



**PANDA ECO SYSTEM BERHAD**  
(Registration No: 202201028635 (1474332-M))  
*(Incorporated in Malaysia)*

**4<sup>TH</sup> QUARTER INTERIM FINANCIAL REPORT  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

**PANDA ECO SYSTEM BERHAD**  
**Registration No.: 202201028635 (1474332-M)**  
*(Incorporated in Malaysia)*

**CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME<sup>(1)</sup>  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

	Note	INDIVIDUAL QUARTER 3 MONTHS ENDED		CUMULATIVE QUARTER 12 MONTHS ENDED	
		31.12.2025 Unaudited RM'000	31.12.2024 Unaudited RM'000	31.12.2025 Unaudited RM'000	31.12.2024 Audited RM'000
Revenue		13,262	8,292	43,772	31,161
Cost of sales		(7,899)	(3,528)	(24,706)	(13,946)
<b>Gross profit</b>		<b>5,363</b>	<b>4,764</b>	<b>19,066</b>	<b>17,215</b>
Other income		237	348	942	1,038
Administrative and other expenses		(2,002)	(2,147)	(7,883)	(6,991)
Net reversal of impairment losses/ (Net impairment losses) on financial assets		345	431	271	(163)
<b>Profit from operations</b>		<b>3,943</b>	<b>3,396</b>	<b>12,396</b>	<b>11,099</b>
Finance costs		(18)	(4)	(111)	(16)
<b>Profit before tax</b>	B13	<b>3,925</b>	<b>3,392</b>	<b>12,285</b>	<b>11,083</b>
Tax expense	B5	(1,009)	(1,048)	(3,533)	(3,000)
<b>Profit after tax/ Total comprehensive income for the year</b>		<b>2,916</b>	<b>2,344</b>	<b>8,752</b>	<b>8,083</b>
<b>Profit after tax/ Total comprehensive income for the year attributable to:</b>					
Owners of the Group		2,840	2,344	9,221	8,083
Non-controlling interests ("NCI")		76	-	(469)	-
		<b>2,916</b>	<b>2,344</b>	<b>8,752</b>	<b>8,083</b>
<b>Earnings per share ("EPS")</b>	B12				
- Basic (sen) <sup>(2)</sup>		0.42	0.35	1.35	1.20
- Diluted (sen) <sup>(3)</sup>		0.42	0.35	1.35	1.20

**Notes:**

- (1) The basis of preparation of the above Unaudited Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income are detailed in Note A1 and should be read in conjunction with the audited financial statements of Panda Eco System Berhad ("Panda" or the "Company") and its subsidiaries ("Panda Group" or the "Group") for the financial year ended ("FYE") 31 December 2024 and the accompanying explanatory notes attached to this interim financial report.
- (2) Basic EPS is calculated based on the weighted average number of ordinary shares of the Company of 681,798,157 as at 31 December 2025 (31 December 2024: 671,187,000).
- (3) There are no dilutive instruments as at the end of the current financial quarter.

**PANDA ECO SYSTEM BERHAD**  
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**CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION<sup>(1)</sup>**  
**AS AT 31 DECEMBER 2025**

	Note	Unaudited As at 31.12.2025 RM'000	Audited As at 31.12.2024 RM'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Plant and equipment		2,271	995
Right-of-use assets		336	212
Intangible assets		8,086	2,594
Goodwill		9,282	-
Deferred tax assets		271	149
<b>Total non-current assets</b>		<b>20,246</b>	<b>3,950</b>
<b>Current assets</b>			
Inventories		413	191
Trade receivables		5,739	3,781
Other receivables, deposits and prepayments		1,529	2,231
Contract assets		72	4
Current tax assets		377	1,035
Fixed deposits with licensed banks		21,937	23,346
Cash and bank balances		13,584	10,656
<b>Total current assets</b>		<b>43,561</b>	<b>41,244</b>
<b>TOTAL ASSETS</b>		<b>63,897</b>	<b>45,194</b>
<b>EQUITY AND LIABILITIES</b>			
<b>EQUITY</b>			
Share capital		27,720	22,173
Merger deficits		(5,239)	(5,239)
Retained earnings		26,080	20,264
<b>Equity attributable to the owners of the Company</b>		<b>48,561</b>	<b>37,198</b>
NCI		(371)	-
<b>Total equity</b>		<b>48,190</b>	<b>37,198</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Lease liabilities	B7	138	81
Deferred tax liabilities		1,402	240
<b>Total non-current liabilities</b>		<b>1,540</b>	<b>321</b>
<b>Current liabilities</b>			
Trade payables		1,206	741
Other payables and accruals		9,455	4,350
Contract liabilities		3,275	2,444
Lease liabilities	B7	212	140
Hire purchase payable	B7	19	-
<b>Total current liabilities</b>		<b>14,167</b>	<b>7,675</b>
<b>TOTAL LIABILITIES</b>		<b>15,707</b>	<b>7,996</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>63,897</b>	<b>45,194</b>

**PANDA ECO SYSTEM BERHAD**  
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**CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION<sup>(1)</sup>**  
**AS AT 31 DECEMBER 2025 (CONTINUED)**

	<b>Unaudited</b>	<b>Audited</b>
	<b>As at</b>	<b>As at</b>
	<b>31.12.2025</b>	<b>31.12.2024</b>
	<b>RM'000</b>	<b>RM'000</b>
Net assets per ordinary share attributable to owners of the Company (RM) <sup>(2)</sup>	<u>0.07</u>	<u>0.06</u>

**Notes:**

- (1) The basis of preparation of the above Unaudited Condensed Consolidated Statement of Financial Position are detailed in Note A1 and should be read in conjunction with the audited financial statements of the Group for FYE 31 December 2024 and the accompanying explanatory notes attached to this interim financial report.
- (2) Computed based on total equity attributable to the owners of the Company divided by the number of ordinary shares of the Company of 690,649,674 as at 31 December 2025 (31 December 2024: 671,187,000).

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**PANDA ECO SYSTEM BERHAD**  
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**CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY<sup>(1)</sup>**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

	Non-distributable		Distributable		Non-controlling interests RM'000	Total Equity RM'000
	Share Capital RM'000	Merger Deficits RM'000	Retained Earnings RM'000	Total RM'000		
<b>At 1 January 2024 (Audited)</b>	22,173	(5,239)	15,537	32,471	-	32,471
Profit after tax/Total comprehensive income for the financial year	-	-	8,083	8,083	-	8,083
Dividend paid by the Company	-	-	(3,356)	(3,356)	-	(3,356)
<b>At 31 December 2024 (Audited)</b>	<b>22,173</b>	<b>(5,239)</b>	<b>20,264</b>	<b>37,198</b>	<b>-</b>	<b>37,198</b>
<b>At 1 January 2025 (Audited)</b>	22,173	(5,239)	20,264	37,198	-	37,198
Issuance of shares	5,547	-	-	5,547	-	5,547
Investment in a subsidiary	-	-	-	-	98	98
Profit/(Loss) after tax/Total comprehensive income/(expense) for the financial year	-	-	9,221	9,221	(469)	8,752
Dividend paid/payable by the Company	-	-	(3,405)	(3,405)	-	(3,405)
<b>At 31 December 2025 (Unaudited)</b>	<b>27,720</b>	<b>(5,239)</b>	<b>26,080</b>	<b>48,561</b>	<b>(371)</b>	<b>48,190</b>

**Note:**

- (1) The basis of preparation of the above Unaudited Condensed Consolidated Statement of Changes in Equity are detailed in Note A1 and should be read in conjunction with the audited financial statements of the Group for FYE 31 December 2024 and the accompanying explanatory notes attached to this interim financial report.

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**CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS<sup>(1)</sup>**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025**

	<b>Unaudited CURRENT YEAR-TO-DATE 31.12.2025 RM'000</b>	<b>Audited PRECEDING YEAR-TO-DATE 31.12.2024 RM'000</b>
<b>CASH FLOWS GENERATED FROM OPERATING ACTIVITIES</b>		
Profit before tax	12,285	11,083
Adjustments for:		
Net impairment losses on inventories	26	-
Net impairment losses on trade receivables	-	163
Amortisation of intangible assets	1,133	-
Bad debts written off	5	-
Depreciation of plant and equipment	438	256
Depreciation of right-of-use assets	283	120
Gain on disposal of plant and equipment	(9)	(65)
Gain on lease termination	(3)	-
Interest expense	79	-
Interest expense on lease liabilities	32	16
Interest income	(862)	(913)
Plant and equipment written off	2	12
Net reversal of impairment losses on inventories	-	(10)
Net reversal of impairment losses on trade receivables	(271)	-
<b>Operating profit before changes in working capital</b>	<b>13,138</b>	<b>10,662</b>
<b>Changes in working capital:</b>		
Inventories	432	(29)
Contract assets	(68)	264
Trade and other receivables	4,209	(184)
Trade and other payables	(676)	744
Contract liabilities	(1,660)	1,074
<b>Cash generated from operations</b>	<b>15,375</b>	<b>12,531</b>
Tax paid	(3,225)	(3,471)
Tax refunded	908	-
<b>Net cash generated from operating activities</b>	<b>13,058</b>	<b>9,060</b>
<b>CASH FLOWS USED FOR INVESTING ACTIVITIES</b>		
Acquisition of subsidiaries, net of cash and cash equivalents acquired	(6,147)	-
Additional investment in intangible assets	(1,581)	(605)
Deposits paid for the proposed acquisitions of companies	-	(1,706)
Interest received	862	913
Placement of fixed deposits with tenure more than 3 months	(16,720)	(2,050)
Proceeds from disposal of plant and equipment	9	248
Purchase of plant and equipment	(1,391)	(111)
<b>Net cash used for investing activities</b>	<b>(24,968)</b>	<b>(3,311)</b>

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**CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS<sup>(1)</sup>**  
**FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)**

	<b>Unaudited CURRENT YEAR-TO- DATE 31.12.2025 RM'000</b>	<b>Audited PRECEDING YEAR-TO- DATE 31.12.2024 RM'000</b>
<b>CASH FLOWS USED FOR FINANCING ACTIVITIES</b>		
Cash received from NCI for new subsidiary	98	-
Dividends paid	(1,678)	(3,356)
Interest paid	(111)	(16)
Repayment of loan and borrowings	(1,320)	-
Repayment of lease liabilities	(280)	(114)
<b>Net cash used for financing activities</b>	<b>(3,291)</b>	<b>(3,486)</b>
<b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>(15,201)</b>	<b>2,263</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR</b>	<b>31,952</b>	<b>29,689</b>
<b>CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR</b>	<b>16,751</b>	<b>31,952</b>
	<b>As at 31.12.2025 RM'000</b>	<b>As at 31.12.2024 RM'000</b>
<b>Cash and cash equivalents at the end of the financial year are represented by:</b>		
Fixed deposits with licensed banks	21,937	23,346
Cash and bank balances	13,584	10,656
	<b>35,521</b>	<b>34,002</b>
Less: Fixed deposits with tenure more than 3 months	(18,770)	(2,050)
	<b>16,751</b>	<b>31,952</b>

**Note:**

- (1) The above Unaudited Condensed Consolidated Statement of Cash Flows should be read in conjunction with the audited financial statements of the Group for FYE 31 December 2024 and the accompanying explanatory notes attached to this interim financial report.

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**A. EXPLANATORY NOTES PURSUANT TO MALAYSIAN FINANCIAL REPORTING STANDARDS 134, INTERIM FINANCIAL REPORTING**

**A1. Basis of Preparation**

This condensed consolidated interim financial report is unaudited and has been prepared in accordance with Malaysian Financial Reporting Standards (“**MFRS**”) 134, Interim Financial Reporting issued by the Malaysian Accounting Standards Board (“**MASB**”) and Rule 9.22 and Appendix 9B of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) (“**Listing Requirements**”).

This interim financial report should be read in conjunction with the audited financial statements of the Group for FYE 31 December 2024 and the accompanying explanatory notes attached to this interim financial report.

**A2. Significant Accounting Policies**

The significant accounting policies and methods of computation adopted by the Group in this interim financial report are consistent with those adopted in the Group’s audited financial statements for the financial year ended 31 December 2024 as disclosed in the Annual Report, except for the following new MFRSs and amendments to MFRSs that have been issued by the MASB.

**(a) New MFRS and amendments/Improvements to MFRSs effective on 1 January 2025**

Amendments to MFRS 121: *Lack of Exchangeability*

The adoption of the above new MFRS and amendments/improvements to MFRSs does not have any significant effect on the financial statements of the Group.

**(b) Amendments/improvements to MFRSs that have been issued, but yet to be effective**

	<b>Effective Date</b>
Amendments to MFRS 9 and MFRS 7: <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7: <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026
MFRS 18: <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19: <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 121: <i>Translation to Hyperinflationary Presentation Currency</i>	1 January 2027
Amendments to MFRS 10 and MFRS 128: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The initial application of the abovementioned accounting standards, interpretations or amendments is not expected to have any material financial impact on the Group.



**A. EXPLANATORY NOTES PURSUANT TO MALAYSIAN FINANCIAL REPORTING STANDARDS 134, INTERIM FINANCIAL REPORTING (CONTINUED)**

**A3. Auditors' Report on Preceding Annual Financial Statements**

There was no qualification on the audited financial statements of the Group for the financial year ended 31 December 2024.

**A4. Seasonal or Cyclical Factors**

The Group's operation was not significantly affected by any unusual seasonal or cyclical factors in the current quarter and financial year-to-date under review.

**A5. Unusual Items Due to Their Nature, Size or Incidence**

There were no extraordinary and exceptional items of unusual nature affecting assets, liabilities, equity, net income, or cash flows in the current quarter and financial year-to-date under review.

**A6. Material Changes in Estimates**

There were no material changes in estimates in the current quarter and financial year-to-date under review.

**A7. Debt and Equity Securities**

During the quarter ended 31 December 2025, there were no other issuances, cancellation, repurchase, resale or repayment of debt and equity securities.

However, during the quarter ended 30 June 2025, the Company increased its issued and paid-up share capital as follows:

- (i) On 16 June 2025, the Company issued 19,462,674 new ordinary shares at an issue price of RM0.3068 per share as part of the purchase consideration for the acquisition of the entire equity interest in Gross Synergy Sdn. Bhd. ("**GSSB**") and Day One Technology Sdn. Bhd. ("**DOTSB**") from Yeow Cheng Hock, Ho Soo Cherng, Ding Chew Kiat and Cheok Kian Hing ("**Acquisitions**"). The total value of the share consideration amounted to RM5,971,148.
- (ii) The issuance of shares was made pursuant to the Share Sale Agreement dated 28 November 2024, and was approved by the shareholders at the extraordinary general meeting held on 26 May 2025.

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

**A8. Dividend Paid**

A final single-tier dividend of 0.25 sen per ordinary share in respect of the financial year ended 31 December 2024 amounting to RM1,677,967 was paid on 26 June 2025.

No interim dividend was paid during the quarter ended 31 December 2025.

**A. EXPLANATORY NOTES PURSUANT TO MALAYSIAN FINANCIAL REPORTING STANDARDS 134, INTERIM FINANCIAL REPORTING (CONTINUED)**

**A9. Segmental Information**

The Group's revenue is segmented as follows:

**Revenue by products/services**

	<b><u>INDIVIDUAL QUARTER</u></b>		<b><u>CUMULATIVE QUARTER</u></b>	
	<b><u>3 MONTHS ENDED</u></b>		<b><u>12 MONTHS ENDED</u></b>	
	<b>31.12.2025</b>	<b>31.12.2024</b>	<b>31.12.2025</b>	<b>31.12.2024</b>
	<b>Unaudited</b>	<b>Unaudited</b>	<b>Unaudited</b>	<b>Audited</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Retail Management Eco-system:				
➤ HQ Centralised Management, Store Operations and Financial Management solution	9,978	5,441	30,554	20,927
➤ xBridge B2B solution and E-vendor portal	1,981	1,635	7,071	5,942
➤ Omni-Channel Engagement solution	642	490	2,243	1,977
Others:				
➤ Outright sale of IT hardware and third-party software	512	695	3,617	2,240
➤ Software customisation, implementation and integration	149	31	287	75
	<b>13,262</b>	<b>8,292</b>	<b>43,772</b>	<b>31,161</b>

**A10. Valuation of Plant and Equipment**

There was no revaluation of plant and equipment during the current financial quarter under review.

**A11. Material Events**

There were no material events subsequent to the end of the current financial quarter under review that have not been reflected in this interim financial report.

**A. EXPLANATORY NOTES PURSUANT TO MALAYSIAN FINANCIAL REPORTING STANDARDS 134, INTERIM FINANCIAL REPORTING (CONTINUED)**

**A12. Changes in the Composition of the Group**

During the quarter ended 31 December 2025, there were no changes in the composition of the Group.

On 2 January 2025, the Company acquired a 51% equity interest in Centra Solutions Sdn. Bhd. ("**CSSB**") comprising 51 ordinary shares out of 100 ordinary shares, for a cash consideration of RM51 ("**Investment**"). Consequently, CSSB became the subsidiary of the Company. On 13 January 2025, the Company increased its investment in CSSB from RM51 to RM102,000 when CSSB increased its total paid up share capital to RM200,000.

Furthermore, on 16 June 2025, the Company completed the Acquisitions as disclosed in Note A7 for a total purchase consideration of RM17.1 million which satisfied via a combination of:

- (i) Cash of RM11.1 million; and
- (ii) RM6.0 million via the issuance of 19,462,674 new ordinary shares in the Company at an issue price of RM0.3068 per share.

Following the completion of the Acquisitions, GSSB and DOTSB became wholly-owned subsidiaries of the Company.

**A13. Contingent Liabilities or Contingent Assets**

There were no contingent liabilities or contingent assets in the Group as at the date of this interim financial report.

**A14. Related Party Transactions Disclosures**

The related party transactions between the Group and related party are as follows:

	<u>INDIVIDUAL QUARTER</u>		<u>CUMULATIVE QUARTER</u>	
	<u>3 MONTHS ENDED</u>		<u>12 MONTHS ENDED</u>	
	<b>31.12.2025</b>	<b>31.12.2024</b>	<b>31.12.2025</b>	<b>31.12.2024</b>
	<b>Unaudited</b>	<b>Unaudited</b>	<b>Unaudited</b>	<b>Audited</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>Companies in which certain Directors of the Company have financial interests</b>				
Purchase of goods	232	209	744	912
Lease expenses paid/payable	27	-	63	-
<b>Directors of the Company</b>				
Lease expenses paid/payable	14	14	56	56
<b>Directors of the subsidiaries</b>				
Lease expenses paid/payable	26	-	60	3

**A. EXPLANATORY NOTES PURSUANT TO MALAYSIAN FINANCIAL REPORTING STANDARDS 134, INTERIM FINANCIAL REPORTING (CONTINUED)**

**A15. Capital Commitments**

There were no material commitments at the end of the financial year.

**A16. Goodwill**

As at 31 December 2025, the Group's goodwill decreased to RM9.28 million (30 September 2025: RM10.54 million). The decrease of RM1.26 million arose from the reassessment of the provisional purchase price allocation from the Acquisitions that were completed on 16 June 2025. Upon reassessment of the fair values of the identifiable assets and liabilities acquired, goodwill was revised downward by RM1.26 million and allocated to intangible assets.

This goodwill is not amortised but is tested for impairment annually and whenever there is an indication that it may be impaired.

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**B. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS**

**B1. Review of Financial Performance**

	<b><u>INDIVIDUAL QUARTER</u></b>		<b><u>CUMULATIVE QUARTER</u></b>	
	<b><u>3 MONTHS ENDED</u></b>		<b><u>12 MONTHS ENDED</u></b>	
	<b>31.12.2025</b>	<b>31.12.2024</b>	<b>31.12.2025</b>	<b>31.12.2024</b>
	<b>Unaudited</b>	<b>Unaudited</b>	<b>Unaudited</b>	<b>Audited</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Revenue	13,262	8,292	43,772	31,161
Gross profit	5,363	4,764	19,066	17,215
Profit before tax	3,925	3,392	12,285	11,083
Profit after tax	2,916	2,344	8,752	8,083
Profit attributable to:				
- Owners of the Group	2,840	2,344	9,221	8,083

Current quarter ended 31 December 2025 compared with preceding year corresponding quarter ended 31 December 2024

In the current quarter ended 31 December 2025, the Group recorded an increase in revenue by RM4.97 million to approximately RM13.26 million as compared to corresponding quarter ended 31 December 2024 of RM8.29 million, mainly due to revenue contributed by GSSB and DOTSB amounting to approximately RM3.64 million, after they became subsidiaries of the Company and revenue contributed from Retail Management Eco-system (HQ Centralised Management, Store Operations and Financial Management) amounting to RM1.16 million.

Gross profit of current quarter ended 31 December 2025 increased by RM0.60 million to approximately RM5.36 million as compared to corresponding quarter ended 31 December 2024 of RM4.76 million, mainly due to gross profit contributed by GSSB and DOTSB amounting to RM1.69 million. However, this was partially offset by higher staff costs incurred due to additional headcount hired during the current quarter ended 31 December 2025 as compared with preceding year corresponding quarter ended 31 December 2024.

Profit before tax of current quarter ended 31 December 2025 increased by RM0.54 million to approximately RM3.93 million as compared to corresponding quarter ended 31 December 2024 of RM3.39 million, mainly due to gross profit as explained above.

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**B. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS (CONTINUED)**

**B1. Review of Financial Performance (Continued)**

Current year ended 31 December 2025 compared with preceding year corresponding year ended 31 December 2024

In the current year ended 31 December 2025, the Group recorded an increase in revenue by RM12.61 million to approximately RM43.77 million as compared to corresponding year ended 31 December 2024 of RM31.16 million, mainly due to:

- i) the revenue contributed from GSSB and DOTSB amounting to RM8.84 million, after they became the subsidiaries of the Company;
- ii) the increase in revenue contributed from the Retail Management Eco-system (HQ Centralised Management, Store Operations and Financial Management) by RM1.48 million to approximately RM22.41 million (31 December 2024: RM20.93 million);
- iii) the increase in revenue contributed from xBridge B2B solution and E-vendor portal by RM1.13 million to approximately RM7.07 million (31 December 2024: RM5.94 million); and
- iv) the increase in revenue contributed from outright sales of IT hardware and third-party software by RM0.72 million to approximately RM2.96 million (31 December 2024: RM2.24 million).

Gross profit of current year ended 31 December 2025 increased by RM1.85 million to approximately RM19.07 million as compared to corresponding year ended 31 December 2024 of RM17.22 million, mainly due to gross profit contributed by GSSB and DOTSB amounting to RM3.60 million. However, this was partially offset by higher staff cost incurred due to additional headcount hired during the current year ended 31 December 2025.

Profit before tax of current year ended 31 December 2025 increased by RM1.21 million to approximately RM12.29 million as compared to corresponding year ended 31 December 2024 of RM11.08 million, mainly due to increase in gross profit as explained above.

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**B. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS (CONTINUED)**

**B2. Comparison with Immediate Preceding Quarter's Results**

	<b><u>CURRENT</u></b> <b><u>QUARTER</u></b> <b>31.12.2025</b> <b>Unaudited</b> <b>RM'000</b>	<b><u>IMMEDIATE</u></b> <b><u>PRECEDING</u></b> <b><u>QUARTER</u></b> <b>30.09.2025</b> <b>Unaudited</b> <b>RM'000</b>	<b>Changes</b> <b>%</b>
Revenue	13,262	11,865	11.77
Gross profit	5,363	5,301	1.16
Profit before tax	3,925	3,646	7.65
Profit after tax	2,916	2,595	12.36
Profit attributable to:			
- Owners of the Group	2,840	2,723	4.29

The Group's revenue for the current quarter increased by RM1.39 million or 11.77% to RM13.26 million as compared with the immediate preceding quarter of RM11.87 million, mainly due to the revenue contributed from Retail Management Eco-system (HQ Centralised Management, Store Operations and Financial Management) amounting to RM1.75 million. However, there was a decrease in revenue contributed from outright sales of IT hardware and third-party software by RM0.63 million.

The Group recorded a gross profit of RM5.36 million in the current quarter as compared with RM5.30 million in the immediate preceding quarter. The marginal improvement in gross profit, despite higher revenue, was primarily attributable to changes in sales mix. Revenue within Retail Management Eco-system has increased largely driven by an increase in volume of outright sales of IT which generally generate lower gross profit margin.

The Group recorded a profit before tax of RM3.93 million in the current quarter as compared with RM3.65 million in the immediate preceding quarter. The marginal improvement in profit before tax was mainly due to the gross profit as explained above.

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**B. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS (CONTINUED)**

**B3. Prospects of the Group**

The Group is principally involved in the development, customisation, implementation and integration of its Retail Management Eco-system. The Group expects that the growth of its Retail Management Eco-system business segment will be centered on the following areas:

- (i) development of cloud-based modules and expansion of solution offerings;
- (ii) expansion of workforce and operational facilities to facilitate business expansion in Malaysia; and
- (iii) regional expansion into other ASEAN countries.

On 2 January 2025, the Company acquired a 51.0% equity interest in CSSB which subsequently became a subsidiary of Panda. CSSB is in the business of re-selling third party Point-Of-Sales and Enterprise Resource Planning software (that has a global presence) which is targeted to focus on reputable retailers, among others but not limited to multinational departmental stores, convenience stores, book stores as well as retailers in other industries.

On 16 June 2025, the Company had completed the Acquisitions as disclosed in Note A12. Thereafter, GSSB and DOTSB became wholly-owned subsidiaries of Panda.

By optimising resources and leveraging shared expertise between Panda, CSSB, GSSB and DOTSB, the Group expects that the Investment and Acquisitions will:

- (i) expand its existing customer base and increase products offerings to a wide range of customers; and
- (ii) strengthen the position of the Group as a retail management solutions provider in Malaysia and gain opportunities to secure higher value contracts with reputable customers.

Barring unforeseen circumstances, the Board expects the Group to achieve satisfactory performance for the financial year ending 31 December 2026.

**B4. Variance of Actual Profits from Profit Forecast/Profit Guarantee**

The Group did not issue any profit forecast or profit guarantee during the current financial quarter under review.



**B. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS (CONTINUED)**

**B5. Taxation**

	<u>INDIVIDUAL QUARTER</u>		<u>CUMULATIVE QUARTER</u>	
	<u>3 MONTHS ENDED</u>		<u>12 MONTHS ENDED</u>	
	<b>31.12.2025</b>	<b>31.12.2024</b>	<b>31.12.2025</b>	<b>31.12.2024</b>
	<b>Unaudited</b>	<b>Unaudited</b>	<b>Unaudited</b>	<b>Audited</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Income tax expense				
- Current year	1,009	1,048	3,533	3,000
Effective tax rate (%)	25.70	30.90	28.75	27.07
Statutory tax rate (%)	24.00	24.00	24.00	24.00

**B6. Status of Corporate Proposals**

There were no corporate proposals pending completion as at the date of this interim financial report.

The Acquisitions were completed on 16 June 2025, as disclosed in Note A12.

**B7. Group Borrowings and Debts Securities**

	<b>31.12.2025</b>	<b>31.12.2024</b>
	<b>Unaudited</b>	<b>Audited</b>
	<b>RM'000</b>	<b>RM'000</b>
<b>Non-current:</b>		
Lease liabilities	138	81
<b>Current:</b>		
Lease liabilities	212	140
Hire purchase payable	19	-
	<b>231</b>	<b>140</b>
<b>Total borrowings</b>	<b>369</b>	<b>221</b>

**B8. Derivative Financial Instruments**

There were no outstanding derivatives as at 31 December 2025.

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**C. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS (CONTINUED)**

**B9. Utilisation of Proceeds from the Public Issue**

The gross proceeds of RM17.49 million from the Public Issue is intended to be utilised in the following manner:

<u>Details of utilisation of proceeds</u>	<u>Proposed utilisation</u>	<u>Re-allocation</u>	<u>Revised Utilisation of</u>	<u>Percentage of utilisation</u>	<u>Actual utilisation</u>	<u>Balance to be utilised</u>	<u>Estimated timeframe for utilisation<sup>(1)</sup></u>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>%</b>	<b>RM'000</b>	<b>RM'000</b>	
	<b>(A)</b>	<b>(B)</b>	<b>(C) = (A)-(B)</b>		<b>(D)</b>	<b>(E) = (C)-(D)</b>	
Research and development of new solutions	2,712	-	2,712	15.51	2,712	-	Within 36 months
Business expansion							
• Regional expansion in ASEAN countries	1,890	-	1,890	10.81	-	1,890	Within 36 months
• Establishing additional service hubs within Malaysia	2,634	-	2,634	15.06	2,124	510	Within 36 months (previously 24 months)
➤ Staff cost allocated to Northern region of Peninsular Malaysia	576	(576)	-	-	-	-	
➤ Rental of service hub for Northern region of Peninsular Malaysia	84	(84)	-	-	-	-	
➤ Purchase of office equipment for Northern region of Peninsular Malaysia	50	(50)	-	-	-	-	
➤ Staff cost allocated to East Malaysia and Johor	768	(356)	412	2.36	368	44	
➤ Staff cost allocated to Central region of Peninsular Malaysia	960	831	1,791	10.24	1,424	367	
➤ Rental of service hub for Central region of Peninsular Malaysia	96	135	231	1.32	132	99	
➤ Purchase of office equipment for Central region of Peninsular Malaysia	100	100	200	1.14	200	-	
Expansion of customer technical support department	1,680	-	1,680	9.61	1,680	-	Within 24 months
Headquarter's expansion	3,000	-	3,000	17.16	-	3,000	Within 36 months
Working capital	2,833	-	2,833	16.20	2,833	-	Within 24 months
Estimated listing expenses	2,736	-	2,736	15.65	2,736	-	Within 1 month
	<b>17,485</b>	<b>-</b>	<b>17,485</b>	<b>100.00</b>	<b>12,085</b>	<b>5,400</b>	

**Note:**

(1) From the date of listing of the Company on 27 November 2023.

**B. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS (CONTINUED)**

**B9. Utilisation of Proceeds from the Public Issue (Continued)**

The utilisation of proceeds disclosed above should be read in conjunction with the Prospectus of the Company dated 8 November 2023 and the announcement for the extension of timeframe for the utilisation of Initial Public Offering Proceeds ("**IPO Proceeds**") dated 28 August 2025.

**B10. Material Litigations**

There were no material litigations by or against the Group as at 31 December 2025.

**B11. Dividend Declarations**

On 19 December 2025, the Board of Directors declared a first interim single-tier dividend of 0.25 sen per ordinary share in respect of the financial year ended 31 December 2025 with an entitlement date and payment date on 6 January 2026 and 23 January 2026 respectively.

**B12. Earnings Per Share**

The basic and diluted EPS for the current financial quarter under review and financial year-to-date are computed as follows:

	<b><u>INDIVIDUAL QUARTER</u></b>		<b><u>CUMULATIVE QUARTER</u></b>	
	<b><u>3 MONTHS ENDED</u></b>		<b><u>12 MONTHS ENDED</u></b>	
	<b>31.12.2025</b>	<b>31.12.2024</b>	<b>31.12.2025</b>	<b>31.12.2024</b>
	<b>Unaudited</b>	<b>Unaudited</b>	<b>Unaudited</b>	<b>Audited</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
Net profit attributable to ordinary equity holders of the Company	2,840	2,344	9,221	8,083
Weighted average number of ordinary shares in issue ('000) <sup>(1)</sup>	681,798	671,187	681,798	671,187
Weighted average number of diluted ordinary shares in issue ('000) <sup>(2)</sup>	681,798	671,187	681,798	671,187
Basic EPS (sen) <sup>(1)</sup>	0.42	0.35	1.35	1.20
Diluted EPS (sen) <sup>(2)</sup>	0.42	0.35	1.35	1.20

**Notes:**

- (1) Basic EPS is calculated based on the weighted average number of ordinary shares of the Company of 681,798,157 as at 31 December 2025 (31 December 2024: 671,187,000).
- (2) There are no dilutive instruments as at the end of the year ended 31 December 2025.

**B. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS (CONTINUED)**

**B13. Notes to the Condensed Consolidated Statements of Profit or Loss and Other Comprehensive Income**

The following items have been charged/(credited) in arriving at the profit before tax for the current financial quarter and the profit before tax for the financial year-to-date:

	<u>INDIVIDUAL QUARTER</u>		<u>CUMULATIVE QUARTER</u>	
	<u>3 MONTHS ENDED</u>		<u>12 MONTHS ENDED</u>	
	<b>31.12.2025</b>	<b>31.12.2024</b>	<b>31.12.2025</b>	<b>31.12.2024</b>
	<b>Unaudited</b>	<b>Unaudited</b>	<b>Unaudited</b>	<b>Audited</b>
	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>	<b>RM'000</b>
<b>After charging:</b>				
Net impairment losses on:				
- inventories	-	-	26	-
- trade receivables	-	-	-	163
Amortisation of intangible assets	678	-	1,133	-
Bad debts written off	4	-	5	-
Depreciation of:				
- plant and equipment	159	57	438	256
- right-of-use assets	71	34	283	120
Interest expense on lease liabilities	6	4	32	16
Interest expense	12	-	79	-
Plant and equipment written off	-	-	2	12
Professional fees	173	410	765	842
<b>And crediting:</b>				
Gain on disposal of plant and equipment	-	(65)	(9)	(65)
Gain on lease termination	-	-	(3)	-
Interest income	(209)	(262)	(862)	(913)
Net reversal of impairment losses on:				
- inventories	-	(3)	-	(10)
- trade receivables	(345)	(431)	(271)	-

Other disclosure items pursuant to Appendix 9B, Note 16 of the Listing Requirements are not applicable.

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**B. EXPLANATORY NOTES PURSUANT TO PART A OF APPENDIX 9B OF THE LISTING REQUIREMENTS (CONTINUED)**

**B14. Authorisation for Issue**

This interim financial report was authorised for issue by the Board of Directors on 23 February 2026.