti-Bribery and Anti-Corruption Management	b(ii) Percentage of Middle Management who have received training on anti-corruption	Percentage (%)	76.47	50.00	No assurance	*
Footnote Remarks Note on reclassification is not applied to FYE Dec 2025 data.						
Anti-Bribery and Anti-Corruption Management	(c) Percentage of key operational areas assessed for corruption-related risks	Percentage (%)	100.00	100.00	No assurance	

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Data Privacy and Security	(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	No assurance	
Compliance with Regulatory Requirements	(a) Number of regulatory non-compliance	Number	0	0	No assurance	

# Corporate Governance Overview Statement

The Board of Directors of the Company (“**Board**”) is committed to ensure good corporate governance practices (“**CG Practices**”) are observed and practiced throughout the Group for business growth and enhancement of shareholders’ value.

The purpose of the Corporate Governance Overview Statement (“**Statement**”) is to narrate the CG Practices of the Company in accordance with Paragraph 15.25 of Bursa Malaysia Listing Requirements (“**MMLR**”) and with reference to the Malaysian Code on Corporate Governance (“**MCCG**”). This Statement should be read together with the Corporate Governance Report 2025 (“**CG Report**”) of the Company, which is available at [www.atechgroup.com.my](http://www.atechgroup.com.my) as well as Bursa Malaysia Securities Berhad (“**Bursa Securities**”)’s website.

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

### I. BOARD RESPONSIBILITIES

#### Board Charter

The purpose of the Board Charter is to promote high standards of corporate governance within the Group and to clarify, among others, the roles and responsibilities of the Board, Board Committees, Chairperson of the Board, Group Chief Executive Officer (“**Group CEO**”), Group Chief Financial Officer (“**Group CFO**”), Independent Directors and Non-Independent Non-Executive Directors. The Board Charter serves not only as a reminder of the Board’s roles and responsibilities but also as a general statement of intent and expectation as to how the Board fulfills its duties and responsibilities. The Board Committees are additionally guided by the respective Terms of Reference on their scope of activities.

The Board Charter is reviewed periodically to ensure that it remains consistent with the vision, mission, value and the strategic direction of the Group, and is compliant with governance and regulatory changes.

#### Roles and Responsibilities of the Board

The Board’s responsibilities include providing strategic leadership and business direction, development and control of the Group, management oversight, initiatives to embrace the responsibilities listed in the MCCG as well as integration of sustainability consideration in the Group’s corporate strategy, governance, and decision-making in order to achieve the Group’s long-term objectives, enhance shareholders’ value, and safeguard the interests of stakeholders. While the Board sets the strategic plan and policies, the Group CEO and Group CFO who are supported and assisted by the senior management of the Group, are responsible for the execution of the operational plans, translated from the Board’s strategies, while the Independent Non-Executive Directors ensure corporate accountability by providing unbiased and independent views, advice, judgement, including conducting relevant checks and balances, challenging management’s assumptions and projections to safeguard the interests of the shareholders.

To ensure the orderly and effective execution of the functions and responsibilities of the Board, the Board has established the following Board Committees and delegated specific responsibilities to each of them:

- Audit Committee
- Nomination Committee
- Remuneration Committee
- Risk Management Committee
- Employees’ Share Scheme Committee

The Board Committees shall deal with matters within their respective Terms of Reference and authority delegated by the Board.

#### Chairperson and CEO

There is a clear division of responsibilities between the Group’s Independent Non-Executive Chairperson and Group CEO, where the position of Chairperson and the Group CEO are held by different individuals to ensure an appropriate balance of role, responsibility, and accountability. The Chairperson is responsible for the effective functioning of the Board as well as leading the Board in the adoption and implementation of good corporate governance practices in the Group. The Chairperson also ensures that decisions are made on a structured and well-informed basis.

The Group CEO is responsible for the effective management of the day-to-day management, operation, and administration of the Group. The Group CEO together with the members of the Board, would formulate general Company policies and make strategic business decisions. It is the responsibility of the Group CEO ensure that the policies and strategies as approved by the Board are effectively implemented.

# Corporate Governance Overview Statement (Cont'd)

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

### I. BOARD RESPONSIBILITIES (CONT'D)

#### Company Secretary

The Board is supported by a suitably qualified, experienced, and competent Company Secretary. The Company Secretary advises the Board and Board Committees on issues relating to compliance with laws, rules, procedures, and regulations affecting the Company and the Group, as well as best practices of governance of which the Company and the Group shall adopt.

#### Access to Information and Advice

The Board has unrestricted access to all information within the Group and has the authority to seek any information they require from any employee of the Group and employees should provide accurate and complete information to the Board in a timely manner. Management is also invited to brief and provide additional information or clarification in meetings of the Board and Board committees.

All Board members have direct and unrestricted access to the advice of the Company Secretary, particularly on all matters concerning governance and regulatory requirements. The Board is constantly kept abreast of requirements and updates issued by various regulatory authorities. In addition, the Board may obtain independent professional advice in furtherance of their duties whenever necessary at the Company's expense through an agreed procedure.

#### Meetings

Board meetings for the ensuing financial year are scheduled in advance so that Directors are able to plan ahead and ensure full attendance. Board meetings are structured with pre-determined agendas approved by the Chairperson. Notification on Board meetings is sufficiently given to enable full attendance at Board meetings. Board papers are prepared and circulated prior to each Board meeting for the Board's review. Board members may request for further information and explanation, if necessary. The Directors have unfettered access to all information within the Group in furtherance of their duties.

The Chairperson ensures that Board Committee meetings are not combined with the Board meetings. Board committee meetings are conducted separately from the Board meetings to enable objective and independent discussion for each meeting.

The deliberations and decisions at Board and Board Committee meetings are documented in the respective meeting minutes and are circulated for review by the Board members and respective Board Committee members to ensure accuracy and completeness. The Company Secretary will thereafter table the minutes for confirmation in subsequent meetings.

The Board is scheduled to meet at least four (4) times in a year. Any additional meetings may be convened as and when necessary to consider urgent proposals or matters that require the Board's expeditious review or consideration. The Board met five (5) times during the financial year ended 31 December 2025 ("FYE Dec 2025"). The attendance of the Directors at the Board meetings held during the FYE Dec 2025 is set out below:

Name	Total Meeting Attended
Dato' F'ng Meow Cheng	5 of 5
Loh Hock Chiang	5 of 5
Nor Shahmir Bin Nor Shahid	5 of 5
Yee Swee Meng	5 of 5
Tan Chong Hin	5 of 5
Jamie Hwe Ping Lee	5 of 5
Jonathan Ming Chian Lee (Alternate Director to Jamie Hwe Ping Lee)	0 of 5

# Corporate Governance Overview Statement (Cont'd)

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

### I. BOARD RESPONSIBILITIES (CONT'D)

#### Anti-Bribery and Anti-Corruption Policy

The Board advocates a business environment that is free of corruption. Our Anti-Bribery and Anti-Corruption Policy (“**ABAC Policy**”) sets out the Group’s commitment towards its ethical business practices complying with the Malaysian Anti-Corruption Commission Act 2009 and its amendments or re-enactments that may be made by the relevant authority from time to time. The procedure and process of reporting corrupt conduct are set out in the ABAC Policy.

#### Whistleblowing Policy

Employees and stakeholders are encouraged to raise any serious concerns they have on any suspected misconduct or malpractice without fear of victimisation in a responsible manner rather than avoiding or overlooking them. The Group has put in place a Whistleblowing Policy (“**WBP**”) that sets out the reporting procedures and whistle blowers’ protections, aligned with the Group’s strategy to ensure ethical business conduct.

#### Fit and Proper Policy

The Board had adopted the Fit and Proper Policy (“**FPP**”) in line with the rule of the MMLR to ensure a formal, rigorous, and transparent process for the appointment of directors and senior management of the Group as well as directors who are seeking for re-election, to ensure that the Group is led by persons of integrity, creditability, and competency.

#### Code of Business Conduct and Ethics Policy

The Board is committed in conducting its business in an ethical, professional and legally compliant manner by upholding the highest standard of integrity and ethical values – as such the Group’s Code of Business Conduct and Ethics (“**CBCE Policy**”) applies to the Board and employees. The CBCE covers workplace business conduct and integrity includes among others conflict of interest, related party transaction, anti-money laundering and anti-terrorism, insider trading and fair dealing.

#### Governance of Sustainability

The Board together with Management, takes responsibility for the governance of sustainability in the Group and continuously align economic, environmental, social and governance (“**EESG**”) principles as an integral part of the Group’s operational framework to create long term and sustainable value for its shareholders and all other stakeholders. In addition to the Board’s annual review of the Group’s sustainability strategy & plans, and quarterly reviews of the Group’s sustainability progress and compliance, the Board also appointed a Non-Executive Board member representative at the SMC to provide additional governance and oversight of the Group’s sustainability activities and implementations.

The Board Charter, Board Committees’ Terms of Reference, the ABAC Policy, WBP, FPP and CBCE Policy are reviewed periodically, and can be found on Company’s website, [www.atechgroup.com.my](http://www.atechgroup.com.my).

### II. BOARD COMPOSITION

During the year under review, the Board has six (6) members comprising two (2) Executive Directors, three (3) Independent Non-Executive Directors (including the Chairperson) and one (1) Non-Independent Non-Executive Director as follows:

Name	Directorate
Dato’ F’ng Meow Cheng	Independent Non-Executive Chairperson
Loh Hock Chiang	Executive Director/Group Chief Executive Officer
Tan Chong Hin	Executive Director/Group Chief Financial Officer
Nor Shahmir Bin Nor Shahid	Independent Non-Executive Director
Yee Swee Meng	Independent Non-Executive Director
Jamie Hwe Ping Lee (Alternate Director: Jonathan Ming Chian Lee)	Non-Independent Non-Executive Director

# Corporate Governance Overview Statement (Cont'd)

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

### II. BOARD COMPOSITION (CONT'D)

The composition of the Board fulfils the requirements as set in the MMLR which require at least two (2) directors or one third (1/3) of the Board, whichever is higher, to be independent directors. The current Board composition also fulfills the requirement of MCCG, whereby half of the Board comprises independent directors.

Currently, the Board has two (2) female Directors and four (4) male Directors that constitutes 33% female representation on the Board.

The Board is of the view that the current mix of skills, competence, knowledge and experience and qualities of the current Board members are appropriate to enable the Board to carry out its responsibilities effectively.

All the Directors of the Company do not hold more than five (5) directorships in listed issuers as required under Paragraph 15.06 of the MMLR. The profile of each Director is set out in pages 7 to 11 of this Annual Report.

#### Tenure of Independent Director

Being listed on the Main Market of Bursa Securities on 16 December 2021, none of the Independent Directors has served beyond the tenure of nine (9) years as of the date of this Annual Report. Based on the independence assessment carried out during the financial year under review, the Board is satisfied with the level of independence demonstrated by all the Independent Directors and their abilities to act in the best interest of the Company.

The Board adopted the concept of independence in tandem with the definition of Independent Directors under Paragraph 1.01 and Practice Note 13 of the MMLR.

#### Appointment of New Directors

All appointments of the new director to the Board are properly made with an established and transparent procedure and in compliance with the relevant rules of the relevant authorities. The Board does not hold a fixed set of specific criteria for the assessment and selection of director candidates, suitable candidates are identified based on merits, such as skills, expertise and experience. The Board nomination process is to facilitate and provide a guide for the Nomination Committee (“NC”) to identify, evaluate, select, and recommend to the Board the candidate to be appointed as a director of the Company.

Any appointment of additional director will be made as and when it is deemed necessary by the existing Board with due consideration given to the individual's educational and professional background, employment record, experience and expertise in a general or specific area, possession of the required skills and qualification, the criteria of the adopted fit and proper policy for an effective Board, and the relevant regulatory requirements or rules set out in the Companies Act 2016 and MMLR.

The NC is responsible for assessing and recommending a suitable candidate for directorship to the Board and would leverage on several sources such as a recommendation from existing Board Members, senior management, substantial shareholders, business associates, and referrals from third party consultants and independent sources such as professional bodies to a wide pool of potential candidates.

The NC is mindful of the importance of succession planning for the members of the Board and senior management, including formalising its stand and approach to boardroom diversity. The NC will, where practicable, maintain a database of suitable and potential candidates to fill any available roles identified in the Board and senior management.

#### Re-election of Directors

Clause 91 of the Company's Constitution provides that at the first annual general meeting (“AGM”) of the Company, all the Directors shall retire from office. At each subsequent year's AGM, one-third (1/3) of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election.

The Director who is subject to re-election and/or re-appointment at the AGM shall be assessed by the NC before the recommendation is made to the Board and shareholders for the re-election. Appropriate assessment and recommendation by the NC would be based on the yearly assessment conducted.

The composition of the NC, its roles, functions, responsibilities, and activities carried out by the NC during the FYE Dec 2025 are as set out in the NC Report in this Annual Report.

## Corporate Governance Overview Statement (Cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### II. BOARD COMPOSITION (CONT'D)

##### Board Diversity

The Board acknowledges the importance of diversity to ensure the mix and profiles of the Board members, in terms of age, ethnicity, and gender, ability to provide the necessary range of perspectives, experiences, and expertise required are well balanced to achieve effective board stewardship.

The Board presently does not have any gender diversity policies in its evaluation of Board member candidacy, and performance assessment of the Board as a whole or the individual Directors is based on their integrity, skills, and experience as well as contribution to the Group.

The Board is aware of the recommendations set out in the MCCG and will evaluate the policies from time to time, and if found suitable and necessary, adopts as the Group's policies.

##### Training and Development of Directors

The Board recognises that it is imperative that Directors devote sufficient time to keep their knowledge up to date and enhance their skills through appropriate continuing education programs to remain abreast with new developments and changes within the ecosystem in which the Group operates in, such as updates in regulatory requirements and best practices.

The Directors of the Group are committed to their role and will enroll in any upskilling programs as they may deem fit to fulfil their obligations as Directors. As such, throughout FYE Dec 2025 the Directors of the Group have attended various sessions, the record of attendance are as below:

Name of Director	Date	Title of the Training Programmes/ Seminars
<b>Dato F'ng Meow Cheng</b>	03/06/2025 to 04/06/2025	SSM Webinar: MBRS 2.0 for Preparers – Financial Statements
	05/08/2025 to	25th Edition Premier Tax Event of the Year - National Tax Conference 2025
	06/08/2025	Seminar Percukaian Kebangsaan 2025 (Belanjawan 2026)
	14/10/2025	Navigating Succession and Workplace Dynamics in Family-Run Businesses
	18/11/2025	SSM Corporate Talk - Qualifying Criteria for Audit Exemption in Malaysia
	19/11/2025	The Securities Commission Malaysia's Audit Oversight Board's Conversation with Audit Committee
	25/11/2025	MIA Webinar Series: Auditing of Construction Contracts & property development Activities
	18/12/2025 to 19/12/2025	MIA Town Hall
	05/11/2025	Overview of Climate Related Disclosure
	17/12/2025	CPA Congress 2025
<b>Loh Hock Chiang</b>	17/10/2025 to 18/10/2025	CPA Congress 2025
	03/12/2025	Malaysian Anti-Corruption Commission (“ <b>MACC</b> ”) Training
<b>Yee Swee Meng</b>	17/06/2025	The Journey into the AI Age: Game Changer for Your Digital Transformation Era Programme
	08/07/2025	ICDM BNRC Dialogue & ADIP® Graduation Ceremony: Future- Ready Boards: Implementing Strategies with Skills Matrix

# Corporate Governance Overview Statement (Cont'd)

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

### II. BOARD COMPOSITION (CONT'D)

#### Training and Development of Directors (Cont'd)

Name of Director	Date	Title of the Training Programmes/ Seminars
	25/07/2025	ICDM BRMC Dialogue & Networking  Governance in an Era of Trade Uncertainty: Navigating Tariff Risks and Opportunities
	21/08/2025	Reverse Governance: What if the Algorithm Assesses the Board
	08/09/2025	Agenda: About the Event The report, 'Climate First _Or Last?', published by Sustainable Finance Institute Asia (SFIA) and Governance for Stakeholders, authored by Professor Mak Yuen Teen (NUS Business School) and Tina Thomas (Baker Tilly, Singapore), investigates how listed companies across Malaysia, Singapore and Australia assess and disclose sustainability related risks and opportunities (SROs). Analysing over 300 companies, the report reveals widespread differences in the process and selection of materiality topics, presentation of material topics, and prioritisation of material topics. The findings raise critical questions about possible blind spots and whether firms are placing climate at the centre or the margins of managing SROs
	06/10/2025	MICPA Knowledge Sharing Session (1) Practical Insights to Scope 1 & 2 Emissions
	23/10/2025	ICDM BAC Dialogue & Networking Session, Raising the Bar: Strengthening Board Audit Committee Oversight
	24/10/2025	Securing the Future AI, Cybersecurity & the Road to Tech-Driven Growth
	29/10/2025	MICPA-ICDM Knowledge Sharing Session (2) Practical Insights to Scope 3 Emissions
	05/11/2025	MIA Town Hall 2025/2026 : Session 1
	06/11/2025	ICDM Post Budget 2026 Dialogue: Key Highlights & Conversation with Datuk Johan Mahmood Merican
<b>Jamie Hwe Ping Lee</b>	07/04/2025	ESG Disclosure
	17/10/2025 to 18/10/2025	CPA Congress 2025
<b>Nor Shahmir Bin Nor Shahid</b>	15/04/2025	Asian Banking & Finance Summit 2025
	21/08/2025	Anti-Corruption & Anti-Money Laundering for Corporate Leaders
	21/10/2025	Hydrogen Technology World Expo & Conferences
	04/12/2025	Royal Etiquette and Protocol
<b>Tan Chong Hin</b>	31/07/2025	TechIPO Insight: Northern Region
	06/10/2025	Perspectives on Sustainability Disclosure – Episode 12 – Climate Related Scenario Analysis
	03/12/2025	What We Need to Know About PDPA 2010
	03/12/2025	MACC Training

## Corporate Governance Overview Statement (Cont'd)

### PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### III. REMUNERATION

##### Remuneration Policy & Procedure

The Board believes in the crucial role a fair remuneration policy plays that can support the Group's Directors in executing in their capacity as strategic leaders of the Group to achieve its long-term objectives and enhance shareholders' value. The primary objective of the Remuneration Committee ("RC") is to assist the Board in developing and establishing competitive remuneration policies and packages for directors and senior management of the Group.

The RC carries out an annual review of the remuneration packages for directors and senior management of the Group whereupon the recommendation will be submitted to the Board for approval. Such an annual review shall ensure that the remuneration packages for the directors and senior management remain sufficiently attractive to attract, retain and motivate them.

The Board has put in place a Directors Remuneration Policy & Procedure to facilitate the RC in reviewing, evaluating, and recommending to the Board the remuneration packages for the directors and senior management of the Group.

The Directors' Remuneration Policy & Procedure is to be reviewed from time to time to ensure its competitiveness to attract, develop, and retain directors to provide the necessary skills and experience to commensurate with the responsibilities of an effective Board.

The details of the remuneration and benefits paid/payable to the Directors on the Company and the Group basis for services rendered in all capacities for the FYE Dec 2025 are tabulated as follows:

##### The Company

	Fees	Salary	Bonus	Allowances	Other Emoluments	Benefits-in-kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>Executive Directors</b>							
Mr Loh Hock Chiang	-	-	-	-	-	-	-
Mr Tan Chong Hin	-	-	-	-	-	-	-
<b>Non-Executive Directors</b>							
Dato' F'ng Meow Cheng	50.96	-	-	13.00	-	-	63.96
Encik Nor Shahmir Bin Nor Shahid	42.60	-	-	13.50	-	-	56.10
Mr Yee Swee Meng	42.60	-	-	12.60	-	-	55.20
Ms Jamie Hwe Ping Lee	42.60	-	-	11.00	-	-	53.60
Mr Jonathan Ming Chian Lee (Alternate Director to Ms Jamie Hwe Ping Lee)	-	-	-	-	-	-	-

# Corporate Governance Overview Statement (Cont'd)

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

### III. REMUNERATION

#### Remuneration Policy & Procedure

##### The Group

	Fees	Salary	Bonus	Allowances	Other Emoluments	Benefits-in-kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>Executive Directors</b>							
Mr Loh Hock Chiang	-	789.87	962.50	-	-	23.95	1776.32
Mr Tan Chong Hin	-	658.23	962.50	-	-	-	1620.73
<b>Non-Executive Directors</b>							
Dato' F'ng Meow Cheng	50.96	-	-	13.00	-	-	63.96
Encik Nor Shahmir Bin Nor Shahid	42.60	-	-	13.50	-	-	56.10
Mr Yee Swee Meng	42.60	-	-	12.60	-	-	55.20
Ms Jamie Hwe Ping Lee	42.60	-	-	11.00	-	-	53.60
Mr Jonathan Ming Chian Lee (Alternate Director to Ms Jamie Hwe Ping Lee)	-	-	-	-	-	-	-

The Directors who are also shareholders of the Company will abstain from voting at general meetings in respect of the resolutions pertaining to the approval of their own remuneration.

Although the MCGG recommends disclosure by the Company of the remuneration of its senior management in the bands of RM50,000 on a named basis, the Company is of the view that the disclosure of senior management's remuneration on a named basis is not in its best interests given the sensitivity of such information and the intense competition for talent in the industry. Senior management's remuneration is determined based on internal and external benchmarking studies.

The composition of the RC, its roles, functions, responsibilities, and activities carried out by the RC are as set out in the RC Report in this Annual Report.

## Corporate Governance Overview Statement (Cont'd)

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### I. AUDIT COMMITTEE

The Audit Committee (“**AC**”) comprises two (2) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director. The Chairperson of the AC, Encik Nor Shahmir bin Nor Shahid, is a member of the MIA.

Mr Yee Swee Meng is also a member of the MIA and a CA(M), as well as a fellow member of CPA Australia, while Ms Jamie Hwe Ping Lee is a member of CPA Australia.

The AC primarily assists the Board in the review of financial reporting, internal control framework, risk management, and evaluation of the performance and audit independence of the external Auditors. The AC ensures that the financial statements have been made out in accordance with the provisions of the Companies Act 2016 and applicable accounting standards and provide a balanced and fair view of the financial state and performance of the Group.

In addition, the AC must comprise exclusively Non-Executive Directors. The AC has included in its Terms of Reference a requirement for a former key audit partner to observe a cooling-off period of at least three (3) years before being appointed as a member of the AC. None of the current members of the AC is a former key audit partner of the Group.

The composition of the AC, its roles, functions, responsibilities, and activities carried out by the AC are as set out in the AC Report in this Annual Report.

#### II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board acknowledges its responsibility for establishing a sound risk management framework and system of internal control to safeguard shareholders’ investment and the Group’s assets, and to provide reasonable assurances on the reliability of the financial statements. In addition, equal priority is given to financial controls, operational and compliance controls as well as risk management. While the internal control system is devised to cater to the particular needs of the Group and the risk, such controls by their nature can only provide reasonable assurance but not absolute assurance against unintended material misstatement or loss.

The Group has in place an on-going process and has established a framework for identifying, evaluating, monitoring, and managing the significant risks affecting the Group. The Board reviews the adequacy and integrity of the Group’s system of internal controls on a continuous basis. The Risk Management Committee (“**RMC**”) and AC assist the Board in discharging its roles and responsibilities to oversee the effectiveness and adequacy of the risk management and internal control system of the Group.

To maintain total independence in the management of the Group’s internal control environment and ensure compliance with the MMLR, the Group’s internal audit function is outsourced to an independent professional service, who reports and assists the AC in the management and establishment of the internal control system and processes of the Group by providing an independent assessment on the adequacy, efficiency, and effectiveness of the Group’s internal control system and processes.

Please refer to the Statement on Risk Management & Internal Control on pages 68 to 72 of this Annual Report, on the state of the Company’s risk management and internal control system in FYE Dec 2025.

# Corporate Governance Overview Statement (Cont'd)

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

### I. ENGAGEMENT WITH STAKEHOLDERS

The Board recognises the importance of communications with its stakeholders and is committed to upholding high standards of transparency and promotion of investor confidence through the provision of comprehensive, accurate, and quality information on a timely basis.

The Company communicates information to its stakeholders primarily through the Company's annual reports, quarterly financial reports, and annual general meetings, as well as through disclosures made to Bursa Malaysia Securities Berhad.

The Group has established a website at [www.atechgroup.com.my](http://www.atechgroup.com.my) which provides the shareholders and public access to information in relation to the Group, corporate matters, announcements, and financial reports released to Bursa Securities and other investors' relations matters. Further, shareholders and the public may submit an inquiry with questions or comments on its website.

### II. CONDUCT OF GENERAL MEETINGS

AGM is the principal forum for dialogue and interaction with shareholders as it provides a platform for shareholders to participate in questions and answers sessions with Directors and Management on the Group's business activities. The Chairperson together with other Directors and external Auditors will be present at the forthcoming AGM to respond to any enquiries from the shareholders as well as to have a discussion with shareholders, if required. Shareholders who are unable to attend, are allowed to appoint proxies to attend and vote on their behalf.

The Notice of AGM will be issued at least 28 days before the AGM to ensure that shareholders are given sufficient time to consider the resolutions that will be discussed and decided at the AGM.

Pursuant to Paragraph 8.29A(1) of the MMLR, all resolutions set out in the Notice of AGM will be put to vote by way of poll. The Board will make an announcement on the detailed results showing the number of votes cast for and against each resolution at the AGM.

### COMPLIANCE WITH MCCG

The Board strives to ensure that the Group complies with the principles and practices of the MCCG. The Board will endeavour to improve and enhance procedures in the Group to ensure compliance from time to time. The application of the principles and practices of the MCCG is set out in the CG Report of the Company, which is available on the Company's website, [www.atechgroup.com.my](http://www.atechgroup.com.my).

# Remuneration Committee Report

The Board of Directors of the Company (“**Board**”) is pleased to present the Remuneration Committee Report comprising information on composition and activities of the RC in discharging its duties for the FYE Dec 2025.

## Composition and Meeting Attendance

The composition and meeting attendance of RC comprise the following:

Name	Designation	Meeting Attendance
Yee Swee Meng	Chairperson / Independent Non-Executive Director	1/1
Nor Shahmir Bin Nor Shahid	Member / Independent Non-Executive Director	1/1
Jamie Hwe Ping Lee	Member /Non-Independent Non-Executive Director	1/1

The RC was established with the role of reviewing and determining the framework or board policy for the remuneration, in all forms, of the executive directors and senior management.

The RC meets as and when required to determine and recommend to the Board any performance related pay schemes for the executive directors and senior management and/or other persons as the RC is designated to consider by the Board and to determine the policy for and scope of service agreements for the executive and non-executive directors, termination payment and compensation commitments.

## Summary of RC Activities

- (a) Reviewed the annual remuneration package of the Executive Directors and senior management;
- (b) Reviewed the Directors’ fees and benefits;
- (c) Reviewed the RC’s Terms of Reference; and
- (d) Reviewed the RC report.

The details of the remuneration and benefits paid to the Directors of the Company and the Group for services rendered in all capacities for the FYE Dec 2025 are tabulated under pages 60 and 61 of the Annual Report and Practices 8.1 of the CG Report respectively.

All proceedings of the RC meeting were duly recorded in the minutes and are properly kept at the Registered Office of the Company.

The Terms of Reference for RC are available at [www.atechgroup.com.my](http://www.atechgroup.com.my).

# Nomination Committee Report

The Board is pleased to present the Nomination Committee Report comprising information on the composition and activities of the NC in discharging its duties for the FYE Dec 2025.

## Composition and Meeting Attendance

The composition and meeting attendance of the NC as shown below comply with Paragraph 15.08A(1) of the MMLR, which comprises exclusively of Non-Executive Directors:

Name	Designation	Meeting Attendance
Yee Swee Meng	Chairperson/Independent Non-Executive Director	1/1
Nor Shahmir Bin Nor Shahid	Member/Independent Non-Executive Director	1/1
Jamie Hwe Ping Lee	Member /Non-Independent Non-Executive Director	1/1

The NC is responsible for reviewing the Board's composition and balance, assessing the term of office and the performance of the Board and board members, the performance of the AC and the AC members, as well as considering the Board's succession planning and making recommendations for new appointment of Directors.

The NC meets at least once a year or as and when required. The decision on a new appointment shall be the responsibility of the Board after considering the recommendation of the NC.

## Summary of NC Activities

- (a) Reviewed the mix of skill and experience and other qualities of the Board;
- (b) Reviewed the performance and effectiveness of the Board members, individually and collectively as a Board;
- (c) Reviewed the performance and effectiveness of the AC members, individually and collectively as a committee;
- (d) Reviewed and assessed the directors standing for re-election at the next Annual General Meeting;
- (e) Reviewed the independence of Independent Directors; and
- (f) Reviewed the NC report.

The NC is satisfied that the Board as a whole, and the individual Board members have fulfilled their duties and responsibilities effectively and are suitably qualified in their respective positions. The NC also concluded that the AC had carried out its functions and responsibilities effectively in accordance with its Terms of Reference.

All proceedings of the NC meeting were duly recorded in the minutes and are properly kept at the Registered Office of the Company.

The Terms of Reference of NC are available at [www.atechgroup.com.my](http://www.atechgroup.com.my).

# Audit Committee Report

The Board is pleased to present the report of the Audit Committee (“**AC**”) for the financial year ended 31 December 2025 (“**FYE Dec 2025**”). The primary objective of the AC is to assist the Board in discharging its statutory duties and responsibilities relating to the corporate accounting and practices for the Company and its subsidiary and to ensure the adequacy and effectiveness of the Group’s internal control measures as well as to review any conflict-of-interest situations.

The AC is guided by its Terms of Reference which sets out the composition, authority, duties, and responsibilities. The Terms of Reference for the AC are available at [www.atechgroup.com.my](http://www.atechgroup.com.my).

## MEMBERSHIP AND ATTENDANCE

During the FYE Dec 2025, a total of five (5) AC meetings were held. The composition of the AC and the details of the AC members are as follows:

Name	Designation	No. of Meetings Attended
Nor Shahmir bin Nor Shahid	Chairperson/ Independent Non-Executive Director	5/5
Yee Swee Meng	Member/Independent Non-Executive Director	5/5
Jamie Hwe Ping Lee	Member/Non-Independent Non-Executive Director	5/5

Collectively, the AC members have vast experience and wide range of necessary skills, knowledge, and experience, especially in accounting and finance to carry out their duties and responsibilities.

The Chairperson of the AC, Encik Nor Shahmir bin Nor Shahid, is a member of the MIA. Mr Yee Swee Meng is also a member of the MIA and CA(M), as well as a member of the ASEAN Chartered Professional Accountants Coordinating Committee, while Ms Jamie Hwe Ping Lee is a member of CPA Australia. Thus, the Company has complied with Paragraph 15.09(1)(c)(i) of the MMLR.

The Board, through the NC, reviews the terms of office of the AC members and assesses the performance of the AC and its members through an annual Board’s Committee evaluation. The Board was satisfied that the AC and its members had fulfilled their functions, duties, and responsibilities in accordance with its Terms of Reference.

The Group CFO and the Director of Sustainability, Governance & Admin of BCM (“**DSG**”) were invited to attend all AC meetings to facilitate direct communication and interaction as well as provide clarifications on audit, financial, and operational issues. Both the Group CFO and DSG had briefed the AC on specific areas requiring attention and issues arising from the quarterly and audit reports.

## SUMMARY OF ACTIVITIES

The following summary of activities had been carried out during the FYE Dec 2025:

- Reviewed annual financial statements and quarterly financial results of the Group.
- Reviewed budget of the Group.
- Internal audit
  - o Reviewed internal audit plan for the Group.
  - o Reviewed audit findings presented by an outsourced Internal Auditor (“**IA**”).
  - o Conducted assessment of the suitability and performance of the IA.
  - o Reviewed IA’s fees.
- External audit
  - o Reviewed external audit plan for the Company and the Group.
  - o Reviewed audit findings presented by External Auditor.
  - o Conducted private session with External Auditor without the presence of the Executive Directors and Management.
  - o Conducted assessment of the suitability, performance, and independence of the External Auditor.
  - o Reviewed the External Auditor’s fees.
  - o Reviewed the non-audit services before services are rendered by the External Auditor and its affiliates taking into account the nature and extent of the non-audit services and the appropriateness of the level of the fee.

# Audit Committee Report (Cont'd)

## SUMMARY OF ACTIVITIES (CONT'D)

- Reviewed the Terms of Reference of the AC.
- Reviewed and reported to the Board the Conflict of Interest (“COI”) and potential COI situations Reviewed Statement of Risk Management and Internal Control for inclusion in the Annual Report.
- Reviewed the AC Report.

## INTERNAL AUDIT FUNCTION

Internal audit operates independently of the Group’s operations and is primarily responsible for enhancing and improving the Group’s activities. It actively supports the Group in achieving its objectives by employing a systematic and disciplined approach to assess and strengthen risk management, controls, and governance processes within the Group.

The Group’s internal audit function for the FYE Dec 2025 was carried out by an independent professional services firm. This ensures the independence of the IA, as they are not involved in the Group’s operation. The outsourced IA, who is responsible for evaluating the effectiveness of the Group’s internal controls systems, reports directly to the AC.

The IA is tasked to evaluate selected processes of the Group and identify opportunities for improvement where applicable.

The review of the internal audit activities for the FYE Dec 2025 covered the process and functionality of the Digitalisation and Automation (D&A) Department of BCM.

The IA will follow up on the implementation of the recommendations and management action plans and report to the AC on the status of the implementation.

The total costs incurred for IA for the FYE Dec 2025 were RM8,500.00.

## CONFLICT OF INTEREST

On a quarterly basis and as and when they arise, the AC reviewed all COI (including potential, actual, perceived and persisting) declarations/confirmations received from the Board and key senior management of the Company and the measures taken to resolve, eliminate, or mitigate such conflicts. During the year under review, the AC has reviewed and was satisfied that none of the Board and key senior management have any conflicts of interest with the Company.

# Statement on Risk Management and Internal Control

## 1. Introduction

The Board recognises the importance of maintaining a strong risk management and internal control system within the Company and its subsidiary (collectively as, the “**Group**”). The Group is pleased to present the Statement on Risk Management and Internal Control (“**Statement**”), which outlines the nature and scope of the Group’s Risk Management and Internal Control system for the FYE Dec 2025 and up to the approval date of this Statement. This Statement is disclosed according to Chapter 15.26(b) of the MMLR of Bursa Malaysia Securities Berhad and the Malaysian Code on Corporate Governance (“**MCCG**”). The preparation of this Statement followed the guidelines outlined in the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Company 2025, as set out in Practice Note 9 of the MMLR. The scope of this Statement covers the Group.

## 2. Board Responsibilities

The Board recognises the importance of maintaining a risk management and internal control system to safeguard the Group’s assets, shareholders’ investments, and the interests of stakeholders such as customers, regulators, and employees. The Board is committed to upholding suitable risk management and internal control systems to ensure that the Group’s objectives are achieved. The Board regularly assesses the sufficiency and effectiveness of these systems. However, it is important to note that no risk management system can eliminate all risks. Instead, it is designed to handle risks. Therefore, it can only offer reasonable assurance, rather than absolute certainty, against losses, fraud, or material misstatement.

The Board has given the Risk Management Committee (“**RMC**”), which includes a majority of Independent Non-Executive Directors (“**INED**”), the task of overseeing risk management. Audit Committee (“**AC**”), which includes INED and Non- Independent Non-Executive Directors (“**NINED**”), has been given the responsibility of the internal control function. The Board, through the RMC and AC, regularly evaluates the adequacy and effectiveness of the risk management and internal control system and if necessary, the Board instructs the management to implement suitable controls to address emerging issues or areas of control deficiencies. This procedure has been in place for the financial year under review and remains in effect until the approval of this Statement for inclusion in the Annual Report 2025 of the Company.

## 3. Risk Management Framework

The Board has established and developed an Enterprise Risk Management (“**ERM**”) framework to achieve the following objectives:

- communicate and disseminate across the organisation the vision, role, and direction of the Group;
- identify, assess, evaluate, and manage the various principal risks that affect the business of the Group;
- create a risk-awareness culture and risk ownership for more effective management of risks; and
- formulate a systematic process of reviewing, tracking, and reporting on key risks identified and corresponding mitigation procedures.

### Integration of Sustainability into Risk Management

The Group recognises the importance of sustainability risks. Therefore, such risks are embedded into the Group’s overall risk management processes and assessed alongside strategic, financial, operational, legal and compliance risks.

Sustainability risks encompass EESG-related risks, including but not limited to climate-related risks, regulatory risks, market risks, operational risks and customer risks. Such risks are assessed annually and deliberated to the Board to enhance the risk governance oversight.

### Risk Management Oversight Structure



## Statement on Risk Management and Internal Control (Cont'd)

### 3. Risk Management Framework (cont'd)

The Group conducts a risk analysis on a regular basis, which involves constantly reviewing the process of identifying, evaluating, and taking necessary action to assess and monitor the impacts of the risk on the operation and business. During the year under review, the risk assessment was undertaken based on the current and potential market risks, operational risks, regulatory risks, and customer risks and the controls identified for the organisation. In this process, the Management fully identifies and assesses all types of risks in terms of their likelihood, magnitude of impact and the effectiveness of their controls or mitigations. They also address the adequacy and application of the mechanisms in place to manage, mitigate, avoid, or eliminate these risks. If significant risks are identified, they are then brought to the attention of the RMC, AC, and Board during their respective meetings. This serves as an ongoing process to identify, assess, and manage risks faced by the Group. It has been implemented for the financial year under review and remains in place until the approval of this Statement for inclusion in the Annual Report.

During RMC meeting in November 2025, the Risk Management Executive Committee (“RMEC”) was restructured to enhance oversight and accountability. Under the new structure, the Director of Sustainability, Governance and Admin, CFO, along with all key division heads and department heads, have been designated to oversee RMEC. The RMEC remains responsible in identifying, evaluating, and monitoring risks, ensuring appropriate and timely mitigation actions taken are implement. Additionally, Respective Risk Owners assist in managing these risks, integrating risk management processes into the Group’s operational and business management procedures. When necessary, external professionals with relevant expertise may be consulted to offer advice and support the management team.

The Group will remain attentive to the main risks and related controls to ensure their ability to effectively respond to changes in the business and competitive environment.

### 4. Internal Audit Function

The Group’s internal audit function for the FYE Dec 2025 was performed by an outsourced Internal Auditor (“IA”), Cavina Consultancy (Registration No.: 202503106043), who is a certified ISO9001: 2008 Lead Auditor. The IA supports both the Board and the AC by conducting an independent assessment of the adequacy and operating effectiveness of the internal control system of the Group. To ensure independence from the management, the IA report directly to the AC through the execution of internal audit work.

The IA’s scope of work and activities are guided by the annual audit plan based on the appropriate risk-based methodology approved by the AC. The internal audit function shall highlight any key areas of weaknesses in the risks and internal control management system of the Group to the AC and include in their report the recommendations on the remedial actions to be taken to address the areas of weaknesses as highlighted for the reviews and recommendations of AC to the Board for implementation. In addition, the IA shall perform follow-up reviews on previously reported issues and provide an update to the AC on the status of the implementations.

During the financial year under review, AC assessed and endorsed an internal audit plan that specifically addressed areas with identified risks. Furthermore, they established follow-up procedures to monitor and ensure the implementation of the internal audit’s recommendations.

### 5. Other Internal Control Processes

Apart from risk management and internal audit, the system of internal controls of the Group also comprises the following key elements:

#### a. Organisation Structure and Delegation of Authority

The Group has an organisational structure that clearly defines lines of responsibility, delegation of authority, segregation of duties, and flow of information. This structure is aligned with the operational requirements of the Group’s business and ensures accountability and responsibility within management for their respective job functions.

The Group CEO is responsible for conveying and ensuring the execution of the Board’s decisions, operational policies, and procedures. He also oversees the Group’s daily operations. On the other hand, the Group CFO is responsible for overseeing the overall human resources, IT, accounting, financial, and sustainability management of ATech Group.

The Limit of Authority (“LOA”) is established and is reviewed as and when required by the Management and the Board to have a clear guidelines and procedures for executing decisions within the organisation.

## Statement on Risk Management and Internal Control (Cont'd)

### 5. Other Internal Control Processes (cont'd)

#### b. Policies and Procedures

Standard Operating Procedures (“**SOPs**”) and various policies are established as guidelines for all employees within the Group to follow in their daily activities, ensuring adherence to financial and operational controls, as well as the relevant laws and regulations. The SOPs and policies are regularly reviewed and updated as necessary.

The Group is strongly dedicated to delivering products and services that consistently align with and surpass business goals and customer needs whenever feasible. The Group diligently assesses the ongoing efficiency of its quality management systems and actively seeks opportunities for improvement. It also ensures compliance with relevant statutory and regulatory requirements, encompassing health and safety regulations, environmental controls, and other pertinent legislation.

The Group has documented policies and procedures in place to regulate important processes in accordance with the following:

- ISO 9001:2015 – QUALITY MANAGEMENT SYSTEM
- ISO14001:2015 – ENVIRONMENTAL MANAGEMENT SYSTEM
- ISO 45001:2018 – OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM
- EN ISO 13485:2016 – MEDICAL DEVICES QUALITY MANAGEMENT SYSTEM
- IATF 16949: 2016 – AUTOMOTIVE QUALITY MANAGEMENT SYSTEM
- ANSI/ESD S20.20:2021 – ELECTROSTATIC DISCHARGE CONTROL

#### c. Integrity and Ethical Value

The Board has established the Code of Business Conduct and Ethics for the Directors and Employees of the Group in compliance with Practice 3.1 of the MCCG. This Code aims to demonstrate the Board’s commitment to upholding high ethical standards in all areas of the organisation’s operations and engagements with stakeholders.

To comply with Section 17A of the Malaysian Anti-Corruption Commission (“**MACC**”) Act 2009, a formal Anti-Bribery and Anti-Corruption Policy (“**ABAC Policy**”) has been implemented to mitigate the risk of bribery and conflicts of interest within the Group. Additionally, a Whistleblowing Policy and corresponding procedures have been established to provide transparent and confidential channels for communication and feedback, enabling employees and stakeholders to appropriately raise legitimate concerns regarding potential misconduct, improper behaviour, or other wrongdoings within the Group.

To further compliment the ABAC Policy, the risks of bribery and corruption were assessed throughout various departments to ensure compliance, transparency, and to mitigate risks of corruption and fraudulence.

The Group, through its subsidiary, has continued to enforce ABAC Policy compliance and has required all new suppliers and vendors to sign the Corruption-Free Pledge.

#### d. Board of Directors/Board Committee Meetings

The Board operates based on guidelines set out in the Board Charter, which define its role, functions, composition, and processes. The Board has established committees such as the AC, NC, RC, and RMC, each with its specific tasks outlined in their terms of reference, which are approved by the Board. The AC and RMC support the Board in monitoring risk and control matters within their scope of work.

Regular meetings are scheduled for the Board and its committees to assess the Group’s performance, considering both financial and operational aspects.

## Statement on Risk Management and Internal Control (Cont'd)

### 5. Other Internal Control Processes (cont'd)

#### e. Employee Training and Development

The Group is committed to maintaining an effective and efficient workforce by ensuring the hiring and retention of competent employees with the necessary knowledge, skills, and experience to fulfil their responsibilities effectively. Performance evaluations and annual Training Needs Analysis (“TNA”) are conducted across all levels to identify skill gaps, training needs, and talent development opportunities, reinforcing a culture of continuous improvement.

To enhance employee competencies, the Group provides a diverse range of training programmes and workshops, aimed at expanding knowledge and improving proficiency in daily operations. Relevant training sessions are conducted regularly, ensuring employees stay updated with the latest industry trends and best practices. Emphasis is placed on strengthening employees’ problem-solving and technical capabilities through specialised training initiatives.

Additionally, on-site training at customer locations is conducted to enhance employees’ inspection and troubleshooting skills, further improving product quality. By equipping employees with practical experience in real-world settings, the Group ensures that its workforce is well-prepared to address quality concerns, improve efficiency, and contribute to the overall success of the organisation.

Apart from that, the Group has also conducted in-house annual Anti-Bribery and Anti-Corruption Awareness training which was delivered by officers from the MACC. This serves the Group’s commitment towards a corruption-free organisation.

#### f. Information and Communication

The Group has established a robust information and communication framework that includes modern technologies such as computerised systems, a secure intranet, and an electronic mail system. These resources ensure that operational data and management information are swiftly and securely communicated to specific individuals within the Group. This enables timely decision-making and facilitates communication with external stakeholders for executing tasks and gathering information. To facilitate effective communication, management and board meetings are conducted, allowing for a productive exchange of information across various levels of management and with the Board.

#### g. Monitoring and Review Activities

The Group CEO and CFO are closely involved in the daily operations and regularly review the performance of the business units and department function by identifying, discussing, and resolving various matters covering operational, financial, business development, human resources, and key management issues. The Management team formulates and implements action plans to address the identified areas of concern.

#### h. Company Secretary

The Company Secretary plays a crucial role in providing guidance and advice on matters related to the Constitution of the Company, Board policies, and procedures, compliance with relevant regulatory requirements, codes, or guidance, and other key corporate governance functions. They ensure that the Board and its Committees comply with legal and regulatory requirements, maintain accurate records, and manage Board meetings effectively.

#### i. Insurance

Adequate insurance coverage and effective physical safeguards have been implemented to protect the Group’s significant assets from potential mishaps that could lead to substantial losses. The Group also holds Directors and Officers (“D&O”) liability insurance to safeguard the personal assets of corporate directors and officers, as well as their spouses, in case they face personal lawsuits from employees, vendors, competitors, investors, customers, or other parties due to real or alleged wrongful actions in their management of the company. Periodic evaluations of available insurance coverage have been conducted to mitigate associated financial risks, ensuring economically viable terms.

#### j. Cyber Security Risks

The Group acknowledges the growing importance of managing cybersecurity risks due to its increased reliance on digital technology and Information and Communication Technology (ICT) equipment. To mitigate potential cyber threats and data breaches, the Group has implemented measures such as antivirus protection, firewall gateway protection, routine data backups, and local disaster recovery solutions. Additionally, the Group enforces strict password policies, controls physical access to server rooms, and limits employee access to internal and customer critical data and sensitive information. Additionally, in January 2026, the IT department conducted cybersecurity awareness training covering all indirect labour. Moreover, the IT team has also been actively updating the Board on cyber security controls quarterly. These actions demonstrate the Group’s commitment to enhancing its cyber security defences and protecting its digital assets in an ever-evolving digital landscape.

## Statement on Risk Management and Internal Control (Cont'd)

### 5. Other Internal Control Processes (cont'd)

#### k. Pandemic Preparedness and Response

The Group remains committed to safeguarding the health and well-being of employees and stakeholders by maintaining comprehensive pandemic preparedness measures. Since the COVID-19 pandemic, the Group has continued to refine and strengthen its response strategies to ensure business continuity and workplace safety in the event of any future health crises.

In line with global health guidelines and regulatory requirements, the Group enforces preventive measures, including the provision of personal protective equipment (“PPE”), hygiene protocols, employee health screenings, and remote working arrangements where necessary. Additionally, contingency plans are regularly reviewed to enhance resilience against potential outbreaks.

The Group remains vigilant in monitoring emerging health risks and is prepared to implement necessary precautionary measures should the need arise. By fostering a proactive and adaptive approach, the Group ensures that it is well-equipped to handle future pandemics while prioritising the safety of its workforce and stakeholders.

#### l. Data Protection and Privacy

The Group remains committed to upholding high standards of data protection and privacy in compliance with the Personal Data Protection Act 2010 (Act 709) (“PDPA”). In this regard, the Group has established and implemented policies, procedures, and internal controls to govern the collection, processing, storage, and disclosure of personal data.

These measures are designed to ensure that personal data is handled in a secure, transparent, and responsible manner, in line with regulatory requirements and best practices. The Group also undertakes the implementation of a designated Data Protection Officer (“DPO”) to ensure strict compliance with PDPA requirements.

### 6. Review of the Statement by External Auditors

The External Auditors have reviewed this Statement pursuant to Chapter 15.23 of the MMLR and in accordance with the Audit and Assurance Practice Guide 3 (“AAPG 3”), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in this Annual Report, issued by the MIA for inclusion in this Annual Report of the Group for the FYE Dec 2025 and reported to the Board that nothing has come to their attention that cause them to believe that this Statement intended to be included in the Annual Report of the Group, in all material respects:

- a) has not been prepared in accordance with the disclosures required by Paragraph 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Company 2025; or
- b) the Statement is factually inaccurate.

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

### 7. Conclusion

The Group’s CEO and CFO have assured the Board that the Group’s risk management and internal control system continues to operate effectively and adequately, based on their ongoing management oversight and assessments. The Board remains confident that this system is robust in safeguarding stakeholders’ interests and protecting the Group’s assets. There have been no significant losses, contingencies, or uncertainties that require disclosure in this Annual Report. The Board is committed to continuously strengthening the risk management and internal control framework to align with the Group’s strategic direction and evolving business landscape. Ongoing enhancements are being implemented to further improve governance, risk mitigation, and operational resilience. The Group remains steadfast in its dedication to maintaining a strong risk management culture and an effective internal control system across all levels of the organisation.

## Additional Compliance Information

### 1. UTILISATION OF PROCEEDS RAISED FROM THE PRIVATE PLACEMENT

Pursuant to the announcement dated 29 August 2025 on the variation of utilisation of proceeds, the 2nd private placement of the issuance of new Company ordinary shares on 19 June 2024 was fully utilised in the FYE Dec 2025 as follows:

Purpose	Estimated Timeframe for Utilisation	Proposed Utilisation RM	%	Fund Utilised RM	Unutilised Balance as at 31 December 2025 RM
Construction of P5	within 15 months	39,713,210	30.1	39,713,210	-
Investment in strategic new vacant land	within 18 months	11,500,000	8.7	11,500,000	-
New machinery, equipment, testers, tools, jigs and fixtures	within 18 months	20,000,000	15.2	20,000,000	-
Part repayment of bank facilities	within 5 months	15,400,000	11.7	15,400,000	-
Working capital requirements of the Group	within 12 months	44,131,570	33.4	44,131,570	-
Expenses in relation to the Private Placement 2	within 3 months	1,268,000	1.0	1,268,000	-
<b>Total</b>		<b>132,012,780</b>	<b>100.0</b>	<b>132,012,780</b>	<b>-</b>

### 2. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid or payable to the auditors, or a firm or corporation affiliated to the auditors' firm by the Company and the Group for the FYE Dec 2025 were as follows:

	Company RM	Group RM
Audit Fees	38,000	156,000
Assurance Related and Non-audit fees	9,000	24,000
<b>Total</b>	<b>47,000</b>	<b>180,000</b>

### 3. MATERIAL CONTRACTS INVOLVING THE INTEREST OF THE DIRECTORS, CHIEF EXECUTIVE AND MAJOR SHAREHOLDERS

Save as disclosed in the audited financial statements for FYE Dec 2025, there were no material contracts entered into by the Group, involving the interest of the Directors, Chief Executive and Major Shareholders.

## Additional Compliance Information (Cont'd)

### 4. EMPLOYEES' SHARE SCHEME

- (a) The total number of performance shares granted, exercised, cancelled and outstanding pursuant to the Employees' Share Scheme granted on 4 November 2022 ("ESS") for the FYE Dec 2025 are set out below:

	Number of Performance Shares *	
	Employees	Directors
Granted - outstanding as at 1 Jan 2025	255,000	-
Adjustment *	410,000	-
Granted (New)	-	-
Issued	(150,000)	-
Lapsed/ Cancelled	(290,000)	-
Granted - outstanding as at 31 Dec 2025	225,000	-

\* The number of performance shares has been adjusted on the enlarged total number of applicable ordinary shares pursuant to the completion of the bonus issue on 24 June 2025.

- (b) The percentage of performance shares granted to the senior management under the ESS during the financial year and since its commencement and up to the 31 December 2025 are set out below:

	During the financial year	Since commencement up to 31 December 2025
<b>Directors and Senior Management</b>		
Aggregate maximum allocation	0%	67.2%
Actual performance shares granted	0%	67.2%

- (c) No performance shares were granted to and vested in Directors of the Company pursuant to an ESS in respect of FYE Dec 2025.

Other than the ESS, no other scheme was established by the Company.

### 5. RECURRENT RELATED PARTY TRANSACTIONS

There were no recurrent related party transactions entered into by the Group during the FYE Dec 2025.

## Statement of Directors' Responsibility

During the process of preparing the annual financial statements of the Group and the Company, the Directors are collectively responsible for ensuring that the financial statements are prepared in compliance with the Malaysian Financial Reporting Standards, IFRS Accounting Standards, the provisions of the Companies Act 2016 ("**Act**"), and the MMLR of Bursa Malaysia Securities Berhad.

In preparing the financial statements for the FYE Dec 2025, the Directors have:

- considered the applicable approved accounting standards in Malaysia.
- made reasonable and prudent judgments and estimates.
- used appropriate and consistent accounting policies throughout the preparation of the financial statements.
- prepared the financial statements assuming the Company will continue to operate normally in the foreseeable future going concern basis.

It is the responsibility of the Directors to ensure that the financial reporting of the Group and the Company provides a true and fair view of the financial position of the Group and the Company as of the end of the reporting period and the financial performance and cash flows for the financial year then ended.

The Directors are responsible for ensuring that the Group and the Company maintain proper accounting and such other records that disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the Act.

The Directors are also responsible for taking reasonable steps to safeguard the assets of the Group and the Company, as well as to detect and prevent fraud and other irregularities.

# Directors' Report

For The Financial Year Ended 31 December 2025

The directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended **31 December 2025**.

## PRINCIPAL ACTIVITIES

The principal activity of the Company consists of investment holding.

The principal activity of the subsidiary is the provision of integrated electronic manufacturing services ("**EMS**") which includes printed circuit board assembly ("**PCBA**"), sub-assembly and box-build services.

There have been no significant changes in the nature of these activities during the financial year.

## RESULTS

	GROUP RM	COMPANY RM
Profit for the financial year	<u>65,137,227</u>	<u>172,175,611</u>

In the opinion of the directors, the results of the operations of the Group and of the Company for the financial year ended **31 December 2025** have not been substantially affected by any item, transaction or event of a material and unusual nature.

## DIVIDENDS

Since the end of the previous financial year, the Company has declared and paid the following dividends in respect of financial year ended 31 December 2025:

- (i) first interim single tier dividend of RM0.036 per ordinary share amounting to RM15,606,893 declared on 30 May 2025 and paid on 15 July 2025;
- (ii) second interim single tier dividend of RM0.0085 per ordinary share amounting to RM11,054,882 declared on 29 August 2025 and paid on 22 October 2025; and
- (iii) third interim single tier dividend of RM0.0095 per ordinary share amounting to RM12,356,406 declared on 28 November 2025 and paid on 8 January 2026.

On 27 February 2026, the Company has declared a final special single tier dividend of RM0.02 per ordinary share amounting to RM26,013,488 in respect of the financial year ended 31 December 2025 and paid on 7 April 2026. The financial statements for the current financial year do not reflect this declared dividend. Such dividend will be accounted for in shareholders' equity as appropriation of retained profits in the financial year ending 31 December 2026.

## RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the notes to the financial statements.

## SHARE CAPITAL AND DEBENTURE

During the financial year, the Company issued:

- (i) 867,049,600 new ordinary shares on the basis of two (2) bonus shares for every one (1) existing share held ("**Bonus Issue**"); and
- (ii) 150,000 new ordinary shares pursuant to ESS. The related fair value of the ESS amounting to RM131,658 is transferred from the ESS reserve to share capital upon vesting of ESS.

The new ordinary shares rank *pari passu* in all respects with the existing ordinary shares of the Company.

## Directors' Report (Cont'd)

For The Financial Year Ended 31 December 2025

### WARRANTS

During the financial year, the Company issued 433,524,800 bonus warrants on the basis of 1 Warrant for every one (1) existing share held.

The salient features of the Warrants are disclosed in Note 36 to the financial statements.

Details of Warrants issued to directors are disclosed in the section on directors' interests in shares of this report.

### EMPLOYEES' SHARE SCHEME ("ESS")

The Company's ESS is established in conjunction with its listing on the Main Market of Bursa Malaysia Securities Berhad on 15 December 2021. The ESS is to be in force for a period of 5 years from 1 April 2022. The Board of Directors ("**Board**") will have the discretion upon the recommendation of the ESS Committee to extend the ESS for another 5 years or such shorter period as it deemed fit immediately from the expiry of the first 5 years, provided that the ESS does not exceed a maximum period of 10 years in its entirety.

The salient features and other terms of the ESS are disclosed in Note 30 to the financial statements.

The movement of the ESS during the financial year is as follows:

Grant date	Number of share grants				Balance at 31.12.2025
	Balance at 1.1.2025	Adjustment#	Exercised	Forfeited	
4.11.2022	255,000	410,000	(150,000)	(290,000)	225,000

# Adjusted for Bonus Issue during the financial year.

No ESS was granted to the directors of the Company.

### DIRECTORS

The directors of the Company in office since the beginning of the financial year to the date of this report are:

**Dato' F'ng Meow Cheng**

\* **Loh Hock Chiang**

\* **Tan Chong Hin**

**Nor Shahmir Bin Nor Shahid**

**Yee Swee Meng**

**Jamie Hwe Ping Lee**

**Jonathan Ming Chian Lee (Alternate Director to Jamie Hwe Ping Lee)**

\* The directors are also directors of the Company's subsidiary.

## Directors' Report (Cont'd)

For The Financial Year Ended 31 December 2025

### DIRECTORS' INTERESTS IN SHARES

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, the interests of directors in office at the end of the financial year in shares in the Company and its related corporations during the financial year are as follows:

	Number of ordinary shares				Balance at 31.12.2025
	Balance at 1.1.2025	Bonus Issue	Bought	Sold	
<b>The Company</b>					
<b>Direct Interest:</b>					
Loh Hock Chiang	30,545,300	61,090,600	-	-	91,635,900
Dato' F'ng Meow Cheng	13,800	27,600	80,000	-	121,400
Tan Chong Hin	80,900	161,800	242,700	-	485,400
Jamie Hwe Ping Lee	7,636,325	15,272,650	-	-	22,908,975
Jonathan Ming Chian Lee	7,636,325	15,272,650	-	-	22,908,975
<b>Deemed Interest:</b>					
<sup>1</sup> Loh Hock Chiang	146,272,900	292,545,800	-	(13,500,000)	425,318,700
<sup>2</sup> Tan Chong Hin	23,304,600	46,609,200	-	(1,500,000)	68,413,800
<sup>3</sup> Jonathan Ming Chian Lee	146,272,900	292,545,800	-	(13,500,000)	425,318,700

	Number of Warrants 2025/2030		
	Balance at 1.1.2025	Effect of Bonus Issue	Balance at 31.12.2025
<b>The Company</b>			
<b>Direct Interest:</b>			
Loh Hock Chiang	-	30,545,300	30,545,300
Dato' F'ng Meow Cheng	-	13,800	13,800
Tan Chong Hin	-	80,900	80,900
Jamie Hwe Ping Lee	-	7,636,325	7,636,325
Jonathan Ming Chian Lee	-	7,636,325	7,636,325
<b>Deemed Interest:</b>			
<sup>1</sup> Loh Hock Chiang	-	146,272,900	146,272,900
<sup>2</sup> Tan Chong Hin	-	23,304,600	23,304,600
<sup>3</sup> Jonathan Ming Chian Lee	-	146,272,900	146,272,900

Note:

- Deemed interest pursuant to Section 8 of the Companies Act 2016 by virtue of shares held through Main Stream Holdings Sdn. Bhd. and Main Stream Limited.
- Deemed interest pursuant to Section 8 of the Companies Act 2016 by virtue of shares held through Pixel Advisers Pte. Ltd.
- He is the Administrator of the Estate of Lee Chong Yeow @ Lee Chong Yan, as such he is deemed interest pursuant to Section 8 of the Companies Act 2016 by virtue of the late Lee Chong Yeow @ Lee Chong Yan's direct interest in the Company, Main Stream Holdings Sdn. Bhd. and Main Stream Limited.

By virtue of his shareholdings in the Company, **Loh Hock Chiang** is also deemed interested in the shares of the subsidiary of the Company, to the extent that the Company has interests.

# Directors' Report (Cont'd)

For The Financial Year Ended 31 December 2025

## DIRECTORS' REMUNERATION AND BENEFITS

During the financial year, the fees and other benefits received and receivable by the directors of the Company are as follows:

	COMPANY RM	SUBSIDIARY RM	GROUP RM
Fees	178,760	-	178,760
Salaries, allowances and bonus	50,100	3,373,097	3,423,197
Defined contribution plan	-	404,773	404,773
Social security contribution and employment insurance scheme	-	2,785	2,785
Benefits-in-kind	-	23,950	23,950
	<b>228,860</b>	<b>3,804,605</b>	<b>4,033,465</b>

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, with the objects of enabling directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate, other than the Warrants issued to the directors.

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit (other than a benefit included in the aggregate amount of emoluments received or due and receivable by the directors as shown above) by reason of a contract made by the Company or a related corporation with a 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, other than those related party transactions disclosed in the notes to the financial statements.

## INDEMNITY AND INSURANCE FOR DIRECTORS AND OFFICERS

The amount of indemnity coverage and insurance premium paid for professional indemnity for the directors and officers of the Company during the financial year are amounted to RM5,000,000 and RM15,400 respectively.

## OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps:

- (i) to ascertain that proper 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 there were no bad debts to be written off and no provision for doubtful debts was required; and
- (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including their values as shown in the accounting records of the Group and of the Company have been written down to an amount which they might be expected so to realise.

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

- (i) that would render it necessary to write off any bad debts or to make any provision for doubtful debts in the financial statements of the Group and of the Company; or
- (ii) that would render the value attributed to the current assets in the financial statements of the Group and of the Company misleading; or
- (iii) that have arisen which would render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or
- (iv) not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements misleading.

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

- (i) any charge on the assets of the Group and of 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 in respect of the Group and of the Company which has arisen since the end of the financial year.

## Directors' Report (Cont'd)

For The Financial Year Ended 31 December 2025

### OTHER STATUTORY INFORMATION (CONT'D)

In the opinion of the directors:

- (i) no contingent liability 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 will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due; and
- (ii) 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 to affect substantially the results of the operations of the Group and of the Company for the current financial year in which this report is made.

### AUDITORS

The auditors, **Grant Thornton Malaysia PLT**, have expressed their willingness to continue in office.

The total amount of fees paid to or receivable by the auditors and its affiliate as remuneration for their services to the Group and the Company for the financial year ended 31 December 2025 are as follows:

	<b>GROUP RM</b>	<b>COMPANY RM</b>
Statutory audit	<b>156,000</b>	<b>38,000</b>
Assurance related and non-audit services	<b>24,000</b>	<b>9,000</b>
Total	<b>180,000</b>	<b>47,000</b>

The Company has agreed to indemnify the auditors to the extent permissible under the provisions of the Companies Act 2016 in Malaysia. However, no payment has been made under this indemnity for the financial year.

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

\_\_\_\_\_  
**Dato F'ng Meow Cheng**

Penang,

Date: 27 April 2026

\_\_\_\_\_  
**Loh Hock Chiang**

## Directors' Statement

In the opinion of the directors, the financial statements set out on pages 87 to 132 are properly drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at **31 December 2025** and of their financial performance and cash flows for the financial year then ended.

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

\_\_\_\_\_  
**Dato F'ng Meow Cheng**

\_\_\_\_\_  
**Loh Hock Chiang**

**Date: 27 April 2026**

## Statutory Declaration

I, **Tan Chong Hin**, the director primarily responsible for the financial management of **Aurelius Technologies Berhad** do solemnly and sincerely declare that the financial statements set out on pages 87 to 132 are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by )  
the abovenamed at Penang, this **27th** )  
day of **April 2026**. )

\_\_\_\_\_  
**Tan Chong Hin**  
**(MIA No. 50072)**

**Before me,**

.....  
**Goh Suan Bee (P125)**  
**Commissioner for Oaths**

# Independent Auditors' Report

To The Members Of Aurelius Technologies Berhad  
Registration No. 202101005015 (1405314-D)  
(Incorporated in Malaysia)

## Report on the Audit of the Financial Statements

### Opinion

We have audited the financial statements of **Aurelius Technologies Berhad**, which comprise the statements of financial position as at **31 December 2025** of the Group and of the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 87 to 132.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at **31 December 2025** and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("**By-Laws**") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants* (including International Independence Standards) ("**IESBA Code**"), and we have fulfilled our other ethical responsibilities in accordance with the *By-Laws* and the IESBA Code.

### Key Audit Matters

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

# Independent Auditors' Report

To The Members Of Aurelius Technologies Berhad (Cont'd)

Registration No. 202101005015 (1405314-D)

(Incorporated in Malaysia)

## Key Audit Matters (cont'd)

Key Audit Matters	How Our Audit Addressed the Key Audit Matters
<p><b>Valuation of inventories</b> <i>(Note 6 to the financial statements)</i></p> <p>The Group holds significant inventories as at 31 December 2025 which exposes the Group to a risk that the inventories may become slow moving or recorded above their realisable value.</p> <p>The Group measures inventories at the lower of cost and net realisable value. Identifying and determining the appropriate write down of the inventories to net realisable value therefore requires management's judgement.</p> <p>We focus on this area as it involves estimation uncertainty by the management in determining the accuracy of inventories written down and in assessing the adequacy of inventories not stated at the lower of cost and net realisable value.</p>	<p>Our audit procedures in relation to the valuation of inventories included, amongst others, the following:</p> <ul style="list-style-type: none"> <li>• Obtained an understanding of: <ul style="list-style-type: none"> <li>- the Group's inventory management process;</li> <li>- how the Group identifies and assesses inventories write-downs; and</li> <li>- how the Group makes the accounting estimates for inventories write-downs;</li> </ul> </li> <li>• Reviewed the consistency of the application of management's methodology in determining and estimating the inventories written down from year to year;</li> <li>• Attended the year end physical inventory counts to identify whether any inventories are slow moving or obsolete;</li> <li>• Reviewed and tested the net realisable value of inventories on a sampling basis;</li> <li>• Reviewed the ageing analysis of inventories and tested the reliability thereof;</li> <li>• Made inquiries of management regarding the action plans to clear the aged inventories;</li> <li>• Checked the subsequent movements of the raw materials to identify any slow moving items; and</li> <li>• Evaluated the reasonableness and adequacy of the inventories written down recognised for identified exposure.</li> </ul>

## Independent Auditors' Report

To The Members Of Aurelius Technologies Berhad (Cont'd)  
Registration No. 202101005015 (1405314-D)  
(Incorporated in Malaysia)

### Key Audit Matters (cont'd)

Key Audit Matters	How Our Audit Addressed the Key Audit Matters
<p><b>Revenue recognition</b> (Note 20 to the financial statements)</p> <p>The Group's revenue is mainly derived from the provision of electronic manufacturing services and is recognised at a point in time.</p> <p>We focus on this area due to the magnitude and voluminous transactions which may give rise to a higher risk of material misstatements in respect of the timing and amount of revenue recognised. In addition, different customers with different deliverable arrangements could impact the point at which the control of the goods is passed on to the customers.</p>	<p>Our audit procedures in relation to revenue recognition included, amongst others, the following:</p> <ul style="list-style-type: none"> <li>• Obtained an understanding of the Group's revenue recognition process and application and thereafter tested controls on the occurrence of revenue;</li> <li>• Performed analytical procedures on the trend of revenue recognised to identify for any abnormalities;</li> <li>• Performed substantive testing on a sampling basis to verify that revenue recognition criteria was properly applied by checking to the documents which evidenced the delivery of goods to the customers;</li> <li>• Assessed whether revenue was recognised in the correct period by testing cut-off through assessing sales transaction taking place at either side of the reporting date as well as reviewing credit notes and sales returns issued after the reporting date;</li> <li>• Inspected the terms stated in the Master Sales Agreement with the Group's major customers to determine the point of transfer of control to the customers; and</li> <li>• Reviewed the sales ledger to identify any sales transactions that were entered using journals or non-sales invoices references and evaluated the nature of the transactions to determine whether they were <i>bona fide</i> transactions.</li> </ul>

There are no key audit matters to be communicated in respect of the audit of the financial statements of the Company.

### Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the 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 of 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 of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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

# Independent Auditors' Report

To The Members Of Aurelius Technologies Berhad (Cont'd)

Registration No. 202101005015 (1405314-D)

(Incorporated in Malaysia)

## Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company so as to give a true and fair view in accordance with Malaysian Financial Reporting Standards, IFRS Accounting 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 the financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the 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.

## Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in 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 of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than from 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 of 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 and 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 of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes 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.

## Independent Auditors' Report

To The Members Of Aurelius Technologies Berhad (Cont'd)  
Registration No. 202101005015 (1405314-D)  
(Incorporated in Malaysia)

### Auditors' Responsibilities for the Audit of the Financial Statements (cont'd)

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

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

### Other Matter

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

**Grant Thornton Malaysia PLT**  
**AF: 0737**  
**201906003682 (LLP0022494-LCA)**  
**Chartered Accountants**

**Terence Lau Han Wen**  
**No. 03298/04/2027 J**  
**Chartered Accountant**

**Penang**

**Date: 27 April 2026**

# Statements of Financial Position

As at 31 December 2025

		GROUP		COMPANY	
	NOTE	2025 RM	2024 RM	2025 RM	2024 RM
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	4	224,511,528	199,546,530	-	-
Investment in a subsidiary	5	-	-	334,864,467	390,434,467
		<u>224,511,528</u>	<u>199,546,530</u>	<u>334,864,467</u>	<u>390,434,467</u>
<b>Current assets</b>					
Inventories	6	110,076,054	134,561,965	-	-
Trade and other receivables	7	149,488,356	148,178,132	4,500	4,500
Contract assets	8	18,043,382	17,995,086	-	-
Current tax assets		-	-	75,842	54,700
Short term investments	9	189,773,618	132,254,898	189,764,358	1,627,678
Cash and bank balances	10	26,615,105	27,493,005	6,493	5,133
		<u>493,996,515</u>	<u>460,483,086</u>	<u>189,851,193</u>	<u>1,692,011</u>
<b>TOTAL ASSETS</b>		<u><b>718,508,043</b></u>	<u>660,029,616</u>	<u><b>524,715,660</b></u>	<u>392,126,478</u>
<b>EQUITY AND LIABILITIES</b>					
<b>Equity attributable to owners of the Company</b>					
Share capital	11	390,829,621	390,985,101	390,829,621	390,985,101
Merger deficit	12	(38,486,932)	(38,486,932)	-	-
Reserves	13	20,962,228	6,231,641	118,492	402,874
Retained profits	14	143,491,020	129,602,498	121,353,056	613,671
<b>Total equity</b>		<u><b>516,795,937</b></u>	<u>488,332,308</u>	<u><b>512,301,169</b></u>	<u>392,001,646</u>
<b>Non-current liabilities</b>					
Borrowings	15	-	1,878,672	-	-
Deferred tax liabilities	16	17,423,055	15,177,475	-	-
		<u>17,423,055</u>	<u>17,056,147</u>	<u>-</u>	<u>-</u>
<b>Current liabilities</b>					
Trade and other payables	17	141,630,444	148,957,686	12,414,491	124,832
Borrowings	15	34,139,816	1,563,438	-	-
Refund liabilities	18	2,179,225	3,419,812	-	-
Derivative financial liabilities	19	-	64,195	-	-
Current tax liabilities		6,339,566	636,030	-	-
		<u>184,289,051</u>	<u>154,641,161</u>	<u>12,414,491</u>	<u>124,832</u>
<b>Total liabilities</b>		<u><b>201,712,106</b></u>	<u>171,697,308</u>	<u><b>12,414,491</b></u>	<u>124,832</u>
<b>TOTAL EQUITY AND LIABILITIES</b>		<u><b>718,508,043</b></u>	<u>660,029,616</u>	<u><b>524,715,660</b></u>	<u>392,126,478</u>

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

# Statements of Comprehensive Income

For The Financial Year Ended 31 December 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024* RM	2025 RM	2024* RM
Revenue	20	627,137,231	600,746,730	170,512,500	34,818,149
Cost of sales		(531,290,050)	(517,797,351)	-	-
<b>Gross profit</b>		<b>95,847,181</b>	<b>82,949,379</b>	<b>170,512,500</b>	<b>34,818,149</b>
Other income	21	5,354,466	5,527,141	3,022,947	42,249
Administrative expenses		(17,691,223)	(21,578,186)	(1,388,209)	(584,568)
Selling and distribution expenses		(233,647)	(302,505)	-	-
<b>Operating profit</b>		<b>83,276,777</b>	<b>66,595,829</b>	<b>172,147,238</b>	<b>34,275,830</b>
Finance income	22	1,139,257	4,331,604	35,889	5,923
Finance costs	23	(176,267)	(700,630)	-	-
<b>Profit before tax</b>	24	<b>84,239,767</b>	<b>70,226,803</b>	<b>172,183,127</b>	<b>34,281,753</b>
Income tax expense	26	(19,102,540)	(9,210,719)	(7,516)	(1,500)
<b>Profit for the financial year</b>		<b>65,137,227</b>	<b>61,016,084</b>	<b>172,175,611</b>	<b>34,280,253</b>
<b>Other comprehensive income, net of tax:</b>					
<b>Items that will not be reclassified subsequently to profit or loss:</b>					
Revaluation of land and building		15,202,490	-	-	-
Transfer of revaluation surplus to retained profits		187,521	187,521	-	-
Realisation of revaluation surplus upon depreciation		(187,521)	(187,521)	-	-
		15,202,490	-	-	-
<b>Total comprehensive income for the financial year</b>		<b>80,339,717</b>	<b>61,016,084</b>	<b>172,175,611</b>	<b>34,280,253</b>
<b>Earnings per share attributable to owners of the Company (sen)</b>	27				
- Basic		5.01	4.69		
- Diluted		5.01	4.69		

\*Note: The income distribution on short term investments have been classified under other income in the current financial year. Accordingly, the amount has been reclassified from finance income to other income in the prior year to conform with current year's presentation.

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

# Consolidated Statement of Changes in Equity

For The Financial Year Ended 31 December 2025

NOTE	Attributable to owners of the Company					Total Equity RM
	Share Capital RM	Merger Deficit RM	Non-distributable Revaluation Reserve RM	ESS Reserve RM	Distributable Retained Profits RM	
2025						
	390,985,101	(38,486,932)	5,828,767	402,874	129,602,498	488,332,308
	-	-	15,014,969	-	65,324,748	80,339,717
	Total comprehensive income for the financial year					
	<i>Transactions with owners of the Company:</i>					
11	(287,138)	-	-	-	-	(287,138)
11	131,658	-	-	(131,658)	-	-
	-	-	-	(152,724)	152,724	-
28	-	-	-	-	(51,588,950)	(51,588,950)
	(155,480)	-	-	(284,382)	(51,436,226)	(51,876,088)
	390,829,621	(38,486,932)	20,843,736	118,492	143,491,020	516,795,937
	Balance at end					

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

## Consolidated Statement of Changes in Equity (Cont'd)

For The Financial Year Ended 31 December 2025

	Attributable to owners of the Company					Total Equity RM
	Share Capital RM	Merger Deficit RM	Non-distributable Revaluation Reserve RM	ESS Reserve RM	Distributable Retained Profits RM	
2024						
Balance at beginning	260,187,866	(38,486,932)	6,016,288	282,321	102,328,148	330,327,691
Total comprehensive income for the financial year	-	-	(187,521)	-	61,203,605	61,016,084
<i>Transactions with owners of the Company:</i>						
Issuance of shares pursuant to private placement	132,012,780	-	-	-	-	132,012,780
Share issuance expenses	(1,215,545)	-	-	-	-	(1,215,545)
Grant of ESS to employees	-	-	-	120,553	-	120,553
Dividends	-	-	-	-	(33,929,255)	(33,929,255)
Total transaction with owners	130,797,235	-	-	120,553	(33,929,255)	96,988,533
Balance at end	390,985,101	(38,486,932)	5,828,767	402,874	129,602,498	488,332,308

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

# Statement of Changes in Equity

For The Financial Year Ended 31 December 2025

	NOTE	Share Capital RM	Non- distributable ESS Reserve RM	Retained Profits RM	Total Equity RM
<b>2025</b>					
Balance at beginning		390,985,101	402,874	613,671	392,001,646
Total comprehensive income for the financial year		-	-	172,175,611	172,175,611
<i>Transactions with owners of the Company:</i>					
Share issuance expenses	11	(287,138)	-	-	(287,138)
Transfer of ESS reserve upon exercised	11	131,658	(131,658)	-	-
ESS options forfeited		-	(152,724)	152,724	-
Dividends	28	-	-	(51,588,950)	(51,588,950)
Total transaction with owners		(155,480)	(284,382)	(51,436,226)	(51,876,088)
Balance at end		390,829,621	118,492	121,353,056	512,301,169
<b>2024</b>					
Balance at beginning		260,187,866	282,321	262,673	260,732,860
Total comprehensive income for the financial year		-	-	34,280,253	34,280,253
<i>Transactions with owners of the Company:</i>					
Issuance of shares pursuant to private placement	11	132,012,780	-	-	132,012,780
Share issuance expenses	11	(1,215,545)	-	-	(1,215,545)
Grant of ESS to employees	25	-	120,553	-	120,553
Dividends	28	-	-	(33,929,255)	(33,929,255)
Total transaction with owners		130,797,235	120,553	(33,929,255)	96,988,533
Balance at end		390,985,101	402,874	613,671	392,001,646

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

# Statements of Cash Flows

For The Financial Year Ended 31 December 2025

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Profit before tax	<b>84,239,767</b>	70,226,803	<b>172,183,127</b>	34,281,753
Adjustments for:				
Accretion of interest on lease liability	-	20,408	-	-
Depreciation of property, plant and equipment	<b>14,592,853</b>	12,308,761	-	-
Depreciation of right-of-use asset	-	616,029	-	-
Dividend income	-	-	<b>(170,512,500)</b>	(34,818,149)
Equity-settled share-based payment	-	120,553	-	-
Fair value (gain)/loss on short term investments	<b>(1,033,464)</b>	(1,429,163)	<b>949,209</b>	(607)
Fair value loss on derivative	-	64,195	-	-
Gain on disposal of property, plant and equipment	<b>(25,701)</b>	(1,500)	-	-
Income distribution on short term investments	<b>(3,215,703)</b>	(408,591)	<b>(3,022,947)</b>	(41,642)
Interest expenses	<b>176,267</b>	680,222	-	-
Interest income	<b>(1,139,257)</b>	(4,331,604)	<b>(35,889)</b>	(5,923)
Loss on derecognition of right-of-use asset and lease liability	-	171,756	-	-
Rent concession	-	(185,280)	-	-
Unrealised loss/(gain) on foreign exchange	<b>2,559,129</b>	(2,892,159)	-	-
Operating profit/(loss) before working capital changes	<b>96,153,891</b>	74,960,430	<b>(439,000)</b>	(584,568)
Changes in:				
Inventories	<b>24,485,911</b>	19,107,777	-	-
Receivables	<b>(8,895,369)</b>	(34,323,907)	-	-
Contract assets	<b>(48,296)</b>	(5,180,990)	-	-
Payables	<b>(15,565,541)</b>	28,354,766	<b>(66,747)</b>	(4,564)
Cash generated from/(used in) operations	<b>96,130,596</b>	82,918,076	<b>(505,747)</b>	(589,132)
Income tax paid	<b>(16,279,903)</b>	(6,620,014)	-	-
Income tax refunded	<b>1,116,228</b>	-	-	-
Interest paid	<b>(176,267)</b>	(680,222)	<b>(28,658)</b>	-
Net cash from/(used in) operating activities/ Balance carried forward	<b>80,790,654</b>	75,617,840	<b>(534,405)</b>	(589,132)

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

## Statements of Cash Flows (Cont'd)

For The Financial Year Ended 31 December 2025

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
Balance brought forward		80,790,654	75,617,840	(534,405)	(589,132)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Addition investment in a subsidiary		-	-	-	(130,860,000)
Dividend received		-	-	170,512,500	34,818,149
Income distribution on short term investments		3,215,703	408,591	3,022,947	41,642
Interest received		1,139,257	4,331,604	35,889	5,923
Net change in short term investments		(187,069,927)	22,095,306	(189,085,889)	(285,614)
Proceeds from disposal of property, plant and equipment		25,701	1,500	-	-
Proceeds from redemption of redeemable preference shares		-	-	55,570,000	-
Purchase of property, plant and equipment		(20,345,110)	(89,505,870)	-	-
Withdrawal/(Placement) of fixed deposits with licensed banks		18,796,414	(2,601,522)	-	-
Net cash (used in)/from investing activities		(184,237,962)	(65,270,391)	40,055,447	(96,279,900)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Dividends paid		(39,232,544)	(33,929,255)	(39,232,544)	(33,929,255)
Net changes in bankers' acceptance	A	34,220,740	-	-	-
Net proceeds from issuance of ordinary shares		-	130,797,235	-	130,797,235
Repayment of finance lease liabilities	A	(164,158)	(53,448)	-	-
Repayment of lease liabilities	A	-	(648,480)	-	-
Repayment of term loans	A	(3,277,952)	(18,402,155)	-	-
Share issuance expenses		(287,138)	-	(287,138)	-
Net cash (used in)/from financing activities		(8,741,052)	77,763,897	(39,519,682)	96,867,980
<b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS CARRIED FORWARD</b>		<b>(112,188,360)</b>	<b>88,111,346</b>	<b>1,360</b>	<b>(1,052)</b>

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

## Statements of Cash Flows (Cont'd)

For The Financial Year Ended 31 December 2025

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS CARRIED FORWARD</b>	<b>(112,188,360)</b>	88,111,346	<b>1,360</b>	(1,052)
<b>EFFECT OF CHANGES IN FOREIGN EXCHANGE RATE</b>	<b>(477,797)</b>	931,272	-	-
<b>CASH AND CASH EQUIVALENTS AT BEGINNING</b>	<b>139,282,919</b>	50,240,301	<b>5,133</b>	6,185
<b>CASH AND CASH EQUIVALENTS AT END</b>	<b>26,616,762</b>	139,282,919	<b>6,493</b>	5,133
<b>Represented by:</b>				
Short term funds with a licensed financial institution and an established asset management firm	<b>1,657</b>	130,586,328	-	-
Fixed deposits with licensed banks	-	18,796,414	-	-
Short term money market deposit	<b>23,608,840</b>	4,023,365	-	-
Cash in hand and at banks	<b>3,006,265</b>	4,673,226	<b>6,493</b>	5,133
	<b>26,616,762</b>	158,079,333	<b>6,493</b>	5,133
Less: Fixed deposits with maturity more than three months	-	(18,796,414)	-	-
	<b>26,616,762</b>	139,282,919	<b>6,493</b>	5,133

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

# Statements of Cash Flows (Cont'd)

For The Financial Year Ended 31 December 2025

## A. Liabilities arising from financing activities

Reconciliation between the opening and closing balances in the statements of financial position for liabilities arising from financing activities is as follows:

	Balance at beginning RM	Net Cash flows RM	Others <sup>1</sup> RM	Balance at end RM
<b>GROUP</b>				
<b>2025</b>				
Borrowings, representing total liabilities arising from financing activities	<u>3,442,110</u>	<u>(3,442,110)</u>	<u>(80,924)</u>	<u>(80,924)</u>
<b>2024</b>				
Borrowings	21,897,713	(18,455,603)	-	3,442,110
Lease liability	<u>905,609</u>	<u>(648,480)</u>	<u>(257,129)</u>	<u>-</u>
Total liabilities arising from financing activities	<u>22,803,322</u>	<u>(19,104,083)</u>	<u>(257,129)</u>	<u>3,442,110</u>

<sup>1</sup> Others consist of non-cash movement as follows:

	<b>GROUP</b>	
	2025 RM	2024 RM
Accretion of interest on lease liability	-	20,408
Rent concession	-	(185,280)
Derecognition on lease liability	-	(92,257)
Unrealised loss on foreign exchange	<u>(80,924)</u>	<u>-</u>
	<u>(80,924)</u>	<u>(257,129)</u>

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

# Notes to the Financial Statements

As at 31 December 2025

## 1. CORPORATE INFORMATION

### General

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

The registered office of the Company is located at Level 5 Guoco Tower, 6 Jalan Damanlela, Damansara City, Bukit Damansara, 50490 Kuala Lumpur, Wilayah Persekutuan.

The principal place of business is located at Plot 21, Jalan Hi-Tech 4, Kulim Hi-Tech Park Phase 1, 09090 Kulim, Kedah Darul Aman.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 27 April 2026.

### Principal Activities

The principal activity of the Company consists of investment holding.

The principal activity of the subsidiary is the provision of integrated electronic manufacturing services (“EMS”) which includes printed circuit board assembly (“PCBA”), sub-assembly and box-build services.

There have been no significant changes in the nature of these activities during the financial year.

## 2. BASIS OF PREPARATION

### 2.1 Statement of Compliance

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

### 2.2 Basis of Measurement

The financial statements of the Group and of the Company are prepared under the historical cost convention, except for land and buildings under property, plant and equipment and short term investments that have been measured at fair value.

The Group has prepared the financial statements on the basis that it will continue to operate as a going concern.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

### 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 fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible to by Group and by the Company.

The fair value of an asset or a liability is measured using the assumption that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

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

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 2. BASIS OF PREPARATION (CONT'D)

### 2.2 Basis of Measurement (cont'd)

#### Fair Value Measurement (cont'd)

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.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to their fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 - Valuation techniques for which the lowest level input that is significant to their fair value measurement is directly or indirectly observable.

Level 3 - Valuation techniques for which the lowest level input that is significant to their fair value measurement is unobservable.

For the purpose of fair value disclosures, the Group and the Company have determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of fair value hierarchy as explained above.

### 2.3 Functional and Presentation Currency

Ringgit Malaysia (“RM”) is the presentation currency of the Group and of the Company.

RM is also the functional currency of the Company. The functional currency is the currency of the primary economic environment in which the Company operates.

### 2.4 Adoption of Amendments to MFRSs

The accounting policies adopted by the Group and by the Company are consistent with those of the previous financial years except for the adoption of the following amendments to MFRSs that are mandatory for the current financial year:

#### **Effective for annual periods beginning on or after 1 January 2025**

*Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates: Lack of Exchangeability*

Initial application of the above amendments to MFRSs did not have any material impact to the financial statements of the Group and of the Company upon adoption.

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 2. BASIS OF PREPARATION (CONT'D)

### 2.5 Standards/Amendments to MFRSs Issued But Not Yet Effective

The following are accounting standards/amendments to MFRSs that have been issued by the MASB but are not yet effective for the Group and for the Company:

#### **Effective for annual periods beginning on or after 1 January 2026**

*Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Classification and Measurement of Financial Instruments*

*Annual Improvements to Malaysian Financial Reporting Standards - Volume 11*

*Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Contracts Referencing Nature-dependent Electricity*

#### **Effective for annual periods beginning on or after 1 January 2027**

*MFRS 18 Presentation and Disclosure in Financial Statements*

*MFRS 19 Subsidiaries without Public Accountability: Disclosures*

*Amendments to MFRS 19 Subsidiaries without Public Accountability: Disclosure*

*Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates: Translation to a Hyperinflationary Presentation Currency*

#### **Effective date yet to be confirmed**

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

The initial application of the above standards/amendments to MFRSs is not expected to have any material impact to the financial statements of the Group and of the Company upon adoption, except for *MFRS 18 Presentation and Disclosure in Financial Statements*.

*MFRS 18* introduces new requirements on presentation within the statements of profit or loss, including specified totals and subtotals. It also requires disclosure of management-defined performance measures and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes. In addition, there are consequential amendments to *MFRS 107 Statement of Cash Flows and MFRS 134 Interim Financial Reporting*.

The amendments will have an impact on the Group's and on the Company's presentation of statements of comprehensive income, statements of cash flows and additional disclosures in the notes to the financial statements but not on the measurement or recognition of any items in the Group's and the Company's financial statements.

The Group and the Company are currently assessing the impact of *MFRS 18* and plans to adopt the new standard on the required effective date.

## 3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

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

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

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

### 3.1 Judgements made in applying accounting policies

There are no significant areas of critical judgment in applying accounting policies that have any significant effect on the amount recognised in the financial statements.

### 3.2 Key sources of estimation uncertainty

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

#### (i) Revaluation of property, plant and equipment

The Group measures its land and buildings using the revaluation model with changes in fair value being recognised in other comprehensive income. The Group engaged independent valuation specialists to determine the fair values of its land and buildings as at 31 December 2025.

The carrying amount of the land and buildings as at the end of reporting period and the relevant revaluation bases, are disclosed in Note 4 to the financial statements.

#### (ii) Inventories

Inventories are measured at the lower of cost and net realisable value. In estimating net realisable value, management takes into account the most reliable evidence available at the time the estimate is made. Possible changes in these estimates could result in revisions to the valuation of inventories.

The carrying amount of the Group's inventories as at the end of the reporting period is disclosed in Note 6 to the financial statements.

#### (iii) Provision for expected credit losses ("ECLs") of trade receivables and contract assets

The Group uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar credit risk characteristics.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of the customer's actual default in the future.

The information about the ECLs on the Group's trade receivables is disclosed in Note 33.3.1 to the financial statements.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 4. PROPERTY, PLANT AND EQUIPMENT

## GROUP

	At valuation			At cost				Total RM
	Freehold land RM	Leasehold land RM	Buildings RM	Plant and machinery RM	Furniture, fittings and equipment RM	Motor vehicles RM	Solar PV system RM	
<b>2025</b>								
<b>At valuation/cost</b>								
Balance at beginning	14,208,525	10,000,000	97,667,733	101,916,016	29,591,808	2,058,535	7,550,000	262,992,617
Additions	12,696,388	-	-	5,467,415	2,144,137	37,170	-	20,345,110
Disposals	-	-	-	(1,171,690)	(19,780)	-	-	(1,191,470)
Revaluation gain	4,291,475	7,500,000	332,267	-	-	-	-	12,123,742
Balance at end	31,196,388	17,500,000	98,000,000	106,211,741	31,716,165	2,095,705	7,550,000	294,269,999
<b>Accumulated depreciation</b>								
Balance at beginning	-	1,095,570	3,461,489	38,524,327	18,560,869	1,426,332	377,500	63,446,087
Current charge	-	279,720	2,252,220	9,331,163	2,245,225	182,525	302,000	14,592,853
Disposals	-	-	-	(1,171,690)	(19,780)	-	-	(1,191,470)
Elimination of accumulated depreciation on revaluation	-	(1,375,290)	(5,713,709)	-	-	-	-	(7,088,999)
Balance at end	-	-	-	46,683,800	20,786,314	1,608,857	679,500	69,758,471
<b>Carrying amount</b>	31,196,388	17,500,000	98,000,000	59,527,941	10,929,851	486,848	6,870,500	224,511,528

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 4. PROPERTY, PLANT AND EQUIPMENT (CONT'D) GROUP (CONT'D)

	At valuation			At cost				Total RM
	Freehold land RM	Leasehold land RM	Buildings RM	Plant and machinery RM	Furniture, fittings and equipment RM	Motor vehicles RM	Solar PV system RM	
2024								
At valuation/cost								
Balance at beginning	-	10,000,000	35,426,546	92,277,341	26,449,485	1,799,525	7,550,000	173,502,897
Additions	14,208,525	-	62,241,187	9,638,675	3,142,323	275,160	-	89,505,870
Disposals	-	-	-	-	-	(16,150)	-	(16,150)
Balance at end	14,208,525	10,000,000	97,667,733	101,916,016	29,591,808	2,058,535	7,550,000	262,992,617
Accumulated depreciation								
Balance at beginning	-	815,850	2,350,357	30,194,493	16,461,142	1,256,134	75,500	51,153,476
Current charge	-	279,720	1,111,132	8,329,834	2,099,727	186,348	302,000	12,308,761
Disposals	-	-	-	-	-	(16,150)	-	(16,150)
Balance at end	-	1,095,570	3,461,489	38,524,327	18,560,869	1,426,332	377,500	63,446,087
Carrying amount	14,208,525	8,904,430	94,206,244	63,391,689	11,030,939	632,203	7,172,500	199,546,530

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

#### (i) Revaluation of land and buildings

The Group's land and buildings are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent depreciation and subsequent accumulated impairment losses.

Land and buildings were revalued on 31 December 2025. In estimating the fair value of the properties, the highest and best use of the properties is their current use. There has been no change to the valuation technique during the year. The revaluation surplus net of applicable deferred tax was credited to other comprehensive income and is shown in "Revaluation Reserve" under equity.

#### Fair value information

The following table shows the valuation technique used in the determination of fair values within Level 3, as well as the significant observable inputs used in the valuation models.

Description of valuation technique and fair value hierarchy	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Land - Market comparison approach	Price per square foot.	The estimated fair value would increase/(decrease) if the price per square foot is higher/(lower).
Buildings - Replacement cost approach	Construction cost per square foot	The estimated fair value would increase/(decrease) if the construction cost per square foot is higher/(lower).

#### Valuation processes applied by the Group for Level 3 fair value

The Group's land and buildings were revalued to fair values based on the valuations performed by independent professional valuers, using the market comparison approach to determine the fair value of land and the depreciated replacement cost approach to determine the fair value of buildings. Changes in Level 3 fair values are analysed by the management after obtaining the valuation reports from the valuation specialists. Please refer to Note 2.2 to the financial statements for definition of Level 1 to 3 of the fair value hierarchy. Had the land and buildings been carried under the cost model, the total carrying amounts of their entire classes that would have been recognised in the financial statements are as follows:

	GROUP	
	2025 RM	2024 RM
Freehold land	26,904,913	14,208,525
Leasehold land	2,022,508	2,088,102
Buildings	90,816,892	93,032,233
	<b>119,744,313</b>	<b>109,328,860</b>

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

- (ii) The carrying amount of the motor vehicle of the Group which is pledged as securities for the finance lease liabilities as disclosed in Note 15 to the financial statements was RM195,757.
- (iii) The carrying amount of property, plant and equipment which are pledged to licensed banks as securities for banking facilities granted to a subsidiary as disclosed in Note 15 to the financial statements are as follows:

	GROUP	
	2025 RM	2024 RM
Leasehold land	-	8,904,430
Building	-	32,068,792
Plant and machinery	-	5,335,555
	<hr/>	<hr/>
	-	46,308,777

- (iv) Leasehold land recognised as right-of-use assets are included within property, plant and equipment and comprise of a piece of leasehold land with remaining lease term of 33 years.

### Material accounting policy information

#### Property, plant and equipment

All property, plant and equipment are initially measured at cost which includes expenditure that are directly attributable to the acquisition of the asset and other costs directly attributable to bringing the asset to working condition for its intended use.

Subsequent to initial recognition, all property, plant and equipment (except for land and buildings) are stated at cost less accumulated depreciation and any impairment losses.

Land and buildings are measured at fair value less accumulated depreciation and impairment loss, if any. Valuations are performed with sufficient regularity to ensure that the carrying amount does not differ materially from the fair value at the end of the reporting period.

As at the date of revaluation, accumulated depreciation, if any, is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Any revaluation surplus arising upon appraisal is recognised in other comprehensive income.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when the cost is incurred and it is probable that the future economic benefits associated with the asset will flow to the Group and to the Company and the cost of the asset can be measured reliably. The carrying amount of parts that are replaced is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation on property, plant and equipment is charged to profit or loss (unless it is included in the carrying amount of another asset) on a straight-line method to write off the depreciable amount of the assets over their estimated useful lives. Depreciation of an asset does not cease when the asset becomes idle or is retired from active use unless the asset is fully depreciated.

The principal annual rates used for this purpose are:-

#### Categories

Building	2%
Plant and machinery	10%
Furniture, fittings and equipment	10% - 20%
Motor vehicles	20%
Solar Photovoltaic ("PV") system	25 years

Leasehold land is depreciated on a straight-line basis over the lease period of 33 years.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

#### Material accounting policy information (cont'd)

Freehold land is not depreciated as it has an infinite life.

The depreciation method, useful life and residual values are reviewed, and adjusted if appropriate, at the end of each reporting period to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of the property, plant and equipment. Any changes are accounted for as a change in estimate. When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use. Any gain or loss arising from derecognition of the asset, being the difference between the net disposal proceeds and the carrying amount, is recognised in profit or loss. Upon the disposal of an item of plant and equipment, the differences between the net disposal proceeds and its carrying amount is charged or credited to profit or loss.

### 5. INVESTMENT IN A SUBSIDIARY

	COMPANY	
	2025 RM	2024 RM
Unquoted shares, at cost	84,351,000	84,351,000
Unquoted redeemable preference shares, at cost	250,000,000	305,570,000
Employees' share scheme ("ESS") granted to employees of a subsidiary	513,467	513,467
	<b>334,864,467</b>	<b>390,434,467</b>

Details of the subsidiary, which is incorporated and principal place of business in Malaysia, are as follows:

Name of Subsidiary	Effective Equity Interest		Principal Activities
	2025	2024	
BCM Electronics Corporation Sdn. Bhd. ("BCM")	100%	100%	Provision of integrated EMS which includes PCBA, sub-assembly and box-build services.

#### Subscription and redemption of redeemable preference shares ("RPS") in a subsidiary

##### 2025

On 26 June 2025, BCM redeemed 5,557 RPS from the Company at a redemption price of RM10,000 per RPS amounting to RM55,570,000 in cash. The RPS was redeemed out of capital and on redemption were cancelled and ceased to be outstanding.

##### 2024

On 19 June 2024, the Company had subscribed to 13,086 RPS of RM10,000 each in BCM for a total cash consideration of RM130,860,000.

#### Material accounting policy information

Investment in a subsidiary is measured at cost less any impairment losses in the Company's separate financial statements.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 6. INVENTORIES

	GROUP	
	2025	2024
	RM	RM
<b>At cost</b>		
Raw materials	101,964,535	115,099,921
Work-in-progress	2,330,160	2,356,426
Finished goods	1,321,149	4,538,406
Goods-in-transit	4,460,210	12,567,212
	<u>110,076,054</u>	<u>134,561,965</u>
Cost of inventories recognised in profit or loss:		
Inventories recognised as cost of sales	<u>531,290,050</u>	<u>517,797,351</u>

#### Material accounting policy information

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the specific identification, first-in-first-out method and comprises the purchase price, production or conversion costs and incidentals incurred in bringing the inventories to their present location and condition. Cost of finished goods includes cost of materials, labour and an appropriate proportion of production overheads. The cost of conversion includes cost directly related to the units of production, and a proportion of fixed production overheads based on normal capacity of the production facilities.

Net realisable value represents the estimated selling price less the estimated costs of completion and the estimated costs necessary to make the sale.

### 7. TRADE AND OTHER RECEIVABLES

	GROUP		COMPANY	
	2025	2024	2025	2024
	RM	RM	RM	RM
<b>Trade receivables</b>				
Third parties	146,853,400	144,360,773	-	-
Less: Allowance for expected credit losses				
Balance at beginning	(168,999)	(168,999)	-	-
Written off	168,999	-	-	-
Balance at end	-	(168,999)	-	-
	<u>146,853,400</u>	<u>144,191,774</u>	<u>-</u>	<u>-</u>
<b>Other receivables</b>				
Sundry receivables	21,522	523,805	-	-
Deposits	96,540	1,312,693	4,500	4,500
Prepayments	2,516,894	2,149,860	-	-
	<u>2,634,956</u>	<u>3,986,358</u>	<u>4,500</u>	<u>4,500</u>
<b>Total trade and other receivables</b>	<u>149,488,356</u>	<u>148,178,132</u>	<u>4,500</u>	<u>4,500</u>

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 7. TRADE AND OTHER RECEIVABLES (CONT'D)

The normal trade credit terms granted by the Group range from **15 to 120 days** (2024: 15 to 90 days). The trade receivables are recognised at their original invoice amounts which represent the fair value on initial recognition.

Included in the deposits of the Group was an amount of RM1,215,153 paid to a third party to acquire a piece of vacant freehold industrial land at Kulim, Kedah for a cash consideration of RM12,151,530 pursuant to a Sale and Purchase Agreement (“SPA”) entered on 4 April 2024. The acquisition has been completed during the financial year.

The currency profile of trade and other receivables is as follows:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	3,332,133	4,676,663	4,500	4,500
United States Dollar	146,156,223	143,501,469	-	-
	<b>149,488,356</b>	<b>148,178,132</b>	<b>4,500</b>	<b>4,500</b>

### 8. CONTRACT ASSETS

	GROUP	
	2025 RM	2024 RM
Contract assets arising from revenue recognised during the financial year	<b>18,043,382</b>	<b>17,995,086</b>

Contract assets are in respect of goods delivered but not yet invoiced. Provisions of the contract entered with the customer enables the Group to have the right to invoice goods delivered to the customer’s designated point 60 days from the date of delivery regardless of whether the goods are picked up by the customer. As such, revenue is recognised at the point of delivery since the Group has satisfied all its performance obligations.

### 9. SHORT TERM INVESTMENTS

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Financial assets at fair value through profit or loss (“FVTPL”)</b>				
Short term funds with a licensed financial institution and an established asset management firm comprising investment portfolio of:				
- money market instruments and fixed deposit	1,657	130,586,328	-	-
- Sukuk and conventional bonds	189,771,961	1,668,570	189,764,358	1,627,678
	<b>189,773,618</b>	<b>132,254,898</b>	<b>189,764,358</b>	<b>1,627,678</b>

The short term funds with a licensed financial institution and an established asset management firm represent the fund investments with licensed financial institutions in a mixture of money market instruments, fixed deposits, Sukuk and conventional bonds with different maturity profile. The funds can be redeemed at any point in time upon request.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 10. CASH AND BANK BALANCES

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits with licensed banks	-	18,796,414	-	-
Short term money market deposit	<b>23,608,840</b>	4,023,365	-	-
Cash in hand and at banks	<b>3,006,265</b>	4,673,226	<b>6,493</b>	5,133
	<b>26,615,105</b>	27,493,005	<b>6,493</b>	5,133

The effective interest rates per annum and maturities of the fixed deposits with licensed banks of the Group as at the end of the reporting period ranged from 5.45% to 5.55% per annum and 6 months respectively.

The effective interest rates per annum and maturities of the short term money market deposit of the Group as at the end of the reporting period range from **2.40% to 3.45%** (2024: 2.65%) per annum and **2 to 5 days** (2024: 4 days) respectively.

The currency profile of cash and bank balances is as follows:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	<b>7,948,612</b>	4,108,747	<b>6,493</b>	5,133
United States Dollar	<b>18,664,831</b>	23,381,891	-	-
Others	<b>1,662</b>	2,367	-	-
	<b>26,615,105</b>	27,493,005	<b>6,493</b>	5,133

### 11. SHARE CAPITAL

	Number of ordinary shares		Amount	
	2025	2024	2025 RM	2024 RM
<b>Issued and fully paid with no par value:</b>				
Balance at beginning	<b>433,474,800</b>	394,068,000	<b>390,985,101</b>	260,187,866
Issuance of shares pursuant to:				
- private placement	-	39,406,800	-	132,012,780
- ESS	<b>150,000</b>	-	<b>131,658</b>	-
- bonus shares	<b>867,049,600</b>	-	-	-
Share issuance expenses	-	-	<b>(287,138)</b>	(1,215,545)
Balance at end	<b>1,300,674,400</b>	433,474,800	<b>390,829,621</b>	390,985,101

#### 2025

During the financial year, the Company issued:

- (i) 867,049,600 new ordinary shares on the basis of two (2) bonus shares for every one (1) existing share held; and
- (ii) 150,000 new ordinary shares pursuant to ESS. The related fair value of the ESS amounting to RM131,658 is transferred from the ESS reserve to share capital upon vesting of ESS.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 11. SHARE CAPITAL (CONT'D)

2024

During the financial year, the Company increased its issued and paid-up capital by way of issuance of 39,406,800 new ordinary shares pursuant to a private placement exercise at an issue price of RM3.35 per ordinary share for cash.

### 12. MERGER DEFICIT

The merger deficit arose from the difference between the cost of acquisition and the share capital of BCM during the restructuring among common shareholders.

### 13. RESERVES

	NOTE	GROUP		COMPANY	
		2025 RM	2024 RM	2025 RM	2024 RM
Non-distributable:					
Revaluation reserve	13.1	20,843,736	5,828,767	-	-
ESS reserve	13.2	118,492	402,874	118,492	402,874
		<u>20,962,228</u>	<u>6,231,641</u>	<u>118,492</u>	<u>402,874</u>

#### 13.1 Revaluation reserve

	GROUP	
	2025 RM	2024 RM
Balance at beginning	5,828,767	6,016,288
Revaluation of land and building	19,212,742	-
Realisation of revaluation surplus upon depreciation	(187,521)	(187,521)
Deferred tax impact on revaluation surplus	(4,010,252)	-
Balance at end	<u>20,843,736</u>	<u>5,828,767</u>

This is in respect of revaluation surplus net of deferred tax arising from the revaluation of the Group's land and buildings and is non-distributable.

#### 13.2 ESS reserve

The ESS reserve represents the equity-settled share grants awarded to the eligible employees of a subsidiary. The reserve is made up of the cumulative value of services received from the eligible employees recorded on the grant date of share grants, and is reduced by the expiry or exercise or lapse of share grants.

### 14. RETAINED PROFITS

#### COMPANY

The franking of dividends of the Company is under the single tier system and therefore there is no restriction on the Company to distribute dividends subject to the availability of retained profits.

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 15. BORROWINGS

	GROUP	
	2025	2024
	RM	RM
<b>Non-current liabilities</b>		
Secured:		
<u>Finance lease liabilities</u>		
Minimum payments:		
Within one year	-	61,356
More than one year and less than two years	-	61,356
More than two years and less than five years	-	51,128
	-	173,840
Future finance charges	-	(9,682)
	-	164,158
Amount due within one year included under current liabilities	-	(55,791)
	-	108,367
<u>Term loans</u>		
Total amount repayable	-	3,277,952
Amount due within one year included under current liabilities	-	(1,507,647)
	-	1,770,305
	-	1,878,672
<b>Current liabilities</b>		
Secured:		
Bankers' acceptance and onshore foreign currency loan ("OFCL")	34,139,816	-
Finance lease liabilities	-	55,791
Term loans	-	1,507,647
	34,139,816	1,563,438
<b>Total borrowings</b>	<b>34,139,816</b>	<b>3,442,110</b>

The borrowings are secured by way of:

- (i) legal charges over the Group's leasehold land and building as disclosed in Note 4 to the financial statements;
- (ii) legal charges over certain plant and machinery as disclosed in Note 4 to the financial statements;
- (iii) debenture over all the Group's present and future assets;
- (iv) leased assets as disclosed in Note 4 to the financial statements; and
- (v) corporate guarantee of the Company.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 15. BORROWINGS (CONT'D)

A summary of the effective interest rates and the maturities of the borrowings is as follows:

GROUP	Effective interest rates per annum (%)	Total RM	Within one year RM	More than one year and less than two years RM	More than two years and less than five years RM
<b>2025</b>					
Bankers' acceptance and OFCL	3.05 to 4.25	34,139,816	34,139,816	-	-
<b>2024</b>					
Finance lease liabilities	2.15	164,158	55,791	58,134	50,233
Term loans	5.00	3,277,952	1,507,647	1,770,305	-

The currency profile of borrowings is as follows:

	GROUP	
	2025 RM	2024 RM
Ringgit Malaysia	25,648,000	3,442,110
United States Dollar	8,491,816	-
	<u>34,139,816</u>	<u>3,442,110</u>

### 16. DEFERRED TAX LIABILITIES

	GROUP	
	2025 RM	2024 RM
Balance at beginning	15,177,475	12,881,000
Recognised in profit or loss	(2,073,605)	2,672,365
Recognised in other comprehensive income	4,010,251	-
Under/(Over) provision in prior year	308,934	(375,890)
Balance at end	<u>17,423,055</u>	<u>15,177,475</u>

The deferred tax liabilities as at the end of the reporting period are made up of temporary differences arising from:

	GROUP	
	2025 RM	2024 RM
Property, plant and equipment	13,644,520	12,888,010
Revaluation reserve	5,788,980	1,837,854
Unabsorbed Green Investment Tax Allowance ("GITA")	(364,899)	-
Other deductible temporary differences	(1,645,546)	451,611
	<u>17,423,055</u>	<u>15,177,475</u>

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 16. DEFERRED TAX LIABILITIES (CONT'D)

#### Material accounting policy information

The deferred tax on properties carried at their fair value is measured using the tax rates that would apply on sale of those assets at their carrying values at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodied in the property over time.

### 17. TRADE AND OTHER PAYABLES

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Trade payables</b>				
Third parties	113,832,778	113,567,026	-	-
<b>Other payables</b>				
Sundry payables	2,407,554	16,263,581	-	-
Accruals	13,033,706	19,127,079	58,085	124,832
Dividend payables	12,356,406	-	12,356,406	-
	<u>27,797,666</u>	<u>35,390,660</u>	<u>12,414,491</u>	<u>124,832</u>
<b>Total trade and other payables</b>	<u>141,630,444</u>	<u>148,957,686</u>	<u>12,414,491</u>	<u>124,832</u>

The normal credit terms granted by trade payables range from **15 to 90 days** (2024: 15 to 90 days).

The currency profile of trade and other payables is as follows:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	29,489,302	34,745,228	12,414,491	124,832
United States Dollar	112,005,502	110,210,424	-	-
Japanese Yen	46,723	3,841,801	-	-
Others	88,917	160,233	-	-
	<u>141,630,444</u>	<u>148,957,686</u>	<u>12,414,491</u>	<u>124,832</u>

### 18. REFUND LIABILITIES

Refund liabilities will be offset against outstanding balance owing by the customers who are entitled and are expected to be materialised in the next financial year.

### 19. DERIVATIVE FINANCIAL LIABILITIES

	GROUP	
	2025 RM	2024 RM
Forward foreign exchange contracts:		
- Liabilities	-	9,544,205
- Nominal value	-	64,195
		<u>64,195</u>

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 19. DERIVATIVE FINANCIAL LIABILITIES (CONT'D)

The Group's forward foreign exchange contracts are mainly used to hedge the Group's purchases denominated in United States Dollar ("USD") for which firm commitments existed at the end of the reporting period. These contracts are not designated as cash flows or fair value hedges and are entered into for periods consistent with currency transaction exposure and fair value changes exposure. Such derivatives do not qualify for hedge accounting. The forward foreign exchange contracts have maturity of less than one year after the end of the reporting period.

### 20. REVENUE

#### 20.1 Disaggregated revenue information

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Provision of integrated EMS, representing total revenue from contracts with customers	627,137,231	600,746,730	-	-
Dividend income, representing other revenue	-	-	170,512,500	34,818,149
<b>Total revenues</b>	<b>627,137,231</b>	<b>600,746,730</b>	<b>170,512,500</b>	<b>34,818,149</b>
<b>Geographical markets</b>				
United States of America	367,992,418	309,885,126	-	-
Malaysia	152,836,846	170,508,714	-	-
Asia-Pacific	67,520,978	74,047,907	-	-
Europe	38,786,989	46,304,983	-	-
<b>Total revenue from contracts with customers</b>	<b>627,137,231</b>	<b>600,746,730</b>	<b>-</b>	<b>-</b>

#### 20.2 Contract balances

	GROUP	
	2025 RM	2024 RM
Trade receivables (Note 7)	146,853,400	144,191,774
Contract assets (Note 8)	18,043,382	17,995,086
Refund liabilities (Note 18)	2,179,225	3,419,812

#### 20.3 Performance obligation

Revenue from provision of integrated EMS which includes PCBA, sub-assembly and box-build services is recognised at a point in time when control of the goods is transferred to the customer, generally on shipment of the goods or delivery to a dedicated destination point.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 21. OTHER INCOME

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Fair value gain on short term investments	1,033,464	1,429,163	-	607
Gain on disposal of property, plant and equipment	25,701	1,500	-	-
Government grant	-	129,955	-	-
Income distribution on short term investments	3,215,703	408,591	3,022,947	41,642
Others	301,115	-	-	-
Rent concession	-	185,280	-	-
Rental income	117,403	93,062	-	-
Scrap sales	661,080	387,431	-	-
Unrealised gain on foreign exchange	-	2,892,159	-	-
	<b>5,354,466</b>	<b>5,527,141</b>	<b>3,022,947</b>	<b>42,249</b>

### 22. FINANCE INCOME

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest income	<b>1,139,257</b>	4,331,604	<b>35,889</b>	5,923

### 23. FINANCE COSTS

	GROUP	
	2025 RM	2024 RM
Accretion of interest on lease liability	-	20,408
Interest expenses on:		
- Bankers acceptances and OFCL	127,850	-
- Finance lease liabilities	5,191	7,908
- Revolving credit	-	7,459
- Term loans	43,226	664,855
	<b>176,267</b>	<b>700,630</b>

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 24. PROFIT BEFORE TAX

This is arrived at:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Auditors' remuneration				
- Statutory audit				
- Grant Thornton Malaysia PLT				
- Current year	156,000	128,000	38,000	30,000
- Over provision in prior year	(2,000)	-	-	-
- Assurance related and non-audit services				
- Grant Thornton Malaysia PLT	9,500	5,000	5,000	5,000
- Affiliate of Grant Thornton Malaysia PLT	14,500	19,500	4,000	4,000
Depreciation of property, plant and equipment	14,592,853	12,308,761	-	-
Depreciation of right-of-use asset	-	616,029	-	-
Directors' fees				
- non-executive directors	178,760	162,800	178,760	162,800
Employee benefits expense (Note 25)	54,352,769	49,444,317	50,100	58,300
Expenses relating to lease of low value assets	25,945	42,226	-	-
Expenses relating to short term leases	36,000	36,000	-	-
Fair value loss on derivative	-	64,195	-	-
Fair value loss on short term investments	-	-	949,209	-
Loss on derecognition of right-of-use asset and lease liability	-	171,756	-	-
Loss on foreign exchange				
- realised	3,568,524	9,191,002	-	-
- unrealised	2,559,129	-	-	-

### 25. EMPLOYEE BENEFITS EXPENSE

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Salaries, allowances, bonus, overtime and wages	48,193,160	44,133,575	50,100	58,300
Defined contribution plan	4,953,879	4,157,188	-	-
Social security contribution ("SOCSO") and employment insurance scheme ("EIS")	847,407	728,517	-	-
Equity-settled share-based payment	-	120,553	-	-
Other staff related expenses	358,323	304,484	-	-
	54,352,769	49,444,317	50,100	58,300

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 25. EMPLOYEE BENEFITS EXPENSE (CONT'D)

#### Directors' remuneration

The aggregate amount of remuneration received and receivable by directors of the Company and its subsidiary are as shown below:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Executive directors of the Company:</b>				
- Salaries, allowances and bonus	3,373,097	2,181,000	-	-
- Defined contribution plan	404,773	261,720	-	-
- SOCSO and EIS	2,785	2,434	-	-
	<u>3,780,655</u>	<u>2,445,154</u>	<u>-</u>	<u>-</u>
<b>Non-executive directors of the Company:</b>				
Directors' emoluments				
- Allowances	50,100	58,300	50,100	58,300
	<u>50,100</u>	<u>58,300</u>	<u>50,100</u>	<u>58,300</u>
<b>Total directors' remuneration</b>	<u>3,830,755</u>	<u>2,503,454</u>	<u>50,100</u>	<u>58,300</u>

The estimated money value of benefit-in-kind received or receivables by the directors of the Company during the financial year amounted to **RM23,950** (2024: RM24,016).

### 26. INCOME TAX EXPENSE

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Malaysian income tax:				
Based on results for the financial year				
- Current tax	(20,104,061)	(6,914,244)	(7,800)	(1,500)
- Deferred tax relating to the origination and reversal of temporary differences	2,073,605	(2,672,365)	-	-
	<u>(18,030,456)</u>	<u>(9,586,609)</u>	<u>(7,800)</u>	<u>(1,500)</u>
(Under)/Over provision in prior year				
- Current tax	(763,150)	-	284	-
- Deferred tax	(308,934)	375,890	-	-
	<u>(1,072,084)</u>	<u>375,890</u>	<u>284</u>	<u>-</u>
	<u>(19,102,540)</u>	<u>(9,210,719)</u>	<u>(7,516)</u>	<u>(1,500)</u>

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 26. INCOME TAX EXPENSE (CONT'D)

The reconciliation of tax expense of the Group and of the Company is as follows:

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	<b>84,239,767</b>	70,226,803	<b>172,183,127</b>	34,281,753
Income tax at Malaysian statutory tax rate of 24%	<b>(20,217,544)</b>	(16,854,433)	<b>(41,323,950)</b>	(8,227,621)
Income not subject to tax	<b>1,202,166</b>	352,993	<b>41,649,324</b>	8,366,496
Expenses not deductible for tax purposes	<b>(594,619)</b>	(1,024,943)	<b>(333,174)</b>	(140,375)
Utilisation of reinvestment allowance and GITA	-	7,880,647	-	-
Deferred tax assets recognised on GITA	<b>1,520,414</b>	-	-	-
Annual crystallisation of deferred tax on revaluation reserve	<b>59,127</b>	59,127	-	-
	<b>(18,030,456)</b>	(9,586,609)	<b>(7,800)</b>	(1,500)
(Under)/Over provision in prior year	<b>(1,072,084)</b>	375,890	<b>284</b>	-
	<b>(19,102,540)</b>	(9,210,719)	<b>(7,516)</b>	(1,500)

### 27. EARNINGS PER SHARE

#### 27.1 Basic earnings per share

Basic earnings per share of the Group is calculated by dividing the profit for the financial year of the Company by the weighted average number of ordinary shares in issue during the financial year as follows:

	GROUP	
	2025	2024
Profit for the financial year (RM)	<b>65,137,227</b>	61,016,084
Weighted average number of ordinary shares in issue	<b>1,300,530,290</b>	1,300,424,400
Basic earnings per ordinary share (sen)	<b>5.01</b>	4.69*

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 27. EARNINGS PER SHARE (CONT'D)

### 27.2 Diluted earnings per share

The diluted earnings per share is calculated by dividing the profit for the financial year by the weighted average number of ordinary shares in issue during the financial year after adjusting for the dilutive effects of all potential ordinary shares as follows:

	<b>GROUP</b>	
	2025	2024
Profit for the financial year (RM)	<u>65,137,227</u>	<u>61,016,084</u>
Weighted average number of ordinary shares in issue	<u>1,300,530,290</u>	1,300,424,400
Adjustment for conversion of ESS and Warrants #	<u>88,888</u>	368,185
	<u>1,300,619,178</u>	<u>1,300,792,585</u>
Diluted earnings per ordinary share (sen)	<u>5.01</u>	<u>4.69*</u>

\* The comparative earnings per share have been retrospectively adjusted to reflect the Bonus Issue undertaken during the current financial year.

# The potential ordinary shares arising from warrants have not been included in the calculation of diluted earnings per share as the warrants were out of the money and therefore anti-dilutive.

## 28. DIVIDENDS

	<b>GROUP AND COMPANY</b>	
	2025	2024
	RM	RM
In respect of the financial year ended 31 December 2025:		
- First interim single tier dividend of RM0.036 per ordinary share	15,606,893	-
- Second interim single tier dividend of RM0.0085 per ordinary share	11,054,882	-
- Third single tier dividend of RM0.0095 per ordinary share	12,356,406	-
In respect of the financial year ended 31 December 2024:		
- First interim single tier dividend of RM0.027 per ordinary share	-	10,639,836
- Second interim single tier dividend of RM0.031 per ordinary share	-	13,437,719
- Final single tier dividend of RM0.029 per ordinary share	12,570,769	-
In respect of the financial year ended 31 December 2023:		
- First interim single tier dividend of RM0.023 per ordinary share	-	-
- Final single tier dividend of RM0.025 per ordinary share	-	9,851,700
	<u>51,588,950</u>	<u>33,929,255</u>

On 27 February 2026, the Company has declared a final special single tier dividend of RM0.02 per ordinary share amounting to RM26,013,488 in respect of the financial year ended 31 December 2025 and paid on 7 April 2026. The financial statements for the current financial year do not reflect this declared dividend. Such dividend will be accounted for in shareholders' equity as appropriation of retained profits in the financial year ending 31 December 2026.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 29. RELATED PARTY DISCLOSURES

(i) **Identity of related parties**

The Group has related party relationship with its subsidiary and key management personnel.

(ii) **Related party transactions**

	<b>COMPANY</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
Dividends received from a subsidiary	<u>170,512,500</u>	<u>34,818,149</u>

(iii) **Compensation of key management personnel**

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly.

The remuneration of the directors and members of key management during the financial year is as follows:

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>
Fees	178,760	162,800	178,760	162,800
Salaries, allowances and bonus	3,769,261	2,595,300	50,100	58,300
Defined contribution plan	446,301	304,440	-	-
Social security contribution	4,062	3,651	-	-
Equity-settled share-based payment	-	120,553	-	-
Benefits-in-kind	45,144	48,031	-	-
	<u>4,443,528</u>	<u>3,234,775</u>	<u>228,860</u>	<u>221,100</u>
<b>Analysed as:</b>				
- Directors	4,033,465	2,690,270	228,860	221,100
- Other key management personnel	410,063	544,505	-	-
	<u>4,443,528</u>	<u>3,234,775</u>	<u>228,860</u>	<u>221,100</u>

The key management personnel have been granted with the following number of share grants:

	<b>GROUP</b>	
	<b>2025</b>	<b>2024</b>
	<b>Number of share grants</b>	
Balance at beginning	180,000	180,000
Vested	(83,333)	-
Forfeited	(96,667)	-
Balance at end	<u>-</u>	<u>180,000</u>

The share grants were granted on the same terms and conditions as those offered to other employees of the Group, as disclosed in Note 30 to the financial statements.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 30. EMPLOYEES' SHARE SCHEME ("ESS")

The Company's ESS is governed by the By-Laws which is established in conjunction with its listing on the Main Market of Bursa Malaysia Securities Berhad on 15 December 2021. The ESS is to be in force for a period of 5 years from 1 April 2022. The Board of Directors ("**Board**") will have the discretion upon the recommendation of the ESS Committee to extend the ESS for another 5 years or such shorter period as it deemed fit immediately from the expiry of the first 5 years, provided that the ESS does not exceed a maximum period of 10 years in its entirety. ESS entails the granting of Employees' Share Option Scheme ("**ESOS**") and Employees' Share Grant Plan ("**ESGP**") to the eligible directors and employees of the Group.

The salient features of the ESS are as follows:

- (i) Eligible persons are employees of the Group (including executive and non-executive directors) who have been confirmed in the employment of the Group and have served at least 12 months of continuous services prior to and up to date of offer, including service during the probation period. ESS Committee may determine any other criteria for the eligible person from time to time.
- (ii) The maximum number of new shares which may be issued and allotted pursuant to the exercise of the ESS shall not in aggregate exceed 10% of total number of issued shares of the Company (excluding treasury shares) at any point of time during the duration of the ESS.
- (iii) The ESS price shall be determined by the ESS Committee based on the 5 day volume weighted average market price of the shares immediately preceding the date of offer with a discount, if any, of not more than 10% or such other percentage of discount as may be permitted by Bursa Malaysia Securities Berhad or any other relevant authorities from time to time during the duration of the ESS.
- (iv) An offer shall be accepted by an eligible person within the offer period accompanied by a payment to the Company of a nominal non-refundable consideration of RM1 only in the event the offer comprises ESOS. If the eligible person fails to accept the offer within the offer period, the offer will automatically lapse and will then be null and void provided that the ESS Committee will not be precluded from making a fresh offer on such terms as the ESS Committee may so decide to the eligible person subsequently.
- (v) A grantee shall not be entitled to any dividends, rights and/or other distributions on his/her unexercised ESOS options.
- (vi) The new shares to be allotted upon any exercise of the ESOS will upon allotment and issuance, rank pari passu in all respects with the existing shares of the Company.
- (vii) The number of ESS and the ESGP/ESOS price may be adjusted as a result of any alteration in the capital structure of the Company by way of a rights issue, bonus issue or other capitalisation issue, consolidation or subdivision of shares or reduction of capital, if any, made by the Company.
- (viii) The ESS may be terminated by the Company at any time before the date of expiry without obtaining the approvals or consents from the eligible persons or shareholders.

#### Movement of share grants during the financial year

The movement of the share grants during the financial year is as follows:

Grant date	Number of share grants				Balance at 31.12.2025
	Balance at 1.1.2025	Adjustment <sup>#</sup>	Exercised	Forfeited	
4.11.2022	255,000	410,000	(150,000)	(290,000)	225,000

The eligible persons will be awarded ordinary shares in the Company without any consideration payable by them.

<sup>#</sup> Adjusted for Bonus Issue during the financial year.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 31. CAPITAL COMMITMENTS

	<b>GROUP</b>	
	<b>2025</b>	2024
	<b>RM</b>	RM
Contracted but not provided for:		
- Property, plant and equipment	<u>2,097,194</u>	<u>11,118,462</u>
Approved but not provided for:		
- Property, plant and equipment	<u>15,510,326</u>	<u>22,984,692</u>

### 32. SEGMENTAL INFORMATION

#### Business segments

The management determines the business segments based on the reports reviewed and used by the directors for strategic decisions making and resources allocation.

The Group has only one reportable business segment of manufacturing which relates principally to the provision of integrated EMS which includes PCBA, sub-assembly and box-build services. Accordingly, no business segmental information is presented.

#### Geographical segments

Revenue information based on the geographical location of the customers are disclosed in Note 20.1 to the financial statements.

#### Location of assets

The Group's non-current assets are maintained entirely in Malaysia.

#### Information of major customers

The following are major customers from the Group's manufacturing segment which individually contributed to more than 10% of the Group's total revenue:

	<b>GROUP</b>	
	<b>2025</b>	2024
	<b>RM</b>	RM
Customer A	117,221,836	136,751,371
Customer B	122,012,950	138,371,650
Customer C	-	90,177,674
Customer D	79,380,904	-
Customer E	70,576,982	-
	<u>389,192,672</u>	<u>365,300,695</u>

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 33. FINANCIAL INSTRUMENTS

### 33.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as amortised cost (“**AC**”) and fair value through profit or loss (“**FVTPL**”).

	Carrying amount RM	AC RM	FVTPL RM
<b>GROUP</b>			
<b>2025</b>			
<b>Financial assets</b>			
Trade and other receivables excluding prepayments	146,971,462	146,971,462	-
Short term investments	189,773,618	-	189,773,618
Cash and bank balances	26,615,105	26,615,105	-
	<b>363,360,185</b>	<b>173,586,567</b>	<b>189,773,618</b>
<b>Financial liabilities</b>			
Trade and other payables	141,630,444	141,630,444	-
Borrowings	34,139,816	34,139,816	-
	<b>175,770,260</b>	<b>175,770,260</b>	<b>-</b>
<b>2024</b>			
<b>Financial assets</b>			
Trade and other receivables excluding prepayments	146,028,272	146,028,272	-
Short term investments	132,254,898	-	132,254,898
Cash and bank balances	27,493,005	27,493,005	-
	<b>305,776,175</b>	<b>173,521,277</b>	<b>132,254,898</b>
<b>Financial liabilities</b>			
Trade and other payables	148,957,686	148,957,686	-
Borrowings	3,442,110	3,442,110	-
Derivative financial liabilities	64,195	-	64,195
	<b>152,463,991</b>	<b>152,399,796</b>	<b>64,195</b>

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 33. FINANCIAL INSTRUMENTS (CONT'D)

#### 33.1 Categories of financial instruments (cont'd)

COMPANY	Carrying amount RM	AC RM	FVTPL RM
<b>2025</b>			
<b>Financial assets</b>			
Trade and other receivables	4,500	4,500	-
Short term investments	189,764,358	-	189,764,358
Cash and bank balances	6,493	6,493	-
	<u>189,775,351</u>	<u>10,993</u>	<u>189,764,358</u>
<b>Financial liability</b>			
Trade and other payables	<u>12,414,491</u>	<u>12,414,491</u>	-
<b>2024</b>			
<b>Financial assets</b>			
Trade and other receivables	4,500	4,500	-
Short term investments	1,627,678	-	1,627,678
Cash and bank balances	5,133	5,133	-
	<u>1,637,311</u>	<u>9,633</u>	<u>1,627,678</u>
<b>Financial liability</b>			
Trade and other payables	<u>124,832</u>	<u>124,832</u>	-

#### 33.2 Financial risk management

The Group and the Company are exposed to a variety of financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk, foreign currency risk and equity price risk. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's policy is not to engage in speculative activities.

#### 33.3 Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in financial loss to the Group and the Company. The Group's exposure to credit risk arises principally from its trade receivables and cash and bank balances whilst the Company's exposure to credit risk arises principally from cash and bank balances and financial guarantees provided to financial institutions in respect of credit facilities granted to a subsidiary.

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 33. FINANCIAL INSTRUMENTS (CONT'D)

### 33.3 Credit risk (cont'd)

#### 33.3.1 Trade receivables

The Group gives its customers credit terms that range between **15 to 90 days** (2024: 15 to 90 days). In deciding whether credit shall be extended, the Group will take into consideration factors such as relationship with the customer, its payment history and credit worthiness. The Group subjects new customers to credit verification procedures. In addition, receivables balances are monitored on an on-going basis with the result that the Group's exposure to bad debts is not significant.

The maximum exposure to credit risk arising from trade receivables is represented by the carrying amount as disclosed in Note 7 to the financial statements.

The ageing analysis of trade receivables of the Group at the end of the reporting period is as follows:

	Gross RM	Allowance for expected credit losses RM	Net RM
<b>GROUP</b>			
<b>2025</b>			
Not past due	116,521,524	-	116,521,524
1 to 30 days past due	23,667,732	-	23,667,732
31 to 60 days past due	3,197,696	-	3,197,696
61 to 90 days past due	2,641,517	-	2,641,517
91 to 180 days past due	548,055	-	548,055
More than 180 days past due	276,876	-	276,876
	<b>30,331,876</b>	<b>-</b>	<b>30,331,876</b>
	<b>146,853,400</b>	<b>-</b>	<b>146,853,400</b>
<b>2024</b>			
Not past due	121,514,125	-	121,514,125
1 to 30 days past due	20,485,144	-	20,485,144
31 to 60 days past due	1,268,777	-	1,268,777
61 to 90 days past due	447,300	-	447,300
91 to 180 days past due	331,282	-	331,282
More than 180 days past due	145,146	-	145,146
	22,677,649	-	22,677,649
Individually impaired	168,999	(168,999)	-
	<b>144,360,773</b>	<b>(168,999)</b>	<b>144,191,774</b>

Trade receivables that are neither past due nor impaired are creditworthy customers with good payment record with the Group. None of the Group's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 33. FINANCIAL INSTRUMENTS (CONT'D)

#### 33.3 Credit risk (cont'd)

##### 33.3.1 Trade receivables (cont'd)

The Group has trade receivables amounting to **RM30,331,876** (2024: RM22,677,649) that are past due but not impaired as the management is of the view that these debts will be collected in due course.

The allowance account in respect of trade receivables is used to record impairment losses. Unless the Group is satisfied that recovery of the amount is possible, the amount considered irrecoverable is written off against the receivable directly.

The Group has significant concentration of credit risk in the form of outstanding balance due from **4 customers** (2024: 3 customers) representing **86%** (2024: 80%) of the total trade receivables.

##### Maximum exposure to credit risk

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets as at the end of the reporting period which are grouped together as they are expected to have similar risk nature.

	Gross RM	Allowance for expected credit losses RM	Net RM
<b>Credit risk rating</b>			
<b>GROUP</b>			
<b>2025</b>			
Low risk	<u>164,896,782</u>	<u>-</u>	<u>164,896,782</u>
<b>2024</b>			
Low risk	162,186,860	-	162,186,860
Individually impaired	<u>168,999</u>	<u>(168,999)</u>	<u>-</u>
	<u>162,355,859</u>	<u>(168,999)</u>	<u>162,186,860</u>

In managing the credit risk of the trade receivables and contract assets, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances. The Group measures the allowance for expected credit losses ("ECL") of trade receivables and contract assets at an amount equal to lifetime ECL using a simplified approach. The expected credit losses on trade receivables and contract assets are estimated based on past default experience and an analysis of the trade receivables' and contract assets' current financial position, adjusted for factors that are specific to the trade receivables and contract assets such as liquidation and bankruptcy. Forward looking information such as country risk assessment has been incorporated in determining the expected credit losses.

Trade receivables and contract assets are usually collectible and the Group does not have much historical bad debts written off or impairment of trade receivables. There are circumstances where the settlement of trade receivables will take longer than the credit terms given to the customers. The delay in settlement is mainly due to disagreement of pricing and quality issue or administrative matter. Based on the above assessment, the ECL computed is insignificant and accordingly no allowance for ECL is recognised on the low credit risk trade receivables during the financial year.

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 33. FINANCIAL INSTRUMENTS (CONT'D)

### 33.3 Credit risk (cont'd)

#### 33.3.2 Cash and Bank Balances

The Group and the Company consider cash and bank balances to have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

#### 33.3.3 Financial guarantees

The Company has issued financial guarantees to financial institutions for banking facilities granted to a subsidiary.

	2025 RM	2024 RM
Corporate guarantees issued to financial institutions for banking facilities granted to a subsidiary		
- Limit	182,590,245	195,793,695
- Maximum exposure	<u>34,345,516</u>	<u>4,696,452</u>

The Company monitors on an ongoing basis the results of the subsidiary and repayments made by the subsidiary. As at the end of the reporting period, there was no indication that the subsidiary would default on repayment. The directors considered that the fair value of the financial guarantee contracts on initial recognition is insignificant.

### 33.4 Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet their financial obligations as and when they fall due. The Group and the Company actively manage their debt maturity profile, operating cash flows and availability of funding so as to ensure that all repayment and funding needs are met. As part of their overall prudent liquidity management, the Group and the Company maintain sufficient levels of cash and cash equivalents to meet their working capital requirements.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 33. FINANCIAL INSTRUMENTS (CONT'D)

#### 33.4 Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on the undiscounted contractual payments:

	Carrying amount RM	Contractual cash flows RM	Within one year RM	More than one year and less than five years
<b>GROUP</b>				
<b>2025</b>				
<i>Non-derivative financial liabilities</i>				
Trade and other payables	141,630,444	141,630,444	141,630,444	-
Borrowings	34,139,816	34,139,816	34,139,816	-
Total undiscounted financial liabilities	<b>175,770,260</b>	<b>175,770,260</b>	<b>175,770,260</b>	-
<b>2024</b>				
<i>Non-derivative financial liabilities</i>				
Trade and other payables	148,957,686	148,957,686	148,957,686	-
Borrowings	3,442,110	3,632,639	1,698,662	1,933,977
<i>Derivative financial liability</i>				
Forward foreign currency contract	64,195	64,195	64,195	-
Total undiscounted financial liabilities	<b>152,463,991</b>	<b>152,654,520</b>	<b>150,720,543</b>	<b>1,933,977</b>
		Carrying amount RM	Contractual cash flows RM	Within one year RM
<b>COMPANY</b>				
<b>2025</b>				
<i>Non-derivative financial liabilities</i>				
Trade and other payables		12,414,491	12,414,491	12,414,491
* Financial guarantees		-	34,345,516	34,345,516
Total undiscounted financial liabilities		<b>12,414,491</b>	<b>46,760,007</b>	<b>46,760,007</b>
<b>2024</b>				
<i>Non-derivative financial liabilities</i>				
Trade and other payables		124,832	124,832	124,832
* Financial guarantees		-	4,696,452	4,696,452
Total undiscounted financial liabilities		<b>124,832</b>	<b>4,821,284</b>	<b>4,821,284</b>

\* This has been included for illustration purpose only as the related financial guarantees have not crystallised as at the end of the reporting period.

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 33. FINANCIAL INSTRUMENTS (CONT'D)

### 33.5 Interest rate risk

The Group and the Company's fixed rate instruments are exposed to a risk of change in their fair value due to changes in interest rates. The Group's floating rate instruments are exposed to a risk of change in cash flows due to changes in interest rates.

The interest rate profile of the Group's and of the Company's interest-bearing financial instruments based on their carrying amounts as at the end of the reporting period are as follows:

	GROUP	
	2025	2024
	RM	RM
<b>Fixed rate instruments</b>		
Financial assets	23,608,840	22,819,779
Financial liabilities	<u>34,139,816</u>	<u>164,158</u>
<b>Floating rate instruments</b>		
Financial liabilities	<u>-</u>	<u>3,277,952</u>

#### Sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and financial liabilities at fair value through profit or loss, and the Group and the Company do not designate derivatives as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

#### Sensitivity analysis for variable rate instruments

An increase of 25 basis point at the end of the reporting period would have decreased the Group's profit before tax and equity by the amount shown below, and a decrease would have an equal but opposite effect. These changes are considered to be reasonably possible based on observation of current market conditions. This analysis assumes that all other variables remain constant.

	GROUP	
	2025	2024
	RM	RM
Decrease in profit before tax	<u>-</u>	<u>10,834</u>
Decrease in equity	<u>-</u>	<u>8,234</u>

### 33.6 Foreign currency risk

The objectives of the Group's foreign exchange policies are to allow the Group to manage exposures that arise from trading activities effectively within a framework of controls that does not expose the Group to unnecessary foreign exchange risks.

The Group is exposed to foreign currency risk mainly on sales and purchases that are denominated in currencies other than the functional currency of the Group entities. The Group also holds cash and bank balances denominated in foreign currencies for working capital purposes. The currencies giving rise to this risk are primarily United States Dollar ("USD") and Japanese Yen ("JPY").

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 33. FINANCIAL INSTRUMENTS (CONT'D)

#### 33.6 Foreign currency risk (cont'd)

##### Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity to a reasonable possible change in the foreign currency exchange rates against Ringgit Malaysia, with all other variables held constant, of the Group's profit before tax and equity. A 5% strengthening of the RM against the following currencies at the end of the reporting period would have decreased/(increased) the profit before tax and equity by the amount shown below and a corresponding weakening would have an equal but opposite effect. This analysis is based on foreign currency exchange rate variances that the Group considered to be reasonably possible at the end of the reporting period.

	GROUP	
	2025 RM	2024 RM
USD	2,216,187	2,833,647
JPY	(2,336)	(192,090)
Decrease in profit before tax	<u>2,213,851</u>	<u>2,641,557</u>
Decrease in equity	<u>1,682,527</u>	<u>2,007,583</u>

#### 33.7 Equity price risk

Equity price risk is the risk that the fair value or future cash flows of the Group's financial assets designated at FVTPL will fluctuate because of changes in market prices. Equity price risk arises from the Group's short term funds with a licensed financial institution and an established asset management firm.

Management of the Group monitors the short term fund and it can be redeemed at any time upon notice given to the financial institution and established asset management firm.

##### Sensitivity analysis for equity price risk

As at the end of the reporting period, if the prices of the short term funds has been 1% higher/lower, with all other variables held constant, the Group's and the Company's profit before tax and equity would have been higher/lower by the amount shown below, arising as a result of higher/lower fair value gain on investment in short term funds.

	GROUP		COMPANY	
	2025 RM	2024 RM	2025 RM	2024 RM
Increase in profit before tax and equity	<u>1,897,736</u>	<u>1,322,549</u>	<u>1,897,644</u>	<u>16,277</u>

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 34. FAIR VALUE INFORMATION

### 34.1 Non-financial assets that are measured at fair value

The following table shows the levels within the hierarchy of non-financial assets for which fair value is disclosed as at the end of the reporting period:

	Level 1 RM	Level 2 RM	Level 3 RM	Total fair value RM	Carrying amount RM
<b>GROUP</b>					
<b>2025</b>					
Property, plant and equipment					
- Land	-	-	48,696,388	48,696,388	48,696,388
- Buildings	-	-	98,000,000	98,000,000	98,000,000
<b>2024</b>					
Property, plant and equipment					
- Land	-	-	24,208,525	24,208,525	23,112,955
- Buildings	-	-	35,426,546	35,426,546	32,068,792

#### Level 3 fair value

The information on measurement of fair value for property, plant and equipment is disclosed in Note 4 to the financial statements.

#### Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as at the date of the event or change in circumstances that caused the transfer. There were no transfers between Level 1, 2 and 3 during the financial year.

### 34.2 Financial assets and liabilities that are measured at fair value on a recurring basis

The carrying amounts of the Group's and the Company's financial assets and financial liabilities (other than other investments and derivative financial liabilities) as at the end of the reporting period approximate their fair values due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near to the end of the reporting period.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 34. FAIR VALUE INFORMATION (CONT'D)

#### 34.2 Financial assets and liabilities that are measured at fair value on a recurring basis (cont'd)

The table below analyses financial instruments measured at fair value at the end of the reporting period, by the level in the fair value hierarchy:

	Level 1 RM	Level 2 RM	Level 3 RM	Total fair value RM	Carrying amount RM
<b>GROUP</b>					
<b>2025</b>					
<b>Financial assets</b>					
Short term investments	<b>189,773,618</b>	-	-	<b>189,773,618</b>	<b>189,773,618</b>
2024					
Financial assets					
Short term investments	132,254,898	-	-	132,254,898	132,254,898
Financial liabilities					
Derivative financial liabilities	-	64,195	-	64,195	64,195
<b>COMPANY</b>					
<b>2025</b>					
<b>Financial assets</b>					
Short term investments	<b>189,764,358</b>	-	-	<b>189,764,358</b>	<b>189,764,358</b>
2024					
Financial assets					
Short term investments	1,627,678	-	-	1,627,678	1,627,678

#### Level 1 fair value

Level 1 fair value of the short-term investments is derived by reference to their quoted market prices in active markets at the end of the reporting period.

#### Level 2 fair value

Level 2 fair value of forward foreign exchange contract is estimated by discounting the difference between the contractual forward price and the current forward price for the residual maturity of the current contract using a risk-free interest rate.

#### Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as at the date of the event or change in circumstances that caused the transfer. There were no transfers between Level 1, 2 and 3 during the financial year.

# Notes to the Financial Statements (Cont'd)

As at 31 December 2025

## 35. CAPITAL MANAGEMENT

The primary objective of the Group's capital management policy is to maintain a strong capital base to support its businesses and to maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it in the light of changes in economic conditions or expansion of the Group. The Group may adjust the capital structure by issuing new shares, returning capital to shareholders or adjusting the amount of dividends to be paid to shareholders or sell assets to reduce debts. No changes were made in the objective, policy and process during the financial year under review as compared to the previous financial year.

The Group considers its total equity and total loans and borrowings to be the key components of its capital structure. The Group monitors capital using a debt-to-equity ratio, which is calculated as total borrowings divided by total equity as follows:

	GROUP	
	2025	2024
	RM	RM
Total borrowings	<u>34,139,816</u>	<u>3,442,110</u>
Total equity	<u>516,795,937</u>	<u>488,332,308</u>
Gearing ratio	<u>0.07</u>	<u>0.01</u>

## 36. WARRANTS

On 19 June 2025, the Company issued 433,524,800 5-year free detachable warrants 2025/2030 ("Warrants") pursuant to a bonus issue, on the basis of one (1) Warrant for every one (1) existing ordinary share held. The Warrants are constituted by a deed poll dated 3 June 2025 and were listed on the Main Market of Bursa Malaysia Securities Berhad on 24 June 2025. The Warrants will expire on 18 June 2030.

The exercise price of the Warrants is determined at a premium up to 10% to the theoretical ex-bonus price of the Company's ordinary shares, based on the five-day volume-weighted average market price of the Company's ordinary shares immediately preceding the price-fixing date.

The main features of the Warrants are as follows:

- Each Warrant entitles the registered holder, at any time during the exercise period, to subscribe for one (1) new ordinary share in the Company at an exercise price of RM1.16 per ordinary share.
- The exercise price and/or the number of Warrants are subject to adjustment in the event of alterations to the share capital of the Company, in accordance with the provisions set out in the deed poll.
- The Warrants shall be exercisable at any time within the period commencing on and including the date of issue of the Warrants until the last market day prior to the fifth anniversary of the date of issue of the Warrants.
- Upon exercise of the Warrants into new ordinary shares, such shares shall rank pari passu in all respects with the existing ordinary shares of the Company in issue at the time of exercise, except that they shall not be entitled to any dividends, rights, allotments or other distributions declared, made or paid prior to the date of allotment of the new ordinary shares arising from the exercise of the Warrants.
- The Warrant holders are not entitled to any voting rights or to participate in any form of distribution and/or offer of further securities of the Company unless and until such Warrants are exercised and new ordinary shares have been allotted and issued to the holders.
- At the expiry of the exercise period, any Warrants which have not been exercised shall lapse and cease to be valid for any purpose.

## Notes to the Financial Statements (Cont'd)

As at 31 December 2025

### 37. RIGHT-OF-USE ASSET AND LEASE LIABILITY

The Group has a lease contract for the rental of warehouse used in its operations that has lease term of 2 years. Generally, the Group is restricted from assigning and subleasing the leased asset.

The Group has certain leases of hostel and equipment with lease terms of 12 months or less and lease of office equipment with low value. The Group applies the 'short-term lease' and 'lease of low-value asset' recognition exemptions for these leases.

#### Right-of-use asset

Set out below are the carrying amount of right-of-use asset recognised and the movements during the financial year:

#### GROUP

	Warehouse	
	2025 RM	2024 RM
Balance at beginning	-	880,042
Depreciation	-	(616,029)
Derecognition	-	(264,013)
Balance at end	-	-

#### Lease liability

Set out below are the carrying amount of the lease liability and the movements during the financial year:

	GROUP	
	2025 RM	2024 RM
Balance at beginning	-	905,609
Accretion of interest	-	20,408
Payments	-	(648,480)
Derecognition	-	(92,257)
* Rent concession	-	(185,280)
Balance at end	-	-

The following are the amounts recognised in profit or loss:

	GROUP	
	2025 RM	2024 RM
Depreciation of right-of-use asset	-	616,029
Accretion of interest on lease liability	-	20,408
Expenses relating to lease of low value assets	25,945	42,226
Expenses relating to short term leases	36,000	36,000
Loss on derecognition of right-of use asset and lease liability	-	171,756
Rent concession	-	(185,280)
<b>Total amount recognised in profit or loss</b>	<b>61,945</b>	<b>701,139</b>
<b>Total cash outflow for leases</b>	<b>61,945</b>	<b>726,706</b>

## Disclosure of Financial Data for Shariah Screening

Pursuant to Rule 9.25A of the MAIN market Listing Requirements below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data Shariah non-permissible Income arising from the Group's business activities and interest-based financial position.

### (A) Group Total Income and Total Assets

	Group	
	2025 (RM)	2024 (RM)
<b>Total Income</b>		
Revenue	627,137,231	600,746,730
Other Income	5,354,466	5,527,141
Finance Income	238,608	196,497
Interest income	900,649	4,135,107
<b>Total</b>	<b>633,630,954</b>	<b>610,605,475</b>
<b>Total Assets</b>	<b>718,508,043</b>	<b>660,029,616</b>

### (B) Business Activities

	Group	
	2025 (RM)	2024 (RM)
<b>Shariah Non-Compliant Activities</b>		
Gain from investment in conventional instruments	1,180,003	760,478
Interest Income	900,649	4,135,107
<b>Total</b>	<b>2,080,652</b>	<b>4,895,585</b>

### (C) Component of Financial Position

(i) Cash Component	Group	
	2025 (RM)	2024 (RM)
<b>Islamic Account/Instruments</b>		
Cash at bank (exclude cash in hand)	2,981,294	11,438
Cash in hand	4,118	6,825
Deposits with licensed bank	23,376,061	10
Unit trust funds	139,168,026	89,045,451
<b>Total</b>	<b>165,529,499</b>	<b>89,063,724</b>
<b>Conventional Account/Instruments</b>		
Cash at bank (exclude cash in hand)	20,853	4,654,963
Deposits with licensed bank	232,779	22,819,769
Unit trust funds	50,605,592	43,209,447
<b>Total</b>	<b>50,859,224</b>	<b>70,684,179</b>

## Disclosure of Financial Data for Shariah Screening (Cont'd)

### (C) Component of Financial Position (Cont'd)

#### (ii) Debt Component

Islamic Financing	Group	
	2025 (RM)	2024 (RM)
<b>Current</b>		
Banker's acceptances	25,648,000	-
Term financing	-	1,563,438
Trade financing	4,261,427	-
<b>Non-Current</b>		
Term financing	-	1,878,672
<b>Total</b>	<b>29,909,427</b>	<b>3,442,110</b>

Conventional Borrowing	Group	
	2025 (RM)	2024 (RM)
<b>Current</b>		
Trade financing	4,230,390	-
<b>Total</b>	<b>4,230,390</b>	<b>-</b>

# Analysis of Shareholdings

As at 3 April 2026

Issued and paid-up share capital : RM390,829,621.00 comprised 1,300,674,400 ordinary shares  
 Class of shares : Ordinary shares  
 Voting right : One (1) vote per ordinary share

## Analysis by Size of Shareholdings

Size of shareholdings	No. of shareholders	%	No. of issued shares	%
Less than 100 shares	20	0.732	312	0.000
100 to 1,000 shares	352	12.893	189,149	0.014
1,001 to 10,000 shares	1,148	42.051	6,045,500	0.464
10,001 to 100,000 shares	919	33.663	29,839,202	2.294
100,001 to 65,033,719 shares (less than 5%)	288	10.549	747,645,637	57.481
65,033,720 shares (5%) and above	3	0.109	516,954,600	39.745
<b>Total</b>	<b>2,730</b>	<b>100.000</b>	<b>1,300,674,400</b>	<b>100.000</b>

## Substantial Shareholders (Based on the Register of Substantial Shareholders)

Name of shareholders	Direct		Indirect	
	No. of issued shares	%	No. of issued shares	%
Main Stream Limited (“MSL”)	228,879,000	17.60	-	-
Main Stream Holdings Sdn. Bhd. (“MSH”)	196,439,700	15.10	-	-
Estate of Lee Chong Yeow @ Lee Chong Yan	-	-	425,318,700 <sup>(1)</sup>	32.70
Loh Hock Chiang	91,635,900	7.05	425,318,700 <sup>(1)</sup>	32.70
Pixel Advisers Pte. Ltd. (“PAPL”)	68,413,800	5.26	-	-
Tan Chong Hin	485,400	0.04	68,413,800 <sup>(2)</sup>	5.26
Employees Provident Fund Board	23,652,845	1.82	134,318,000	10.33
Aberdeen Group plc (formerly known as abrdrn plc)	-	-	137,820,500 <sup>(3)</sup>	10.60
abrdrn Holdings Limited	-	-	137,820,500 <sup>(4)</sup>	10.60
abrdrn Malaysia Sdn. Bhd.	-	-	136,079,000 <sup>(5)</sup>	10.46

- (1) Deemed interested by virtue of their interest in MSH and MSL pursuant to Section 8(4) of the Companies Act 2016 (the “Act”).
- (2) Deemed interested by virtue of his interest in PAPL pursuant to Section 8(4) of the Act.
- (3) Deemed interested by virtue of its interests in custodian appointed by one or more funds managed by one or more subsidiaries of Aberdeen Group plc (formerly known as abrdrn plc) pursuant to Section 8(4)(c) of the Act.
- (4) Deemed interested by virtue of its interests in custodian appointed by one or more funds managed by one or more subsidiaries of abrdrn Holdings Limited pursuant to Section 8(4)(c) of the Act.
- (5) Deemed interested by virtue of its interests in custodian appointed by one or more funds managed by abrdrn Malaysia Sdn. Bhd. pursuant to Section 8(4)(c) of the Act.

## Directors’ Shareholdings (Based on the Register of Directors’ Shareholdings)

Name of Directors	Direct		Indirect	
	No. of issued shares	%	No. of issued shares	%
Loh Hock Chiang	91,635,900	7.05	425,318,700 <sup>(1)</sup>	32.70
Tan Chong Hin	485,400	0.04	68,413,800 <sup>(2)</sup>	5.26
Dato’ F’ng Meow Cheng	121,400	0.01 <sup>(3)</sup>	-	-
Nor Shahmir bin Nor Shahid	-	-	-	-
Yee Swee Meng	-	-	-	-
Jamie Hwe Ping Lee	22,908,975	1.76	-	-
Jonathan Ming Chian Lee (Alternate Director to Jamie Hwe Ping Lee)	22,908,975	1.76	425,318,700 <sup>(4)</sup>	32.70

- (1) Deemed interested by virtue of his direct interest in MSH and MSL pursuant to Section 8(4) of the Act.
- (2) Deemed interested by virtue of his direct interest in PAPL pursuant to Section 8(4) of the Act.
- (3) Negligible
- (4) He is the Administrator of the Estate of Lee Chong Yeow @ Lee Chong Yan, as such he is deemed interested by virtue of the late Lee Chong Yeow @ Lee Chong Yan’s direct interest in MSH and MSL pursuant to Section 8(4) of the Act.

## Analysis of Shareholdings (Cont'd)

As at 3 April 2026

### List of 30 Largest Shareholders

No.	Name of Shareholders	No. of Shares Held	%
1	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DBSSES CLT ACC FOR MAIN STREAM LIMITED (MAYBANK SG)	228,879,000	17.60
2	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR MAIN STREAM HOLDINGS SDN. BHD. (12021572) (434712)	196,439,700	15.10
3	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR LOH HOCK CHIANG (12022325) (443594)	91,635,900	7.05
4	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERDEEN)	46,697,700	3.59
5	MAYBANK NOMINEES (ASING) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR PIXEL ADVISERS PTE. LTD. (12023289) (446283)	45,000,000	3.46
6	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERISLAMIC)	36,738,200	2.82
7	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ABERDEEN)	33,687,600	2.59
8	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA GROWTH FUND	29,931,500	2.30
9	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR PIXEL ADVISERS PTE LTD	23,413,800	1.80
10	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE SES CLT ACC FOR JOYCE LEE HWE LING	22,908,975	1.76
11	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE SES CLT ACC FOR SHIRLYN LEE HWE TING	22,908,975	1.76
12	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE SES CLT ACC FOR LEE, JONATHAN MING CHIAN	22,908,975	1.76
13	JAMIE HWE PING LEE	22,908,975	1.76
14	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR TITANIUM GOODWILL SDN BHD	22,645,800	1.74
15	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)	22,049,000	1.70
16	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (BNP NAJMAH EQ)	21,160,300	1.63
17	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	17,095,200	1.31
18	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	16,589,300	1.28

## Analysis of Shareholdings (Cont'd)

As at 3 April 2026

### List of 30 Largest Shareholders (cont'd)

No.	Name of Shareholders	No. of Shares Held	%
19	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND (50156 TR01)	16,530,600	1.27
20	CARTABAN NOMINEES (TEMPATAN) SDN BHD CN CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA GROWTH FUND SERIES 2	13,775,500	1.06
21	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (RHB INV)	12,778,800	0.98
22	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (ABERDEEN 2)	12,638,400	0.97
23	CARTABAN NOMINEES (TEMPATAN) SDN BHD TMF TRUSTEES MALAYSIA BERHAD FOR AFFIN HWANG WHOLESALE EQUITY FUND 2	11,200,000	0.86
24	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (AIIMAN)	11,104,400	0.85
25	MAYBANK NOMINEES (TEMPATAN) SDN BHD ETIQA LIFE INSURANCE BERHAD (GROWTH)	9,874,200	0.76
26	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PETROLIAM NASIONAL BERHAD (ACF-KENANGA-EQ)	7,861,500	0.60
27	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA MALAYSIAN INC FUND	7,745,000	0.60
28	HONG LEONG ASSURANCE BERHAD AS BENEFICIAL OWNER (LIFE PAR)	7,408,700	0.57
29	MAYBANK NOMINEES (TEMPATAN) SDN BHD ETIQA LIFE INSURANCE BERHAD (DANA EKT PRIMA)	7,279,200	0.56
30	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	7,063,545	0.54
<b>Total</b>		<b>1,048,858,745</b>	<b>80.64</b>

## Analysis of Warrant Holdings

As at 3 April 2026

### Warrant Holdings

No. of warrants unexercised	: 433,524,800
Exercise price per warrant	: RM1.16
Expiry date	: 18 June 2030

Analysis by Size of Warrant Holdings

Size of Warrant Holdings	No of Warrant Holders	%	No. of Warrants	%
Less than 100 shares	16	0.962	122	0.000
100 to 1,000 shares	396	23.812	231,179	0.053
1,001 to 10,000 shares	550	33.072	2,673,699	0.616
10,001 to 100,000 shares	452	27.179	18,001,200	4.152
100,001 to 21,676,239 shares (less than 5%)	246	14.792	235,800,400	54.391
21,676,240 shares (5%) and above	3	0.180	176,818,200	40.786
<b>Total</b>	<b>1,663</b>	<b>100.000</b>	<b>433,524,800</b>	<b>100.000</b>

### Substantial Warrant Holders (Based on the Register of Substantial Warrant Holders)

Name of Warrant Holders	Direct		Indirect	
	No. of Warrants	%	No. of Warrants	%
Main Stream Limited (“MSL”)	76,293,000	17.60	-	-
Main Stream Holdings Sdn. Bhd. (“MSH”)	69,979,900	16.14	-	-
Estate of Lee Chong Yeow @ Lee Chong Yan	-	-	146,272,900 <sup>(1)</sup>	33.74
Loh Hock Chiang	30,545,300	7.05	146,272,900 <sup>(1)</sup>	33.74
Pixel Advisers Pte. Ltd. (“PAPL”)	23,304,600	5.38	-	-
Tan Chong Hin	80,900	0.02	23,304,600 <sup>(2)</sup>	5.38
Employees Provident Fund Board	10,929,300	2.52	39,287,000	9.06
Aberdeen Group plc (formerly known as abrdn plc)	-	-	44,100,600 <sup>(3)</sup>	10.17
abrdn Holdings Limited	-	-	44,100,600 <sup>(4)</sup>	10.17
abrdn Malaysia Sdn. Bhd.	-	-	43,520,100 <sup>(5)</sup>	10.04

- (1) Deemed interested by virtue of their interest in MSH and MSL pursuant to Section 8(4) of the Companies Act 2016 (the “Act”).
- (2) Deemed interested by virtue of his interest in PAPL pursuant to Section 8(4) of the Act.
- (3) Deemed interested by virtue of its interests in custodian appointed by one or more funds managed by one or more subsidiaries of Aberdeen Group plc (formerly known as abrdn plc) pursuant to Section 8(4)(c) of the Act.
- (4) Deemed interested by virtue of its interests in custodian appointed by one or more funds managed by one or more subsidiaries of abrdn Holdings Limited pursuant to Section 8(4)(c) of the Act.
- (5) Deemed interested by virtue of its interests in custodian appointed by one or more funds managed by abrdn Malaysia Sdn. Bhd. pursuant to Section 8(4)(c) of the Act.

### Directors' Warrant Holdings (Based on the Register of Directors' Warrant Holdings)

Name of Directors	Direct		Indirect	
	No. of Warrants	%	No. of Warrants	%
Loh Hock Chiang	30,545,300	7.05	146,272,900 <sup>(1)</sup>	33.74
Tan Chong Hin	80,900	0.02	23,304,600 <sup>(2)</sup>	5.36
Dato' F'ng Meow Cheng	13,800	0.00 <sup>(3)</sup>	-	-
Nor Shahmir bin Nor Shahid	-	-	-	-
Yee Swee Meng	-	-	-	-
Jamie Hwe Ping Lee	7,636,325	1.76	-	-
Jonathan Ming Chian Lee (Alternate Director to Jamie Hwe Ping Lee)	7,636,325	1.76	146,272,900 <sup>(4)</sup>	33.74

- (1) Deemed interested by virtue of his direct interest in MSH and MSL pursuant to Section 8(4) of the Act.
- (2) Deemed interested by virtue of his direct interest in PAPL pursuant to Section 8(4) of the Act.
- (3) Negligible
- (4) He is the Administrator of the Estate of Lee Chong Yeow @ Lee Chong Yan, as such he is deemed interested by virtue of the late Lee Chong Yeow @ Lee Chong Yan's direct interest in MSH and MSL pursuant to Section 8(4) of the Act.

## Analysis of Warrant Holdings (Cont'd)

As at 3 April 2026

### List of 30 Largest Warrant Holders

No.	Name of Warrant Holders	No. of Warrants	%
1	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DBSSES CLT ACC FOR MAIN STREAM LIMITED (MAYBANK SG)	76,293,000	17.60
2	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR MAIN STREAM HOLDINGS SDN. BHD. (12021572) (434712)	69,979,900	16.14
3	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR LOH HOCK CHIANG (12022325) (443594)	30,545,300	7.05
4	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERDEEN)	15,565,900	3.59
5	MAYBANK NOMINEES (ASING) SDN BHD MAYBANK PRIVATE WEALTH MANAGEMENT FOR PIXEL ADVISERS PTE. LTD. (12023289) (446283)	15,000,000	3.46
6	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERISLAMIC)	13,549,900	3.13
7	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ABERDEEN)	11,229,200	2.59
8	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA GROWTH FUND	11,049,300	2.55
9	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR TITANIUM GOODWILL SDN BHD	8,820,100	2.03
10	MAYBANK SECURITIES NOMINEES (ASING) SDN BHD PLEGDED SECURITIES ACCOUNT FOR PIXEL ADVISERS PTE LTD	8,304,600	1.92
11	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE SES CLT ACC FOR JOYCE LEE HWE LING	7,636,325	1.76
12	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE SES CLT ACC FOR SHIRLYN LEE HWE TING	7,636,325	1.76
13	DB (MALAYSIA) NOMINEE (ASING) SDN BHD DEUTSCHE BANK AG SINGAPORE SES CLT ACC FOR LEE, JONATHAN MING CHIAN	7,636,325	1.76
14	JAMIE LEE HWE PING	7,636,325	1.76
15	CARTABAN NOMINEES (TEMPATAN) SDN BHD CN CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA GROWTH FUND SERIES 2	5,288,800	1.22
16	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)	4,507,600	1.04
17	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (ABERDEEN 2)	4,212,800	0.97
18	TAN SOO ENG	4,100,000	0.95
19	MAYBANK NOMINEES (TEMPATAN) SDN BHD ETIQA LIFE INSURANCE BERHAD (GROWTH)	3,291,400	0.76

## Analysis of Warrant Holdings (Cont'd)

As at 3 April 2026

### List of 30 Largest Warrant Holders (cont'd)

No.	Name of Warrant Holders	No. of Warrants	%
20	APEX SECURITIES BERHAD IVT PDR 201 LEONARD CHIN YEN HAW	2,940,900	0.68
21	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD - KENANGA MALAYSIAN INC FUND	2,740,600	0.63
22	MAYBANK NOMINEES (TEMPATAN) SDN BHD ETIQA LIFE INSURANCE BERHAD (DANA EKT PRIMA)	2,426,400	0.56
23	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (AIIMAN)	2,378,200	0.55
24	HONG LEONG ASSURANCE BERHAD AS BENEFICIAL OWNER (LIFE PAR)	2,151,000	0.50
25	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ABDN EQ ABSR FD)	2,105,700	0.49
26	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (F TEMPLETON)	1,927,800	0.44
27	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR KENANGA SYARIAHEXTRA FUND (N14011960240)	1,832,300	0.42
28	MAYBANK NOMINEES (TEMPATAN) SDN BHD ETIQA LIFE INSURANCE BERHAD (LIFE PAR)	1,822,300	0.42
29	LEE CHEE HOE	1,708,500	0.39
30	MAYBANK NOMINEES (TEMPATAN) SDN BHD LEE LI YING	1,640,200	0.38
	<b>Total</b>	<b>335,957,000</b>	<b>77.49</b>

## List of Properties

No.	No Title	Property Address	Tenure	Description of property/ Existing Use	Category of land use/ Land area/ Built-up area S.Q. Metre	Acquisition Date	Approximate age of Building	Audited NBV as at FYE Dec 2025 (RM)
1	GRN 210066	Plot 21, Jalan Hi-Tech 4, Industrial Zone Kulim Hi-Tech Park, Phase 1, 09090 Kulim, Kedah Darul Aman	Term in perpetuity	An industrial complex in Industrial Zone Phase 1, Kulim Hi-Tech Park/Own use for business operation	Industrial/ 40,627/ 24,117.78	29 October 1996	26 years for Phase 1 24 years for Phase 2 3 year and 10 months for Phase 3	53,500,000.00
2	HSD 83925	No. 10, Jalan Hi-Tech 9/1, Zon Industrial Fasa 3A Kulim Hi-Tech Park, 09090 Kulim, Kedah Darul Aman	Freehold	An industrial complex in Industrial Zon Industrial Fasa 3A, Kulim Hi-Tech Park/Own use for business operation	Industrial/ 28,045/ 22,666.21	31 July 2024	1 year and 1 month for Phase 5	80,500,000.00
3	HSD 83933	No. 2, Jalan Hi-Tech 9, Zon Industrial Fasa 3A Kulim Hi-Tech Park, 09090 Kulim, Kedah Darul Aman	Freehold	Vacant industrial land Zon Industrial Fasa 3A, Kulim Hi-Tech Park/Own use for business operation	Industrial/ 25,252 / -	14 August 2025	-	12,696,388.16

# Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Fifth Annual General Meeting of Aurelius Technologies Berhad (“**ATech**” or “**Company**”) will be held at **Townhall of Aurelius Technologies Berhad, Plot 21, Jalan Hi-Tech 4, Kulim Hi-Tech Park, Phase 1, 09090 Kulim, Kedah** on **Friday, 29 May 2026** at **10.00 a.m.** or at any adjournment thereof for the following purposes:

## A G E N D A

### AS ORDINARY BUSINESS

- |    |  |                                    |
|----|--|------------------------------------|
| 1. | To receive Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon. | Please refer to Explanatory Note 1 |
| 2. | To approve the payment of Directors’ fees up to an amount of RM230,000 from 30 May 2026 until the next Annual General Meeting of the Company.          | Ordinary Resolution 1              |
| 3. | To approve the payment of Directors’ benefits up to an amount of RM150,000 from 30 May 2026 until the next Annual General Meeting of the Company.      | Ordinary Resolution 2              |
| 4. | To re-elect the following Directors who retire in accordance with Clause 91 of the Company’s Constitution:   |                                    |
|    | (a) Mr Loh Hock Chiang   | Ordinary Resolution 3              |
|    | (b) Ms Jamie Hwe Ping Lee  | Ordinary Resolution 4              |
| 5. | To re-appoint Messrs. Grant Thornton Malaysia PLT as Auditors of the Company and authorise the Directors to fix their remuneration.                    | Ordinary Resolution 5              |

### AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following Ordinary Resolutions, with or without modifications:

- |    |   |                       |
|----|---|-----------------------|
| 6. | <b>Authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016 (“Act”)</b> | Ordinary Resolution 6 |
|----|---|-----------------------|

“THAT subject to Sections 75 and 76 of the Act and the approvals of the relevant governmental/regulatory authorities, the Directors be and are hereby empowered to allot and issue shares in the Company, at any time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares issued pursuant to this Resolution does not exceed 10% of the total number of issued shares (excluding treasury shares) of the Company for the time being.

THAT pursuant to Section 85 of the Act, read together with Clause 53 of the Company’s Constitution, the shareholders of the Company do hereby waive the pre-emptive rights to be offered new shares ranking equally to the existing issued shares of the Company arising from the exercise of the authority granted pursuant to Sections 75 and 76 of the Act.”

## Notice of Annual General Meeting (Cont'd)

### 7. Authority to Purchase its Own Shares

Ordinary Resolution 7

“THAT subject to the Companies Act 2016 (“**Act**”), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and requirements of any other relevant authorities, the Directors be and are hereby authorised to purchase its own shares through Bursa Securities, subject to the following:

- (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 its shares shall not exceed the retained profits of the Company;
- (c) The authority conferred by this resolution will be effective upon passing of this resolution and will continue in force until:
  - (i) the conclusion of the next Annual General Meeting (“**AGM**”), at which time the said authority will lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
  - (ii) the expiry of the period within which the next AGM of the Company after that date is required to be held pursuant to Section 340 of the Act; or
  - (iii) the authority is revoked or varied by an ordinary resolution passed by the shareholders in a general meeting;

whichever occurs first;

THAT the Directors be and are hereby authorised to deal with the shares purchased in their absolute discretion (which may be retained as treasury shares, distributed as dividends, resold, transferred, cancelled and/or in any other manner as prescribed by the Act, and the relevant rules, regulations and/or requirements).

THAT the Directors be and are hereby authorised to take all such steps as are necessary or expedient to implement or to effect the purchase of the shares.”

8. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution.

BY ORDER OF THE BOARD

**TAN AI PENG**

(MAICSA 7018419) (SSM PC No. 201908003179)

Company Secretary

Kuala Lumpur

30 April 2026

## Notice of Annual General Meeting (Cont'd)

### Notes:

- (i) For the purpose of determining who shall be entitled to attend this Fifth Annual General Meeting (“**5th AGM**”), the Company shall request from Bursa Malaysia Depository Sdn. Bhd., to make available to the Company, pursuant to Clause 61 of the Company’s Constitution, Paragraph 7.16 of the Bursa Malaysia Securities Berhad (“**Bursa Securities**”) Main Market Listing Requirements (“**MMLR**”) and Subsection 34(1) of the Securities Industry (Central Depositories) Act 1991 (“**SICDA**”), a Record of Depositors (“**ROD**”) as at 21 May 2026 and only Depositors whose names appear on such ROD shall be regarded as a member and entitled to attend, speak, and vote at the 5th AGM.
- (ii) A member who can participate can appoint one (1) or more proxies to participate for him but where that member appoints more than one (1) proxy, he must specify the proportion of his shareholdings represented by each proxy failing which the appointment will be deemed invalid.
- (iii) The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised by the corporation.
- (iv) A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
- (v) The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited with the Share Registrar, Tricor Investor & Issuing House Services Sdn. Bhd., situated at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or the dropbox located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not less than forty eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote, and in default the instrument of proxy shall not be treated as valid.
- (vi) Members may deposit the instrument appointing the proxy by electronic means by way of submitting the instrument with the Share Registrar via Vistra Share Registry and IPO (MY) Portal at <https://srmy.vistra.com> not later than Wednesday, 27 May 2026 at 10.00 a.m. Please follow the procedure as set out in the Administrative Guide of the 5th AGM for further information on electronic submission of proxy form.
- (vii) Where a member of the Company is an authorised nominee as defined under the SICDA, it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- (viii) 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. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from complying with the provisions of Section 25A(1) of the SICDA.
- (ix) Pursuant to Paragraph 8.29(A) of MMLR, all resolutions set out in this Notice are to be voted by poll.

### Explanatory Notes:

1. **Item 1 of the Agenda**  
**Audited Financial Statements for the financial year ended 31 December 2025 (“AFS”)**

The AFS are for discussion only as they do not require shareholders’ approval pursuant to Section 340(1)(a) of the Companies Act 2016 (“**Act**”). Hence, this Agenda item will not be put forward for voting.

2. **Ordinary Resolution 1**  
**Directors’ Fees Payable to Non-Executive Directors**

The proposed Ordinary Resolution 1 is to facilitate the payment of Non-Executive Directors’ fees based on the current Board size. In the event the Non-Executive Directors’ fees proposed are insufficient, due to enlarged Board size, approval will be sought at the next AGM for the shortfall.

Payment of the Non-Executive Directors’ fees will be made by the Company as and when incurred if the proposed Ordinary Resolutions 1 & 2 are passed at the 5th AGM. The Board is of the view that it is just and equitable for the Non-Executive Directors to be paid with the Directors’ fees as and when incurred, particularly after they have discharged their responsibilities and rendered their services to the Company for the relevant period.

# Notice of Annual General Meeting (Cont'd)

Explanatory Notes: (cont'd)

3. **Ordinary Resolution 2**  
**Directors' Benefits Payable to Non-Executive Directors**

*The Directors' benefits comprise insurance and meeting allowance which are calculated based on the current Board size and number of scheduled Board and Board Committee meetings for the period commencing 30 May 2026 until the next AGM of the Company. In the event the proposed amount is insufficient, due to additional meetings or enlarged Board size, approval will be sought at the next AGM for the shortfall.*

4. **Ordinary Resolutions 3 and 4**  
**Re-election of Directors**

*Mr Loh Hock Chiang and Ms Jamie Hwe Ping Lee are standing for re-election as Directors of the Company and being eligible, have offered themselves for re-election at the 5th AGM.*

*The Board has through the Nomination Committee carried out the necessary assessment on the aforesaid Directors and concluded that they met the criteria as prescribed under Paragraph 2.20A of the MMLR on character, experience, integrity, competence, and time to effectively discharge their roles as Directors.*

5. **Ordinary Resolution 5**  
**Re-appointment of Auditors**

*The Board has through the Audit Committee ("AC"), considered the re-appointment of Messrs. Grant Thornton Malaysia PLT as the Auditors of the Company. The factors considered by the AC in making the recommendation to the Board to table their re-appointment at the 5th AGM are disclosed in the AC Report of the 2025 Annual Report.*

6. **Ordinary Resolution 6**  
**Authority to Issue and Allot Shares Pursuant to Sections 75 and 76 of the Act**

*At last year's AGM, a mandate was given to Directors to issue and allot new shares not exceeding 10% of the total number of issued shares pursuant to Sections 75 and 76 of the Act ("**General Mandate**") which will continue to be in force until the conclusion of the Company's next AGM.*

*The Ordinary Resolution 6 is proposed pursuant to Sections 75 and 76 of the Act, and if passed, will give the Directors of the Company, the authority to issue and allot not exceeding 10% of the total number of issued shares of the Company for purpose of funding current/future investment projects, working capital, repayment of bank borrowings, acquisitions and/or for issuance of shares as settlement of purchase consideration or such other application as the Directors may deem fit in the best interest of the Company. This authority, unless revoked or varied at a general meeting, will expire at the conclusion of the Company's next AGM.*

*By voting in favour of this proposed Ordinary Resolution 6, the shareholders of the Company will be waiving their statutory pre-emptive rights under Section 85 of the Act and will allow the Directors to issue shares to any person without having to offer the new shares to all existing shareholders of the Company prior to the issuance of the new shares.*

7. **Ordinary Resolution 7**  
**Authority to Purchase its Own Shares**

*The details of the proposal are set out in the Share Buy-Back Statement dated 30 April 2026, which is available at the Company's website at [www.atechgroup.com.my](http://www.atechgroup.com.my) as well as Bursa Securities' website.*

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# Proxy Form

CDS ACCOUNT NO.	
NO. OF SHARES HELD	



**AURELIUS TECHNOLOGIES BERHAD**  
Registration No. 202101005015 (1405314-D)  
(Incorporated in Malaysia under the Companies Act 2016)

\*I/\*We, \_\_\_\_\_ Tel: \_\_\_\_\_  
(Full name in block, NRIC/Passport/Company No.)

of \_\_\_\_\_  
(Full Address)

being member(s) of **Aurelius Technologies Berhad**, hereby appoint:

FULL NAME (IN BLOCK)	NRIC/PASSPORT NO.	PROPORTION OF SHAREHOLDINGS	
		NO. OF SHARES	%
ADDRESS			

\*and/or

FULL NAME (IN BLOCK)	NRIC/PASSPORT NO.	PROPORTION OF SHAREHOLDINGS	
		NO. OF SHARES	%
ADDRESS			

or failing him/her, the Chairperson of the meeting, as \*my/\*our proxy to vote for \*me/\*us on \*my/\*our behalf at the Fifth Annual General Meeting of the Company to be held at **Townhall of Aurelius Technologies Berhad, Plot 21, Jalan Hi-Tech 4, Phase 1, Kulim Hi-Tech Park, 09090 Kulim, Kedah on Friday, 29 May 2026 at 10.00 a.m.** or at any adjournment thereof, and to vote as indicated below:

(\*strike out whichever is not applicable)

NO.	ORDINARY RESOLUTION	FOR	AGAINST
1.	To approve the payment of Directors' fees up to an amount of RM230,000 from 30 May 2026 until the next Annual General Meeting of the Company.		
2.	To approve the payment of Directors' benefits up to an amount of RM150,000 from 30 May 2026 until the next Annual General Meeting of the Company.		
3.	To re-elect Mr Loh Hock Chiang who is retiring in accordance with Clause 91 of the Company's Constitution.		
4.	To re-elect Ms Jamie Hwe Ping Lee who is retiring in accordance with Clause 91 of the Company's Constitution.		
5.	To re-appoint Messrs. Grant Thornton Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.		
6.	To approve the authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
7.	To approve the authority to purchase its own shares.		

Please indicate with an "X" in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific direction, your proxy will vote or abstain as he/she thinks fit.

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2026

\_\_\_\_\_  
Signature of Shareholder/Common Seal

Notes:

- (i) For the purpose of determining who shall be entitled to attend this Fifth Annual General Meeting ("**5th AGM**"), the Company shall request from Bursa Malaysia Depository Sdn. Bhd., to make available to the Company, pursuant to Clause 61 of the Company's Constitution, Paragraph 7.16 of the Bursa Malaysia Securities Berhad ("**Bursa Securities**") Main Market Listing Requirements ("**MMLR**") and Subsection 34(1) of the Securities Industry (Central Depositories) Act 1991 ("**SICDA**"), a Record of Depositors ("**ROD**") as at 21 May 2026 and only Depositors whose names appear on such ROD shall be regarded as a member and entitled to attend, speak and vote at the 5th AGM.
- (ii) A member who can participate can appoint one (1) or more proxies to participate for him but where that member appoints more than one (1) proxy, he must specify the proportion of his shareholdings represented by each proxy failing which the appointment will be deemed invalid.
- (iii) The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or, if the appointor is a corporation, either under seal or under the hand of an officer or attorney duly authorised by the corporation.
- (iv) A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
- (v) The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited with the Share Registrar, Tricor Investor & Issuing House Services Sdn. Bhd., situated at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or the dropbox located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not less than forty eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote, and in default the instrument of proxy shall not be treated as valid.
- (vi) Members may deposit the instrument appointing the proxy by electronic means by way of submitting the instrument with the Share Registrar via Vistra Share Registry and IPO (MY) Portal at <https://smy.vistra.com> not later than Wednesday, 27 May 2026 at 10.00 a.m. Please follow the procedure as set out in the Administrative Guide of the 5th AGM for further information on electronic submission of proxy form.
- (vii) Where a member of the Company is an authorised nominee as defined under the SICDA, it may appoint one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- (viii) 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. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from complying with the provisions of Section 25A(1) of the SICDA.
- (ix) Pursuant to Paragraph 8.29(A) of MMLR, all resolutions set out in this Notice are to be voted by poll.

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Affix  
Stamp

The Share Registrar

**AURELIUS TECHNOLOGIES BERHAD**

[Registration No. 202101005015 (1405314-D)]

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, Malaysia

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[www.atechgroup.com.my](http://www.atechgroup.com.my)



**AURELIUS TECHNOLOGIES BERHAD**

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