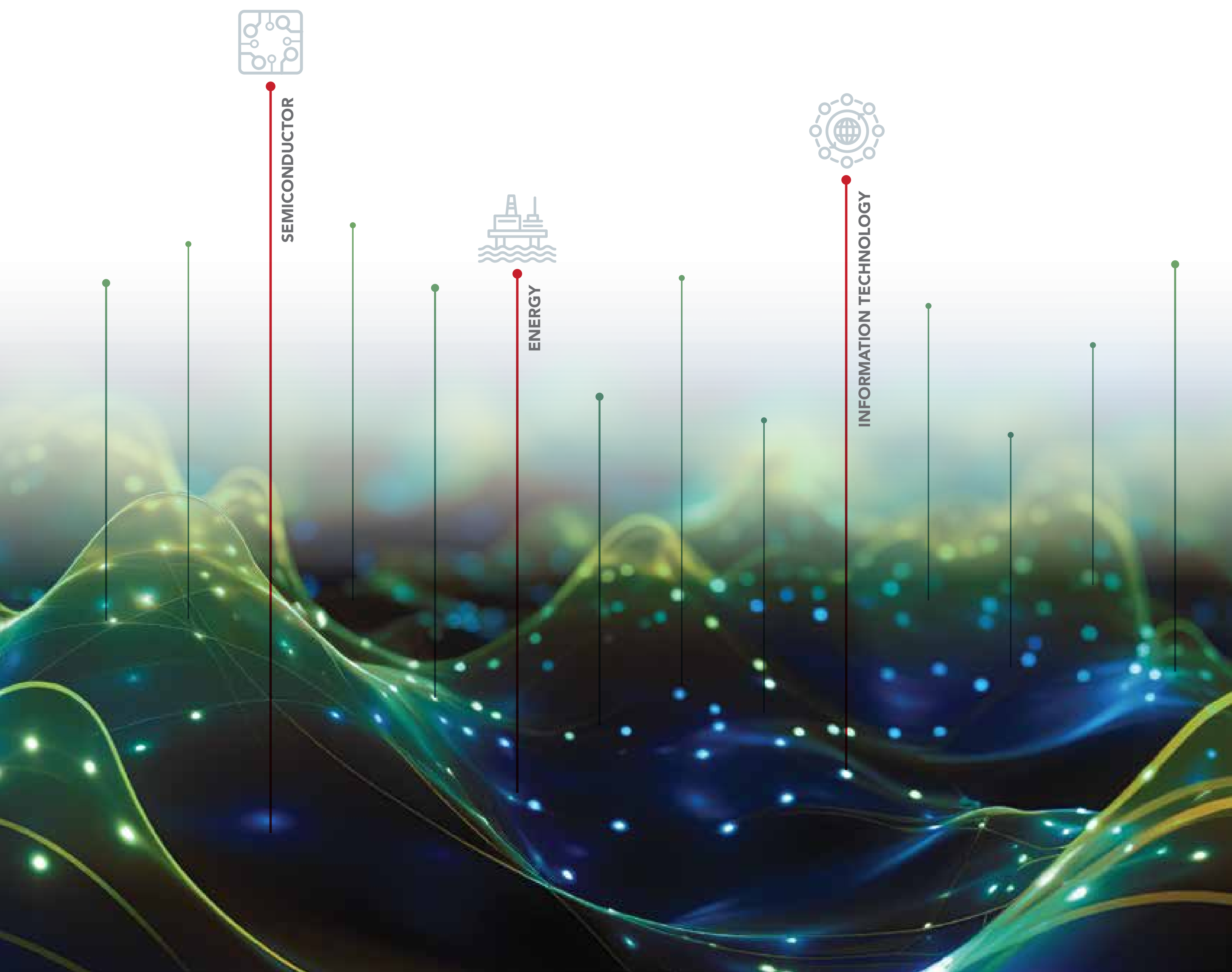
Together Beyond Excellence.

DNeX

INTEGRATED REPORT 2025

POWERING INTELLIGENCE



POWERING INTELLIGENCE

Powering Intelligence represents the intersection of our foundational strengths and digital aspirations. By integrating advanced semiconductor technology with energy and information technology ("IT") solutions, we provide the "power" that enables "intelligence" to thrive.

The cover design of **Dagang NeXchange Berhad Integrated Report 2025** centres on the visual concept of a data-mesh-terrain, representing the intersection of technology, discipline, and stability. The three core business sectors - Semiconductor, Energy, and IT - are depicted as vertical signal markers. Rising from a shared foundation, these markers resemble live system indicators, conveying a message of unified direction, real-time insight, and measurable impact.

Ultimately, the rationale underscores our strategic investments in enhancing operational efficiency and delivering high-value, intelligent solutions to our customers and stakeholders.

55th ANNUAL GENERAL MEETING

Tuesday, 9 June 2026

10:00 a.m.

The Summit 2, Level M1, The Vertical,Connexion Conference & Event Centre, Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur

Scan to learn more about DNeX

WHAT'S INSIDE

ABOUT THIS REPORT

This Integrated Report 2025 ("IR 2025" or "this Report") is a detailed account of Dagang NeXchange Berhad's ("DNeX" or "the Group") strategies, initiatives and performance during the 12 months from 1 January 2025 to 31 December 2025 ("FY2025") and aims to elucidate our holistic and purposeful approach to creating value for our business and stakeholders over the short,-medium- and long-term.

SCOPE & BOUNDARY

This Report holistically covers the primary activities of our business clusters, key support areas and subsidiaries within both our Malaysian and international operations. In addition to financial reporting, this Report provides comprehensive analysis of our non-financial performance, opportunities, risks and outcomes associated with our key stakeholders that significantly impact our ability to generate value.

REPORTING FRAMEWORKS

This Report is prepared with reference to the following recognised standards and guidelines:

- Main Market Listing Requirement ("MMLR") by Bursa Malaysia Securities Berhad ("Bursa Malaysia")
- Malaysian Code of Corporate Governance ("MCCG") by Securities Commission Malaysia
- Corporate Governance Guide (4th Edition) issued by Bursa Malaysia
- Malaysian Financial Reporting Standards ("MFRS")
- The Companies Act ("CA") 2016
- International Financial Reporting Standards ("IFRS")
- International Integrated Reporting Framework by IFRS Foundation

The disclosures of our Sustainability Statement, which is contained within this Report, are guided by:

- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition)
- Global Reporting Initiative ("GRI") Universal Standards 2021
- United Nations' Sustainable Development Goals ("UN SDGs")
- FTSE4Good Bursa Malaysia ("F4GBM") Index's Environmental, Social and Governance ("ESG") Indicators
- Greenhouse Gas Protocol Corporate Accounting and Reporting Standard ("GHG Protocol")
- National Sustainability Reporting Framework ("NSRF")

COMBINED ASSURANCE STATEMENT

We employ a coordinated assurance model to assess and assure various aspects of the business operations including elements of external reporting. These assurances are provided by the Management and the Board, Internal Audit and independent external service providers.

FORWARD-LOOKING STATEMENTS

This Report includes forward-looking statements and forecasts concerning our future performance, prospects and business strategies. These are based on current expectations and reasonable assumptions, which are subject to change due to various factors beyond our control. Consequently, actual results may differ materially from those anticipated in these statements. We caution readers against placing undue reliance as they inherently involve uncertainties and contingencies.

MATERIALITY

The key topics disclosed in this Report are determined through a structured materiality assessment process, taking into account the needs of and impacts on internal and external stakeholders, leading to the formulation of material matters. These are defined as issues that impact on our performance as a business and the assessments of our business by our stakeholders. The material matters, and our actions therein, are presented and consistently referenced throughout this Report.

FEEDBACK

We value your input and strive to continuously improve our reporting practices. Feedback on this Report can be emailed to communications@dnex.com.my.

BOARD RESPONSIBILITY STATEMENT

The Board of Directors ("the Board") acknowledges its responsibility to ensure the integrity of this Report which, in its opinion, provides a fair and balanced account of the Group's performance during FY2025. The Board further certifies that this Report has been prepared in accordance with Bursa Malaysia's MMLR.

This Report was approved by the Board and signed on its behalf by:

Tan Sri Dato' Sri Haji Syed Zainal Abidin Bin Syed Mohamed Tahir
Non-Independent Non-Executive Chairman

Faizal Sham Bin Abu Mansor
Group Chief Executive Officer

PRIORITISED UN SDGs

This report aligns with the following UN SDGs as part of our commitment to sustainable development and creating positive social, environmental and economic impacts:

BUSINESS DIVISIONS

SEMICONDUCTOR | ENERGY | INFORMATION TECHNOLOGY ("IT")

Capitals

- Financial Capital
- Human Capital
- Social and Relationship Capital
- Intellectual Capital
- Manufactured Capital
- Natural Capital

Strategic Thrusts

- Portfolio Diversification
- Human Capital Development
- Governance and Excellence
- Financial Prudence
- Customer Centricity

Material Matters

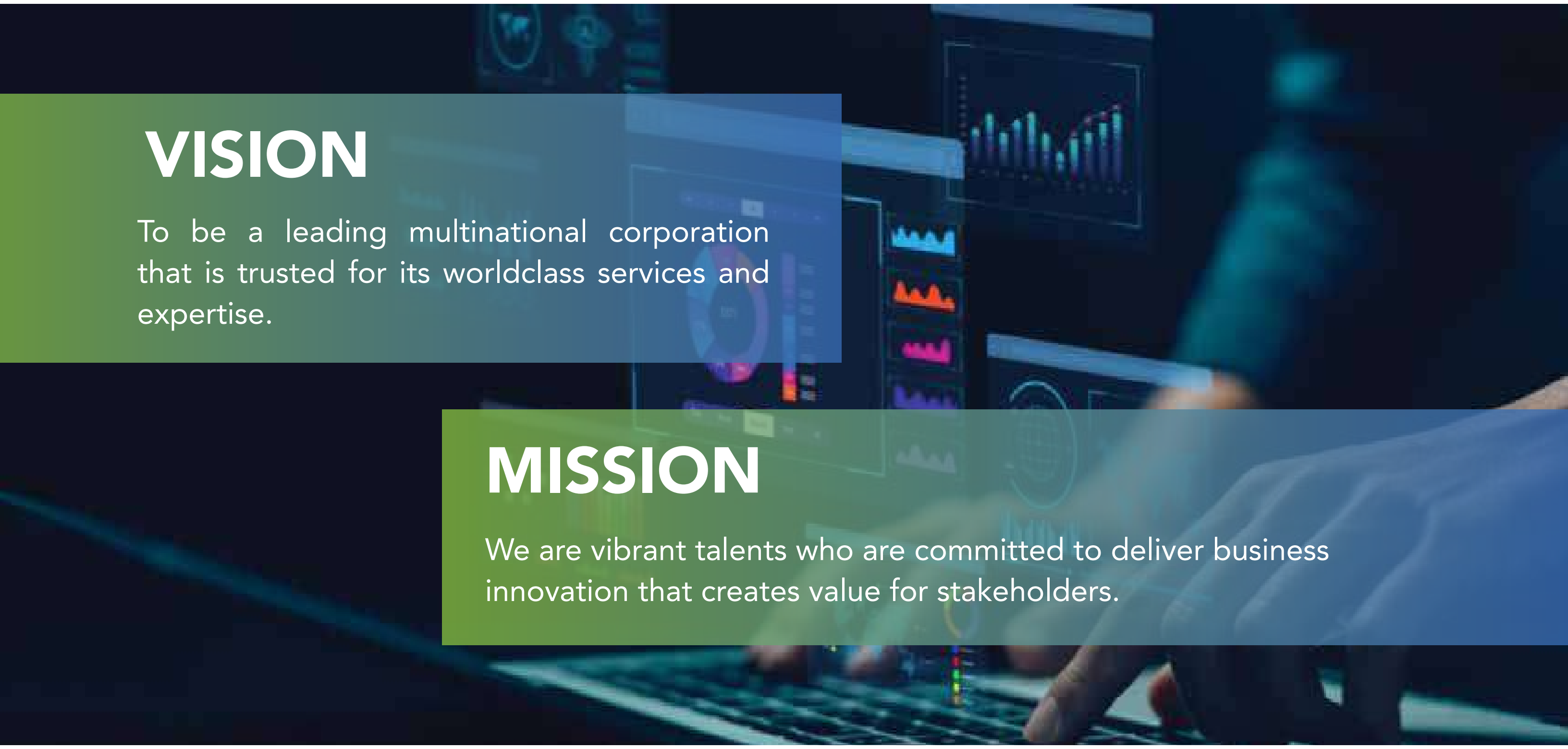
Environmental	Social	Governance
GHG – GHG Emissions	WF – Workforce Management	BE – Business Ethics
EM – Energy Management	EHSS – Employee Health, Safety & Security	BMR – Business Model Resilience
RM – Resource Management	PQS – Product Quality and Safety	DPS – Data Privacy and Security
ECO – Ecological Impact	HR – Human Rights	SCM – Supply Chain Management
WM – Waste Management	CR – Community Relations	

Key Stakeholders

- Customers
- Government and Regulators
- Communities
- Investors
- Business Partners and Suppliers
- Employees

Key Risks

- Global Geopolitical Stability
- Cybersecurity and Data Privacy
- Environmental, Social and Governance
- Availability of Financial Resources
- Human Capital Attraction and Retention



VISION

To be a leading multinational corporation that is trusted for its worldclass services and expertise.

MISSION

We are vibrant talents who are committed to deliver business innovation that creates value for stakeholders.

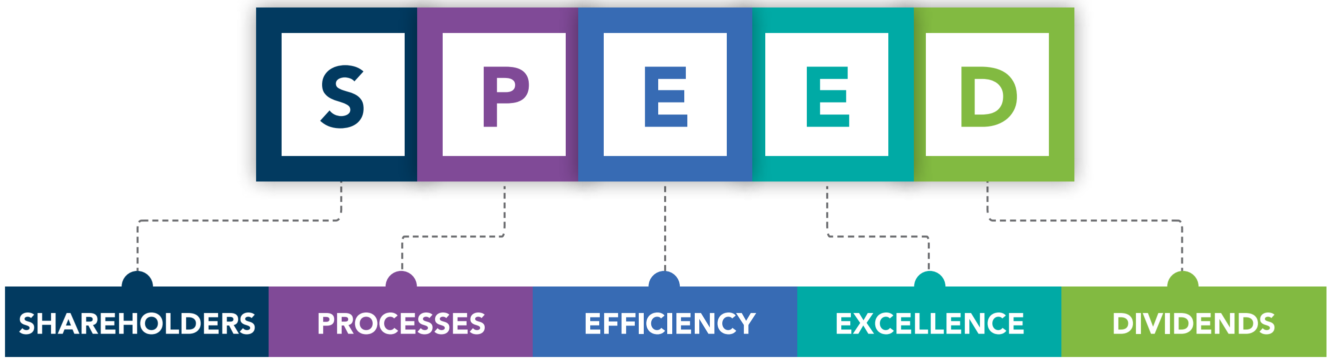
SHARED VALUES

DRIVEN
We relentlessly drive to achieve our goals, constantly strive for excellence through collaborative efforts and focus on delivering impactful results. (We Play to Win)

ADAPTABLE
We embrace innovation and encourage creative thinking and agile responses to challenges, always exploring new ideas and approaches. (We Strive to be Innovative)

RESPONSIBLE
We maintain a strong sense of responsibility, ensure accountability in all endeavours, and seek win-win solutions through continuous learning and dedicated efforts. (We Achieve Results with Care)

ETHICAL
We uphold ethical standards, integrity, and transparency, and create a conducive and safe working environment while never compromising on our values. (We Do the Right Thing)



2025 KEY HIGHLIGHTS

FINANCIAL HIGHLIGHTS

REVENUE
RM1,041.1 million
(2024: RM1,174.0 million)

EBITDA
RM120.9 million
(2024: RM168.8 million)

LOSS AFTER TAX
–RM465.5 million
(2024: –RM89.6 million)

TOTAL ASSETS
RM3,453.6 million
(2024: RM4,214.3 million)

SHARE CAPITAL
RM1,131.3 million
(2024: RM1,130.4 million)

NET LOSS PER SHARE
-9.93 sen
(2024: -1.51 sen)

2025 KEY HIGHLIGHTS

BUSINESS HIGHLIGHTS

1 April 2026

DNeX had, on 31 March 2026, lodged an Islamic notes programme of up to RM3.0 billion in nominal value with the Securities Commission Malaysia.

2 March 2026

DNeX and Majlis Amanah Rakyat ("MARA") have announced a strategic collaboration to spearhead a digital transformation driven by artificial intelligence ("AI") for MARA organisation.

16 December 2025

DNeX has been successfully included in both the FTSE4Good Bursa Malaysia ("F4GBM") Index and the FTSE4Good Bursa Malaysia Shariah ("F4GBMS") Index, effective 22 December 2025. This dual inclusion marks a significant milestone in the Group's sustainability journey and serves as a strong external endorsement of its ESG practices.

9 December 2025

DNeX, in consultation with its external legal counsel, filed an appeal to the Court of Appeal against the High Court decision handed down on 5 December 2025 on its wholly-owned subsidiary Dagang Net Technologies Sdn. Bhd. ("Dagang Net").

3 September 2025

DNeX, through its wholly-owned subsidiary Dagang Net, received a contract extension from the Government of Malaysia for the National Single Window ("NSW") for Trade Facilitation, underscoring the Government's continued confidence in the company's expertise and capabilities in digital trade infrastructure.

30 June 2025

DNeX signed a Memorandum of Understanding ("MoU") agreement with Sinohydro Corporation (M) Sdn. Bhd. ("Sinohydro Malaysia"), a wholly-owned subsidiary of Sinohydro Corporation Ltd ("SINOHYDRO"), which in turn is a wholly-owned subsidiary of a major Chinese state-owned company, Power Construction Corporation of China, Ltd ("POWERCHINA"), to explore and develop key initiatives across Malaysia's growing renewable energy sector.

BUSINESS HIGHLIGHTS

18 June 2025

DNeX, through subsidiary Innovation Associates Consulting Sdn. Bhd. ("IAC"), secured a contract from the Ministry of Finance Malaysia to continue providing support for the Integrated Government Financial Management Accounting System ("iGFMAS"), a key digital backbone of the country's public finance operations.

22 May 2025

DNeX through wholly-owned subsidiary Dagang Net signed a Heads of Agreement with Shanghai E&P International, Inc. to collaborate on key digital trade initiatives between Malaysia and China.

20 May 2025

DNeX entered into a strategic partnership with Turkish Armed Forces Foundation's HAVELSAN Hava Elektronik Sanayi ("HAVELSAN"), a company known for providing high-tech, software-intensive products, solutions, and services for both domestic and international markets.

13 May 2025

DNeX, through wholly-owned subsidiary Dagang Net, continued its involvement in Saudi Arabia's Makkah Route initiative for 2025.

2025 KEY HIGHLIGHTS

SUSTAINABILITY HIGHLIGHTS

Included in the F4GBM and F4GBM Shariah indices, marking a major endorsement of its ESG performance and sustainability progress, and further strengthening DNeX's global investment profile and improving access to ESG-focused capital.

Conducted a GHG Scope 3 Materiality Assessment and developed a roadmap to identify and prioritise value chain emissions, and to expand Scope 3 disclosures in next reporting cycles.

ZERO

- Human Rights Violations
- Work Related Fatalities
- Incidents of Corruption
- Breaches of Customer Data Privacy

Diverted **87%** of solid waste from landfill.

Contributed

- **RM332,206** to communities through Zakat Selangor and Zakat Kuala Lumpur.
- **RM241,273** to CSR & donations nationwide.

WHO WE ARE

DNeX is a Malaysia-based investment holding company with core businesses in Semiconductor, Energy and Information Technology ("IT"). Established in 1970, DNeX operates through its business segments led by industry professionals and supported by dedicated infrastructure, delivering targeted and reliable solutions to its customers.

In the Semiconductor segment, DNeX operates its main semiconductor foundry through its subsidiary, SilTerra Malaysia Sdn. Bhd. ("SilTerra"). Located in Kulim Hi-Tech Park, in Kedah, Malaysia, the facility supports regional and global demand for specialised chips. Through continued investments in manufacturing capability, process efficiency and technology development, the Group contributes to the resilience of the semiconductor supply chain while advancing efforts to improve resource efficiency and environmental performance.

In the Energy segment, DNeX is involved in upstream exploration and production activities in the United Kingdon ("UK") and Malaysia, complemented by equipment supply and maintenance services. The Group focuses on prudent asset management, operational efficiency and responsible environmental practices, while progressively strengthening emissions management and climate risk considerations across its energy operations.

In the IT segment, DNeX provides eServices for trade facilitation, technology consulting and systems integration, supporting secure, efficient and transparent digital trade ecosystems. As part of its digital transformation journey, the Group is expanding its capabilities to offer integrated solutions encompassing cloud computing, big data, Internet of Things ("IoT"), AI-enabled sovereign cloud and blockchain. These solutions play a key role in enabling digitalisation, improving operational efficiency for customers and supporting broader economic and sustainability outcomes.

Across its businesses, DNeX remains committed to responsible governance, sustainable growth and creating long-term value for stakeholders by embedding sustainability considerations into strategic decision-making and day-to-day operations.

1,628
team size

15
office locations

55+
years of service

WHAT WE DO: CORE BUSINESS

SEMICONDUCTOR

SilTerra is a 60 per cent-owned subsidiary of DNeX. It was founded in 1995 to provide a compact technological foundation for the country to become a developed nation, as well as a catalyst for influencing and developing breakthroughs in a variety of fields. Originally known as Wafer Technology Malaysia Sdn. Bhd., the company has undergone several transformations including a rebranding to SilTerra in 1999 and an acquisition by DNeX, and Beijing Integrated Circuit Advanced Manufacturing and High-End Equipment Equity Investment Fund Center (Limited Partnership) ("CGP Fund") in 2021.

SilTerra is a 200 mm semiconductor wafer foundry, offering Complementary Metal Oxide Semiconductor ("CMOS") fabrication processes for integrated circuits ("ICs") in advanced logic, mixed signal and radio frequency, and high voltage applications. SilTerra has expanded into more advanced technology areas such as Silicon Photonics, Biophotonics, Micro-electromechanical System ("MEMS") on CMOS, Galium Nitride ("GaN"), BCD, and Discrete Power – also known as "More-Than-Moore" technologies.

INFORMATION TECHNOLOGY ("IT")

At DNeX IT, we provide a comprehensive suite of industry-leading solutions from Dagang Net Technologies Sdn. Bhd. ("Dagang Net"), Innovation Associates Consulting Sdn. Bhd. ("IAC"), and DNeX Solutions Sdn. Bhd. ("DNeX Solutions"), backed by a proven track record of successful engagements across diverse sectors. Our commitment is to deliver innovative, scalable, and effective IT solutions that are custom designed to address the unique needs of clients' businesses.

ENERGY

Upstream Exploration & Production

Ping Petroleum Limited ("Ping") specialises in late-life oil and gas properties, with an emphasis on brownfield redevelopment of producing fields. Ping devotes its efforts towards preserving energy supply and exploring possibilities that help respond to rising demand of energy by acquiring important production assets in a fiscally transparent location. With a strong emphasis on continuous improvement, the company advocates extending the life cycle of its oil and gas assets to optimise return on investment. It continues to seek new strategic partnerships as well as further acquisitions towards building an attractive portfolio of exploration and production assets.

Equipment Supply & Maintenance

DNeX, through OGPC Sdn. Bhd. ("OGPC"), provides end-to-end solutions to the oil and gas value chain – from engineering design project management, field services, and after sales support with its team of committed personnel covering repair and maintenance scope. OGPC services various industries in oil and gas, refining, petrochemicals, power, utilities, and manufacturing. As an oil and gas integrated service company, OGPC represents numerous world leading Original Equipment Manufacturers ("OEMs") and has gained a strong brand image and industry recognition.

Our offerings include:

B2G and B2B Trade Facilitation Government Transformation & Strategic Growth: We specialise in providing eServices for Trade Facilitation for Business-to-Government ("B2G") and Business-to-Business ("B2B").

Business Transformation & Strategic Growth: We offer solutions for Trade Facilitation for Business-to-Business ("B2B") segment.

Commercial & Strategic Growth: We focus on delivering AI solutions such as Speech to Text, Document Management System.

Enterprise Resource Planning ("ERP"): We provide powerful ERP tools including solutions from trusted partners like SAP, designed to drive operational efficiency and accelerate business growth.

GDC Air-Gapped: As the exclusive distributor of Google Distributed Cloud ("GDC") air-gapped technology, we offer cutting-edge cybersecurity solutions that keep clients' critical systems isolated and fully protected.

IT Project Management and Infrastructure Consulting: We offer comprehensive supply management, covering everything from procurement and delivery to installation, testing, and commissioning of IT hardware and solutions, ensuring seamless integration and flawless execution every step of the way.

AI-Driven Technology: Clients can harness the potential of AI to enhance operational efficiency, improve decision-making, and streamline processes with our state-of-the-art AI solutions.

WHAT DIFFERENTIATES US

01

Innovating Businesses, Growing Together

DNeX prides itself on its ability to offer effective, workable and commercially realistic solutions to exceed customers' requirements. Its reputation for pragmatic services results from the company's emphasis on understanding customers' objectives, priorities and needs.

An essential element of this is the close working relationship DNeX fosters with customers, where it places a premium on understanding customers' commercial strategies and goals, and how they defend their competitive edge.

02

Depth of Technology

DNeX leverages the technological expertise of its highly qualified teams of certified professionals. Backed by their vast experience, we provide practical, value-driven solutions and services to customers.

03

Domestic and Regional Expertise

DNeX's technology-driven experience, track record and problem-solving skills in diverse industries extend to projects not only in Malaysia but internationally as well.

04

Holistic and Integrated Approach

DNeX has extensive experience in engaging, consulting and advising end-users across the spectrum of projects to devise workable and realistic solutions for customers.

05

Quality Assurance

To ensure consistent quality of service standards, DNeX emphasises on standard operating procedures in its workflow. The company also goes to great lengths to preserve data and confidentiality to safeguard customers' interests.

OUR PRESENCE

OFFICE LOCATIONS

MALAYSIA
Cyberjaya
Johor Bahru
Kemaman
Kota Kinabalu
Kuala Lumpur
Kuching
Kulim
Labuan
Penang
Petaling Jaya
Putrajaya
Shah Alam

INDONESIA
Jakarta

CHINA
Beijing

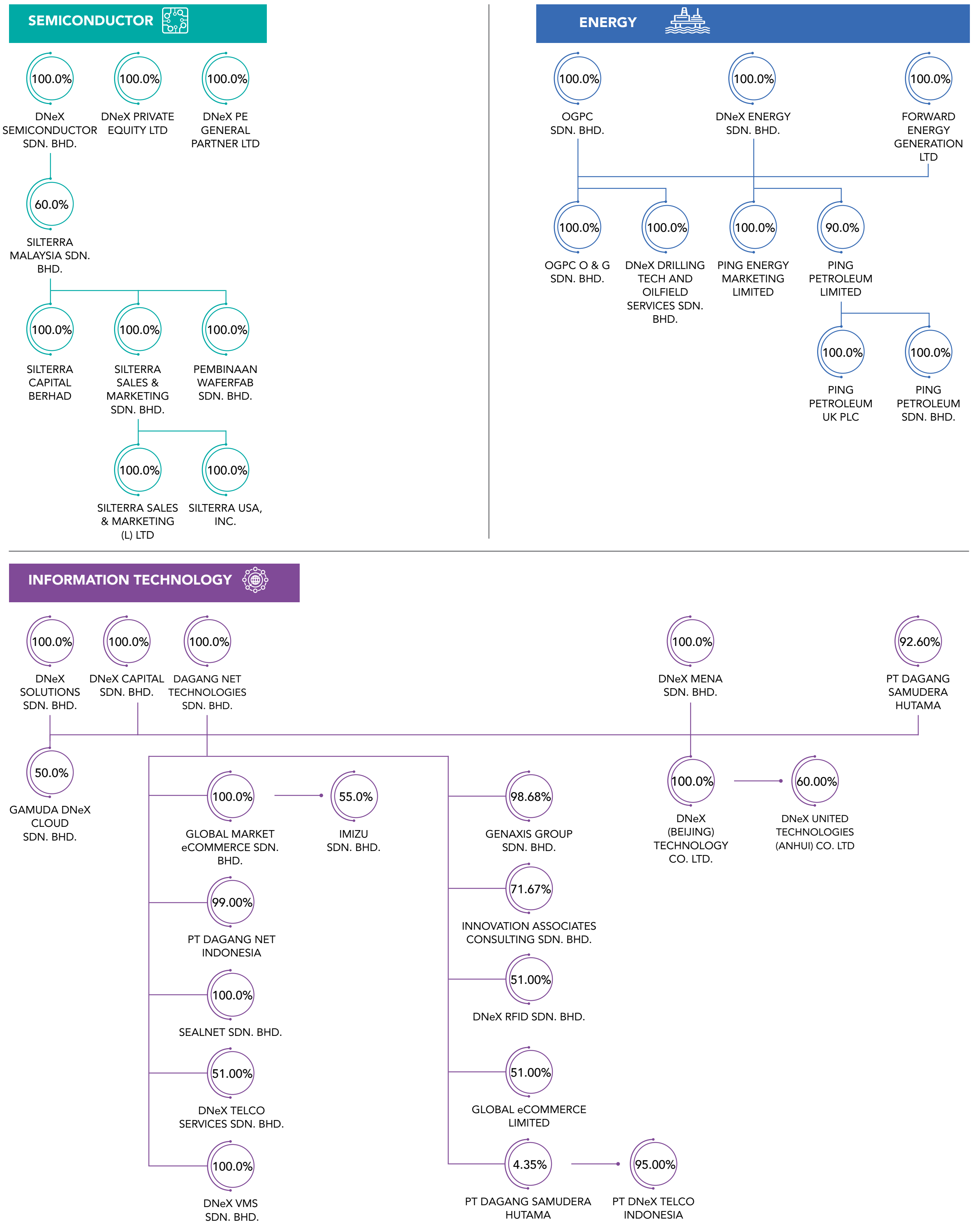
UNITED KINGDOM
Aberdeen

12 Offices
1 Office
1 Office
1 Office

15 Offices

GROUP CORPORATE STRUCTURE

Together Beyond Excellence.
DNeX



CORPORATE INFORMATION

BOARD OF DIRECTORS

TAN SRI DATO' SRI HAJI SYED ZAINAL ABIDIN BIN SYED MOHAMED TAHIR
Non-Independent
Non-Executive Chairman

DATUK JOHAR BIN CHE MAT
Senior Independent
Non-Executive Director

DATUK HAMZAH BIN BACHEE
Independent Non-Executive Director

DATO' ROBERT FISHER
Independent Non-Executive Director

CHANDRAMOHAN SUBRAMANIAM
Independent Non-Executive Director

ZALINA BINTI SHAHER
Independent Non-Executive Director

HASLINDA BT HUSSEIN
Independent Non-Executive Director

DR. CHEN, WEI–MING[1]
Non-Independent
Non-Executive Director

MOHD ISA BIN ISMAIL
Executive Director

AUDIT COMMITTEE

Chairperson
Haslinda bt Hussein

Member
Datuk Johar bin Che Mat
Chandramohan Subramaniam

NOMINATION AND REMUNERATION COMMITTEE

Chairman
Datuk Johar bin Che Mat

Member
Dato' Robert Fisher
Zalina binti Shaher

BOARD PROCUREMENT AND TENDER COMMITTEE

Chairperson
Zalina binti Shaher

Member
Datuk Johar bin Che Mat
Haslinda bt Hussein

LONG-TERM INCENTIVE PLAN COMMITTEE

Chairman
Datuk Johar bin Che Mat

Member
Tan Sri Dato' Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir
Mohd Isa bin Ismail

RISK, GOVERNANCE AND SUSTAINABILITY COMMITTEE

Chairman
Dato' Robert Fisher

Member
Haslinda bt Hussein
Datuk Johar bin Che Mat

COMPANY SECRETARY

Chin Wai Yi
SSM PC No. 202008004409
MAICSA 7069783

HEAD OFFICE

Dagang Net Tower
Block10 (A&B)
Corporate Park, Star Central
Lingkaran Cyberpoint Timur
Cyber 12
63000 Cyberjaya
Selangor Darul Ehsan
Malaysia
Tel No. : +603-8230 6900
Fax No. : +603-8230 6969
Email : communications@dnex.com.my
Website : www.dnex.com.my

REGISTERED OFFICE

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50400 Kuala Lumpur
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Malaysia
Tel No. : +603-2181 0516
Fax No. : +603-2181 0516
Email : office@gapadvisory.my

AUDITORS

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12, Jalan Yap Kwan Seng
50450 Kuala Lumpur
W.P. Kuala Lumpur
Malaysia
Tel No. : +603-2788 9999

SHARE REGISTRAR

GAP Advisory Sdn. Bhd.
Registration No.: 202001042098 (1398419-T)
E-10-4, Megan Avenue 1
189, Jalan Tun Razak
50400 Kuala Lumpur
W.P. Kuala Lumpur
Malaysia
Tel No. : +603-2181 0516
Fax No. : +603-2181 0516
Email : ir.shareregistry@gapadvisory.my

PRINCIPAL BANKERS

CIMB Bank Berhad
Malayan Banking Berhad
Affin Islamic Bank Berhad

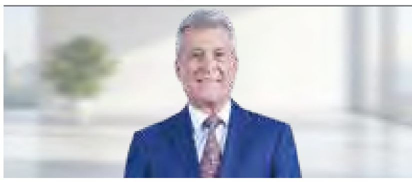
STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
(Listed since 12 September 1983)
Stock name : DNEX
Stock Code : 4456
Sector : Technology
Sub-sector : Digital Services

BOARD AT A GLANCE

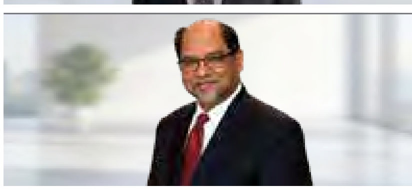
TAN SRI DATO' SRI HAJI SYED ZAINAL ABIDIN SYED MOHAMED TAHIR
Non-Independent
Non-Executive Chairman

DATUK JOHAR CHE MAT
Senior Independent
Non-Executive Director

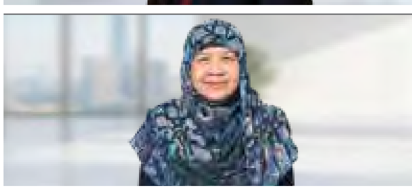


DATO' ROBERT FISHER
Independent
Non-Executive Director

DR CHEN, WEI-MING
Non-Independent
Non-Executive Director

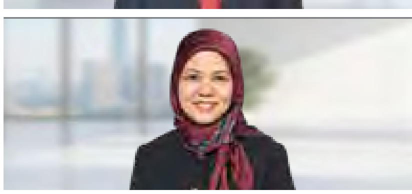


CHANDRAMOHAN SUBRAMANIAM
Independent
Non-Executive Director

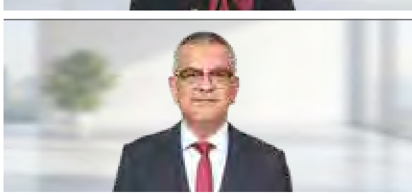


ZALINA SHAHER
Independent
Non-Executive Director

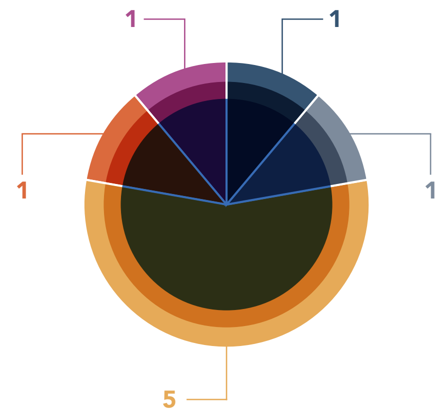
MOHD ISA ISMAIL
Executive Director



HASLINDA HUSSEIN
Independent
Non-Executive Director



DATUK HAMZAH BACHEE
Independent
Non-Executive Director



BOARD MEMBERSHIP

Non-Independent Non-Executive Chairman	1
Senior Independent Non-Executive Director	1
Independent Non-Executive Directors	5
Non-Independent Non-Executive Director	1
Executive Director	1

AGE

30-50	11.1%
> 50	88.9%

GENDER

Male	7
Female	2

LENGTH OF SERVICE

< 5 Years	77.8%
> 5 Years	22.2%

NATIONALITY

Malaysian	6
Non-Malaysian	3

A COMMITTED BOARD

AC	Audit Committee
NRC	Nomination and Remuneration Committee
BPTC	Board Procurement and Tender Committee
RGSC	Risk, Governance and Sustainability Committee
LTIPC	Long-Term Incentive Plan Committee

BOARD OF DIRECTORS' PROFILE

TAN SRI DATO' SRI HAJI SYED ZAINAL ABIDIN BIN SYED MOHAMED TAHIR

Non-Independent Non-Executive Chairman

Nationality: Gender: Age: **63**

Date of Appointment : 1 July 2020

Date of Last Re-election : 6 December 2022

Length of Services : 5 years 9 months

Number of Board Meetings Attended during the financial year : 9/9

Board Committee membership :

Member LTIPC

Qualification

- Bachelor of Science in Civil Engineering, University of Maryland, United States of America

Working Experience and Occupation

Tan Sri Dato' Sri Haji Syed Zainal Abidin bin Syed Mohamed Tahir has been appointed as the Non-Independent Non-Executive Chairman of DNeX, effective 1 January 2025. He has served as the Company's Executive Chairman since 9 December 2022. Before that, he served as Group Managing Director of DNeX and its subsidiaries, effective 1 October 2020.

In addition, he is the Chairman of SilTerra Malaysia Sdn. Bhd., a strategic investment of DNeX in collaboration with the Beijing Integrated Circuit Advanced Manufacturing and High-End Equipment Equity Investment Fund Center (Limited Partnership), commonly known as the CGP Fund. He has also served as the Chairman of Ping Petroleum Limited, a subsidiary of the Company.

He previously served as Vice President of Downstream Marketing at Petroliam Nasional Berhad ("PETRONAS") and as Managing Director of PETRONAS Dagangan Berhad. He began his career in 1987 as a Project Engineer at PETRONAS Gas Sdn. Bhd. In 1992, he joined PETRONAS as a Senior Executive in the company's Corporate Planning and International Business Development unit.

In 1995, he joined HICOM Holdings Berhad, where he assumed various senior positions. In 1999, he moved to PERODUA, taking on the role of Senior General Manager. He was appointed Executive Director of PERODUA Auto Corporation Sdn. Bhd. in 2002 and later promoted to Deputy Managing Director of PERODUA in October 2005.

He subsequently held key positions in well-established corporations, including serving as Group Managing Director of Proton Holdings Berhad and as an Independent Non-Executive Director for both RHB Bank Berhad and RHB Islamic Bank Berhad. In July 2018, he was appointed Chairman of the Board at Universiti Teknologi MARA, a position he held until January 2021. He also served as Chairman of Scanwolf Corporation Berhad until 31 December 2023.

Currently, he is the Chairman of the PAA Digital Trade Alliance. The first global digital trade alliance that aims to promote and provide secure, trusted, reliable and value-adding IT infrastructure and facilities for efficient global trade and logistics.

In addition, he serves as Chairman of Perbadanan Wakaf Selangor and is a board member of the Selangor Islamic University (UIS).

He sits on the board of Cahya Mata Sarawak Bhd and its subsidiaries, which include Cahya Mata Oiltools Sdn. Bhd., Oiltools International Sdn. Bhd., Cahya Mata Cement Sdn. Bhd., and Scomi Oiltools (RUS) LLC.

With extensive experience in transforming organisations and leading large enterprises, he is frequently invited to give talks and lectures on transformational leadership. He also provides advice to both the government and the private sector in Malaysia. Additionally, he is active in community work through several non-governmental organisations (NGOs) that assist victims of natural disasters.

Directorship of public companies and listed issuers

Cahya Mata Sarawak Bhd

Relationship with other directors/shareholders/listed issuer

Nil

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

BOARD OF DIRECTORS' PROFILE

DATUK JOHAR BIN CHE MAT
Senior Independent Non-Executive Director

Nationality: Gender: Age: **73**

Date of Appointment : 28 February 2018

Date of Last Re-election : 19 June 2024

Length of Services : 8 years 1 month

Number of Board Meetings Attended during the financial year : 8/9

Board Committee membership :

Chairman NRC LTIPC Member AC BPTC RGSC

Qualification

- Bachelor's Degree in Economics, Universiti Malaya, Malaysia

Working Experience and Occupation

Datuk Johar bin Che Mat has more than 30 years of experience in the banking industry. He began his career in 1976 joining Malayan Banking Berhad ("Maybank"). During his tenure at Maybank, he held several key positions, including Regional Manager for Selangor and Negeri Sembilan from 1993 to 1995, General Manager of the Commercial Banking Division from 1996 to 2000, Senior General Manager of the Corporate Banking and Enterprise Banking Division from 2000 to 2002, and Senior Executive Vice President of Retail Financial Services from 2002 to 2006. Following these roles, Datuk Johar bin Che Mat was appointed Chief Operating Officer of Maybank Group, a position he held until his retirement in 2010.

In addition to his career in banking, he previously served as Chairman of MNRB Holdings Berhad, an investment holding company, and Malaysian Reinsurance Berhad, which operates in the reinsurance business, until 2025. He has also been a Board Member of several organisations, including MBSB Bank Berhad, Bank Pertanian Malaysia Berhad, Amanah Raya Group, Proton Holdings Berhad, and several other public companies.

Datuk Johar bin Che Mat was the Chairman of both Takaful Ikhlas General Berhad and Takaful Ikhlas Family Berhad, where he oversaw the Takaful business until his retirement in 2025. Currently, he is the Chairman of Edelteq Holdings Berhad, leading the Board of Directors and focusing on governance and strategic oversight.

Directorship of public companies and listed issuers

Edelteq Holdings Berhad (Chairman)

Relationship with other directors/shareholders/listed issuer

Nil

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

BOARD OF DIRECTORS' PROFILE

DATO' ROBERT FISHER

Independent Non-Executive Director

Nationality: Gender: Age: **72**

Date of Appointment : 22 June 2021

Date of Last Re-election : 19 June 2024

Length of Services : 4 years 10 months

Number of Board Meetings Attended during the financial year : 9/9

Board Committee membership :

Chairman **RGSC** Member **NRC**

Qualification

- Bachelor's Honours Degree in Chemical Engineering, Birmingham University, United Kingdom

Working Experience and Occupation

Dato' Robert Fisher has more than 45 years of experience in the oil and gas industry. Throughout his diverse career, he has held prominent senior leadership positions and has successfully led large, multifunctional organisations in various locations, cultures and operating environments. He has a proven track record in international commercial negotiations and strongly advocates for achieving results through the systematic development of human capital.

He joined Esso UK, a subsidiary of the then Exxon Corporation, in 1976. Initially, he worked in the downstream sector for Esso UK and Esso Europe until 1989, during which he held technical, operational, and supply-planning roles. Following that, he spent the next 20 years working internationally for Exxon and later ExxonMobil Corporation in the upstream sector, including three assignments in Malaysia, four in the USA, and one in Saudi Arabia.

He served as the Chairman and Managing Director of ExxonMobil's subsidiaries in Malaysia from 2003 to 2006. In this role, he oversaw all aspects of ExxonMobil's business, including managing relationships with the Government of Malaysia, joint venture partners, Bursa Malaysia, and various stakeholders. Among his significant accomplishments, he played a key role in the ExxonMobil/PETRONAS Carigali joint venture by successfully developing the unprecedented Gas Production Sharing Contract, executed with PETRONAS in 1998, which has anchored a reliable natural gas supply for the nation to this day.

He then became the Executive Assistant to the Chairman of Exxon Corporation. Later, he served as Vice President of New Business Development at ExxonMobil Gas Marketing Company, where he led negotiations that culminated in ExxonMobil securing operatorship positions in Core Ventures 1 and 2 within Saudi Arabia's Natural Gas Initiative. Subsequently, he took on the role of Executive Vice President of Upstream in Core Venture 1, based in Riyadh, Saudi Arabia.

From 2006 to 2008, he served as Vice President of ExxonMobil Development Company, overseeing the development of its global portfolio of non-operated capital projects. During this time, he led ExxonMobil's participation in the settlement of the dispute between the Kashagan project partners and the Government of Kazakhstan. Simultaneously, he reignited and led the development of the successful Hebron project in Canada, which had remained undeveloped for many years, including ExxonMobil's assumption of operatorship.

Since then, he has served as a Senior Advisor at Bain & Company, a management consultancy based in Boston, USA. With extensive experience, he has advised various international projects in Malaysia, Russia, Australia, Thailand, the USA, Canada, South Africa and Saudi Arabia.

He served as the Chairman of Ping Petroleum Limited, a subsidiary of the Company, from 2021 to 2026. Currently, he is the Director of Ping Petroleum UK PLC.

Directorship of public companies and listed issuers

Nil

Relationship with other directors/shareholders/ listed issuer

Nil

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

BOARD OF DIRECTORS' PROFILE

DR. CHEN, WEI-MING

Non- Independent Non-Executive Director

Nationality: Gender: Age: **61**

Date of Appointment : 22 June 2021

Date of Last Re-election : 26 June 2025

Length of Services : 4 years 10 months

Number of Board Meetings Attended during the financial year : 9/9

Board Committee membership :

Nil

Qualification

- Doctorate in Electrical Engineering, The University of Texas at Austin, USA
- Master's Degree in Electrical Engineering, The University of Texas at Austin, USA
- Master's Degree in EMBA, National Chiao-Tung University, Taiwan
- Bachelor's Degree in Materials Science, National Tsing-Hua University, Taiwan

Working Experience and Occupation

Dr. Chen Wei-Ming is the President of Hon Hai's Semiconductor Business Group. He began his career at Motorola's Advanced Product Research Laboratory in Austin, Texas, in 1994, where he focused on power PC and embedded memory research and development ("R&D"). In 1998, he joined TSMC as an R&D Manager and was later promoted to Deputy Director, where he was responsible for integrating various technology nodes and flavors for over 10 years.

In 2008, he joined TSMC's packaging subsidiary Xintec Inc. as R&D Vice President, where he focused on researching wafer-level packages and pioneering through-silicon via (TSV) and 3D integrated circuit (3DIC) packages. From 2009 to 2011, he founded MOS Art Packaging to continue developing wafer-level packaging products.

In 2011, he joined Neo Solar Power ("NSP") as Vice President of R&D and was later promoted to President of the Cell Business Unit. Under his leadership, NSP maintained the highest efficiency of p-type solar cell and module mass production and built three solar cell fabs in three different countries outside Taiwan. He also realised Taiwan's first n-type heterojunction solar cell (HJT) mass production.

He joined Hon Hai Technology Group as Vice President and special assistant to founder Terry Guo in 2017. In 2019, he joined the Hon Hai Semiconductor Group. Since then, he has served on the board of several subsidiaries of Hon Hai Group, including Sharp, Foxsemicon, Shun Sin Technology, and Socle Technology. He has established several semiconductor start-ups within Hon Hai Technology Group, spanning from packaging to integrated circuit design. Additionally, he holds approximately 30 patents and has authored 40 publications.

Directorship of public companies and listed issuers

Nil

Relationship with other directors/shareholders/listed issuer

Nil

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

BOARD OF DIRECTORS' PROFILE

CHANDRAMOHAN SUBRAMANIAM

Independent Non-Executive Director

Nationality: Gender: Age: **70**

Date of Appointment : 1 March 2022

Date of Last Re-election : 26 June 2025

Length of Services : 4 years 2 months

Number of Board Meetings Attended during the financial year : 8/9

Board Committee membership :

Member AC

Qualification

- Bachelor of Science in Electrical/Electronics Engineering, University of Manchester, England
- Certified Quality Engineer (ASQC)
- Certified Reliability Engineer (ASQC)

Working Experience and Occupation

Chandramohan Subramaniam is a seasoned executive with over 40 years of experience in the medical device and semiconductor industries. He is recognised for his expertise and direct leadership in research and development ("R&D"), technology, operations and quality functions.

Before this role, he was Group Vice President of R&D at Medtronic in Minneapolis, where he spearheaded the R&D transformation of the Restorative Therapy Group, improved R&D productivity by 20 per cent, and facilitated several key product launches, amongst other achievements.

He is well-versed and experienced in the field of manufacturing start-ups, specifically large, complex organisations in diverse cultural settings, including Malaysia, Mexico, Japan, the Philippines and the United States of America.

He began his career at Hitachi Semiconductor Group Malaysia as a Quality Control Engineer for 3 years before joining Motorola (now ON Semiconductor), where he spent 20 years in several leadership roles, including Director of Manufacturing (Asia). With his demonstrated leadership and expertise in delivering the business's technical and executive strategies, he held leadership roles in R&D and Operations at Medtronic from 2007 to 2020.

He also sits on the Board of IceMos Technology Corporation.

Directorship of public companies and listed issuers

Nil

Relationship with other directors/shareholders/ listed issuer

Nil

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

BOARD OF DIRECTORS' PROFILE

ZALINA BINTI SHAHER
Independent Non-Executive Director

Nationality: Gender: Age: **63**

Date of Appointment : 18 March 2022

Date of Last Re-election : 6 December 2022

Length of Services : 4 years 1 month

Number of Board Meetings Attended during the financial year : 9/9

Board Committee membership :

Chairperson **BPTC** Member **NRC**

Qualification

- Bachelor of Science in Electrical Engineering with a Minor in Mathematics, Southern Illinois University Edwardsville, United States
- Certified SIRIM ISO9002 Assessor

Working Experience and Occupation

Zalina binti Shaher is a trained electrical engineer. She is an experienced leader with an extensive supply chain track record in the semiconductor industry. With 33 years of hands-on industry experience, she has held numerous roles leading operations of sizable semiconductor facilities within and outside Malaysia. She is particularly well-versed in process and equipment engineering, as well as test and product engineering, which provide deep insights that enable her to achieve operational realignments, cost productivity and controls across manufacturing processes.

She completed her contract as an advisor and Vice President of Operations with sensiBel AS in December 2024. In this role, she was responsible for setting up the manufacturing process for micro-electromechanical systems (MEMS) microphones. Her focus included coordinating assembly and testing partners, managing costs, and establishing the operations infrastructure.

Before her tenure at sensiBel AS, she provided advisory services on several key assignments, including the setup of an assembly partner for Novelda AS, a Norwegian semiconductor design company. Additionally, she conducted technical due diligence for SilTerra Malaysia Sdn. Bhd., a subsidiary of the Company.

She began her career at Motorola Semiconductor Sdn. Bhd. in 1984 as a Process Engineer and served the company for 15 years, eventually leaving as Operations Manager. She then joined Motorola Malaysia Sdn. Bhd. as Senior Director, where she led the entire RF Operations and oversaw a team of 1,300 employees. In this role, she was responsible for the full scale of its manufacturing process and collaborated with business units in Phoenix, USA, on cost monitoring. Zalina subsequently served at ON Semiconductor, Silicon Laboratories and Honeywell Aerospace Avionics Malaysia Sdn. Bhd. and Energy Micro AS, where she focused on aligning resources, facilities and productivity to achieve operational excellence.

Directorship of public companies and listed issuers

Nil

Relationship with other directors/shareholders/listed issuer

Nil

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

BOARD OF DIRECTORS' PROFILE

MOHD ISA BIN ISMAIL

Executive Director

Nationality: Gender: Age: **62**

Date of Appointment : 18 March 2024

Date of Last Re-election : 19 June 2024

Length of Services : 2 years 1 month

Number of Board Meetings Attended during the financial year : 7/9

Board Committee membership :

Member **LTIPC**

Qualification

- Diploma in Accountancy, MARA Institute of Technology

Working Experience and Occupation

Mohd Isa bin Ismail brings over 30 years of senior leadership and investment management expertise in the domestic market. He is currently a director and controlling shareholder of AnNedjma Capital Sdn. Bhd., which has an investment in modern agriculture and Arcadia Acres Sdn. Bhd., a major shareholder of the Company.

Mohd Isa began his career as a financial and cost analyst at Motorola Semiconductor Sdn. Bhd. for eight years before transitioning into the financial sector as a dealer representative. His professional evolution led him into corporate consultancy, where he specialised in mergers and acquisitions, and cross-border investments. With profound expertise in domestic capital markets, particularly within the semiconductor and agricultural sectors, he has held numerous significant shareholdings and directorships in both private and publicly listed companies.

He has served on the boards of Greatwall Plastic Industry Bhd, Willowglen MSC Bhd, and Len Cheong Holdings Berhad, now known as Mpire Global Berhad.

Directorship of public companies and listed issuers

Nil

Relationship with other directors/shareholders/listed issuer

He is the Company's major shareholder and the father of Muhammad Saifullah bin Mohd Isa the Group Head of Strategy of the Company.

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

HASLINDA BT HUSSEIN

Independent Non-Executive Director

Nationality: Gender: Age: **47**

Date of Appointment : 1 July 2024

Date of Last Re-election : 26 June 2025

Length of Services : 1 year 9 months

Number of Board Meetings Attended during the financial year : 9/9

Board Committee membership :

Chairperson **AC** Member **BPTC** **RGSC**

Qualification

- Bachelor of Commerce majoring in Accounting, Adelaide University Australia
- Member of Chartered Accountant Australia and New Zealand
- Member of Malaysian Institute of Accountants

Working Experience and Occupation

Haslinda bt Hussein has 25 years of experience in finance, with expertise in accounting, taxation, budget planning, financial modelling, corporate exercise management, and investment and fund management. She began her career in January 2000 as an auditor at Arthur Andersen and later joined Ernst & Young Malaysia in June 2002.

She worked at PETRONAS from 2003 till July 2016, with her last position being Head of Portfolio Management for the PETRONAS Group. Throughout her 13-year tenure at PETRONAS, she held several senior positions, including Senior Manager of Group Planning and Performance and Senior Manager in the Executive Vice President and Group CFO Office, where she actively participated in various corporate exercises. Her experience at PETRONAS includes tax, budgeting, financial modelling, financial accounting, financial reporting and management.

She previously served as an Independent Non-Executive Director at Privasia Technology Berhad ("Privasia"), a company listed on the ACE Market of Bursa Malaysia. During her tenure, she served as Chairperson of the Investment Committee and as a member of the Audit and Risk Management Committee at Privasia.

She also served as an Independent Non-Executive Director of Steel Hawk Berhad, an oil and gas services and equipment (OGSE) company listed on the ACE market of Bursa Malaysia. In this position, she chaired the Nomination Committee and served on both the Audit Committee and the Remuneration Committee.

She manages a family investment holding company that holds public equity, bonds, and investment properties. Her responsibilities include strategising and implementing investment decisions while maintaining minimal involvement in the company's day-to-day operations. She also operates a private art gallery in Malaysia.

Directorship of public companies and listed issuers

Nil

Relationship with other directors/shareholders/listed issuer

Nil

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

BOARD OF DIRECTORS' PROFILE

DATUK HAMZAH BIN BACHEE

Independent Non-Executive Director

Nationality: Gender: Age: **62**

Date of Appointment : 1 September 2025

Date of Last Re-election : N/A

Length of Services : 7 months

Number of Board Meetings Attended during the financial year : 3/3

Board Committee membership :

Nil

Qualification

- Degree in Agribusiness (Finance)
- Diploma in Plantation Management

Working Experience and Occupation

Datuk Hamzah bin Bachee has over 30 years of experience in banking, corporate finance, and risk management. He has demonstrated strong leadership in developing and executing comprehensive risk management strategies, strengthening credit standards, and driving sustainable business growth. With a solid background in corporate and commercial banking, as well as credit and market risk, Datuk Hamzah is known for providing resilient, customer-centric solutions while integrating Environmental, Social, and Governance (ESG) principles. Recognised as ASEAN Risk Professional of the Year 2024 for transforming Malayan Banking Berhad ("Maybank") group's risk management framework, successfully balancing business objectives with effective risk mitigation practices.

He served Maybank throughout his career and held key positions, including Group Chief Credit Officer from 2013 to 2019, Deputy Group Chief Risk Officer from 2019 to 2023, and Group Chief Risk Officer from 2023 to 2024. During his tenure at the bank, he elevated Maybank's risk culture by introducing comprehensive risk controls and strengthening risk-reporting structures.

Directorship of public companies and listed issuers

- Bank Islam Malaysia Berhad
- Crest Builder Holdings Berhad

Relationship with other directors/shareholders/listed issuer

Nil

Conflict of interest with listed issuer

Nil

Any other convictions (aside from traffic offence)

Nil

Declaration:

1) No family relationship with any Director and/or major shareholder of the Company.

2) No conflict of interest with the Company.

3) No conviction of offences within the past 5 years other than traffic offences, if any.

4) No public sanctions and/or penalties were imposed on the directors by any regulatory bodies during the financial year ended 31 December 2025.

5) Does not hold more than 5 directorships in listed issuers.

SENIOR MANAGEMENT AT A GLANCE

FAIZAL SHAM BIN ABU MANSOR
Group Chief Executive Officer
Dagang NeXchange Berhad

JASBENDARJIT KAUR A/P MEJOR SINGH
Group Head IT
Dagang NeXchange Berhad

MUHAMMAD SAIFULLAH BIN MOHD ISA
Group Head Strategy
Dagang NeXchange Berhad

MATTHEW TAN HOOI SIN
Chief Executive Officer
SilTerra Malaysia Sdn. Bhd.

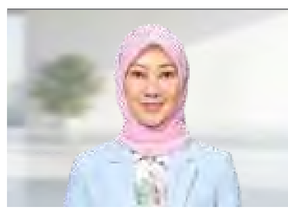
WAN AHMAD SYATIBI BIN WAN ABD MANAN
Chief Executive Officer
DNeX Solutions Sdn. Bhd.

S MARSITA BINTI S KASIM
Head Group Corporate Communications
Dagang NeXchange Berhad

VINIE CHONG PUI LING CFA CPA
Group Chief Financial Officer
Dagang NeXchange Berhad

MAHENDRAN GNASAMOOTHY
Group Head Legal/General Counsel & Secretarial
Dagang NeXchange Berhad

ZETY ZALINA BINTI MOHD ZAIN
Group Head Human Resource
Dagang NeXchange Berhad



MARLISHIRAZ BINTI RAMLI
Chief Executive Officer
DNeX IT
Dagang NeXchange Berhad

ZITTY AFIZA BINTI ISMAIL
Chief Executive Officer
Innovation Associates Consulting Sdn. Bhd.

MATHIAS VARMING
Head, Group Risk & Sustainability Management
Dagang NeXchange Berhad

AGE

30-50	50%
> 50	50%

GENDER

Male	6
Female	6

LENGTH OF SERVICE

< 5 Years	100%
> 5 Years	0%

NATIONALITY

Malaysian	11
Non-Malaysian	1

PROFILE OF SENIOR MANAGEMENT

FAIZAL SHAM BIN ABU MANSOR

Group Chief Executive Officer
Dagang NeXchange Berhad

Age
56

Date of Appointment:
1 November 2024

Academic/Professional Qualification(s)

- Master's in Business Administration, Ohio University
- Bachelor of Science in Accounting, Rutgers University
- Fellow with Chartered Accountants Australia and New Zealand
- Member of Malaysian Institute of Accountants
- Graduate Diploma in Aviation from the International Air Transport Association

Working experience:

Faizal Sham bin Abu Mansor is Group Chief Executive Officer ("CEO") of Dagang NeXchange Berhad ("DNeX") with effect from 1 November 2024.

He is a distinguished corporate professional and has an extensive career in leading and being part of senior leadership team of major corporations. He most notably served as Chief Financial Officer ("CFO") at Malaysia Airports Holdings Berhad from 2006 to 2015 where he was recognised on numerous occasions as Best CFO in the country by both local and international institutions. Awards received by him include Best CFO for Investor Relations 2012 by the Malaysian Investor Relations Association, Best CFO in Malaysia 2013 by FinanceAsia Magazine and CFO of the Year 2014 from the Malaysian Institute of Accountants and the Chartered Institute of Management Accountants.

His corporate experience also includes serving as CEO of Astro Productions and Astro Awani, a world-class media production services and news organisation under Astro Malaysia Holdings Berhad from 2015 to 2018 where he was able to turn the entities into profitability during his stint there. From 2021 to 2024, he served as Executive Director and Group CFO at Vantage Energy Group, a private entrepreneurial O&G company where he provided strategic leadership in financial management, mergers and acquisitions, and capital restructuring whilst managing the company's relations with its investors and stakeholders. He also spent six years in the financial industry most notably with Bank of Tokyo-Mitsubishi and the Corporate Finance and Investment banking division of AmMerchant Bank Berhad (now known as AmInvestment Bank Berhad).

He is currently an Independent Non-Executive Director and Chairman of Audit Committee of YTL Power International Berhad and Solution Group Berhad. In 2019, he was appointed an Independent Non-Executive Director and Chairman of Audit Committee of Affin Hwang Asset Management Berhad which had RM80 billion in assets under management until it was acquired by CVC Capital Partners in 2022. He is also Director of Airdroitech, a private company providing software and hardware engineering support to Polyaire, a family-owned company that is one of Australia's leading businesses in the air-conditioning industry. He also contributes as a partner in MGI MR, a boutique advisory firm with a global presence.

Relationship with other directors/shareholders/listed issuer:
N/A

VINIE CHONG PUI LING CFA CPA

Group Chief Financial Officer
Dagang NeXchange Berhad

Age
47

Date of Appointment:
1 January 2025

Academic/Professional Qualification(s)

- Bachelor of Commerce, The University of Melbourne, Australia
- Chartered Financial Analyst ("CFA") Charterholder
- Member of Certified Practising Accountant ("CPA") Australia
- Member of Malaysian Institute of Accountants

Working experience:

Vinie Chong Pui Ling is Group Chief Financial Officer ("CFO") of Dagang NeXchange Berhad ("DNeX") with effect from 1 January 2025.

She has over 20 years of extensive financial management, commercial and strategic planning experience in setting goals, focus and competitive business strategies, with strong foresight on business trends and their impact on the bottom line.

She began her career in asset management and financial advisory services before transitioning into various leadership roles in notable organisations.

Prior to joining DNeX, she was CFO of Cypark Resources Berhad, a pioneering developer of integrated renewable energy solutions in Malaysia. She also served as Group CFO of Cenergi SEA Berhad, a renewable energy company under Khazanah Group driving at the forefront of sustainability and the green energy agenda.

She also held several senior strategic and financial executive positions, including CFO & Vice President, Strategy & Commercial at Astro Productions and General Manager at Malaysia Airports Holdings Berhad.

Her extensive experience in local and cross-border corporate investment and fundraising exercises has earned her recognition from numerous prestigious awards including the esteemed Euromoney, Triple A Asset, International Financing Review, RAM Rating and Alpha Southeast Asia for best transactions, pioneer awards and innovation in finance.

She was also twice voted as the best investor relations professional in Asia in the globally renowned Institutional Investor's survey for the AllAsia Executive Team, for transportation and industrial sectors in 2013 and 2015 respectively.

She is currently an Independent Non-Executive Director of Johor Plantations Group Berhad. She previously served as a board member of Damansara Holdings Berhad and a few of Malaysia Airports' investee companies.

Relationship with other directors/shareholders/listed issuer:
N/A

PROFILE OF SENIOR MANAGEMENT

JASBENDARJIT KAUR A/P MEJOR SINGH
Group Head IT
Dagang NeXchange Berhad

Age
55

Date of Appointment:
1 December 2024

Academic/Professional Qualification(s)

- Executive Master's in Management, Asia e-University
- Bachelor's degree in Computing Science, Staffordshire University, the United Kingdom

Working experience:
Jasbendarjit Kaur A/P Mejor Singh is Group Head IT of Dagang NeXchange Berhad ("DNeX") with effect from 1 December 2024.

In this pivotal role, she is responsible for leading the Group's technology strategy, overseeing IT services and operations, and spearheading transformative initiatives to advance DNeX's digital capabilities, enhance customer experiences, and optimise operational efficiencies.

With a deep technical expertise, she has a proven track record in designing, deploying, and managing complex hardware and software infrastructures. She leads DNeX's IT infrastructure management across multiple production, disaster recovery, and development sites, utilising a diverse array of operating systems and applications to ensure business continuity and innovation.

Her leadership extends to architecting and aligning enterprise-wide technology frameworks with business objectives, enabling the strategic planning and successful execution of technology initiatives that drive organisational growth. By creating structured roadmaps and ensuring the integration of cutting-edge technologies, she has played a critical role in positioning DNeX as an industry leader in advanced, AI-powered solutions.

She is at the forefront of DNeX's integration of emerging technologies, including artificial intelligence ("AI"), cloud computing, Internet of Things ("IoT"), big data analytics, blockchain, and cybersecurity. Under her leadership, these innovations are positioned to transform DNeX's operations, fostering greater competitiveness, driving operational efficiency, and further solidifying the company's leadership position in both the private and public sectors while contributing to Malaysia's growing digital economy.

Her strategic direction has also been integral to securing significant government contracts and high-profile multinational projects, supporting the company's expansion. Notably, she has led efforts to develop a regional trade platform aimed at enhancing cross-border commerce within the ASEAN region, while modernising mission-critical systems to improve both operational workflows and the overall customer experience.

Relationship with other directors/shareholders/listed issuer:
N/A

MAHENDRAN GNASAMOOTHY
General Counsel, Group Head Legal & Secretarial
Dagang NeXchange Berhad

Age
48

Date of Appointment:
1 August 2024

Academic/Professional Qualification(s)

- Master of Laws (LL.M), University of Malaya
- Bachelor of Laws (LL.B) (Hons.), University of London
- Certificate of Legal Practice ("CLP"), Legal Profession Qualifying Board
- Associate of the Institute of Chartered Secretaries and Administrators ("ICSA"), United Kingdom

Working experience:
Mahendran Gnasamoothy is General Counsel, Group Head Legal & Secretarial of Dagang NeXchange Berhad ("DNeX") since 1 August 2024.

In his current role, he ensures the consistent application of operational risk governance, policies, and reporting across all departments. He also provides valuable in-house legal and secretarial support services to the Group, effectively resolving legal issues and safeguarding the Group's rights and interests. He is also responsible for the efficient management of staff and resources in the Legal and Secretarial departments while enhancing and strengthening the Group's internal processes and procedures through digitalisation, promoting compliance and good corporate governance.

Before joining DNeX, he was Head, Legal & Compliance in Citaglobal Berhad, an investment holding Company since November 2020. He brings with him more than 10 years of extensive and diversified experience in oil and gas/engineering, construction, education/intellectual property and fund management industry, and exposure in legal firm as a lawyer and partner for more than 12 years.

He has established a successful legal career and worked with leading law firms and corporate entities, litigating and advising on a wide range of corporate matters, including merger & acquisitions ("M&A"), corporate restructuring, compliance and governance issues.

Relationship with other directors/shareholders/listed issuer:
N/A

PROFILE OF SENIOR MANAGEMENT

MUHAMMAD SAIFULLAH BIN MOHD ISA

Group Head Strategy
Dagang NeXchange Berhad

Age
36

Date of Appointment:
1 December 2024

Academic/Professional Qualification(s)

- Bachelor's Degree in Finance, Accounting and Management, University of Nottingham
- Licensed Capital Markets Services Representative with the Securities Commission

Working experience:

Muhammad Saifullah bin Mohd Isa brings over 14 years of deep financial and strategic expertise to his role as Group Head Strategy of Dagang NeXchange Berhad ("DNeX"), a position he has held since 1 December 2024.

In this capacity, he orchestrates the Group's long-term growth agenda. His remit encompasses forging high-impact strategic partnerships and ventures, steering international market expansion, oversees Groupwide Risk and Sustainability initiatives, and directing technology-focused investments through the DNeX Innovation Fund. He is responsible for setting the overarching corporate strategy that positions the Group for sustained success.

Saifullah's career is distinguished by a robust foundation in capital markets and investment banking. Prior to joining DNeX in 2020, he spent nearly a decade in corporate finance and investment banking, holding senior roles at the Corporate Finance Department of MIDF Amanah Investment Bank Berhad and AmInvestment Bank Berhad, as well as within the Corporate Banking Department of Malayan Banking Berhad.

He further broadened his commercial acumen beyond financial services with a stint in business development at Malaysian Agrifood Corporation Berhad, a wholly-owned investee company of Khazanah Nasional Berhad. This experience provided him with invaluable, on-the-ground insight into the fast-moving consumer goods ("FMCG") and logistics industries.

Relationship with other directors/shareholders/listed issuer:
Son of Mohd Isa bin Ismail, the Executive Director and major shareholder of the Company.

ZETY ZALINA BINTI MOHD ZAIN

Group Head Human Resource
Dagang NeXchange Berhad

Age
52

Date of Appointment:
1 February 2025

Academic/Professional Qualification(s)

- Bachelor of Education (Honors), TESL, University of Malaya
- Certified Mental Health First Aider, Mental Health Association

Working experience:

Zety Zalina binti Mohd Zain was appointed as Group Head Human Resource of Dagang NeXchange Berhad ("DNeX") on 1 February 2025.

She leads and manages the Group's overall human resource ("HR") and administrative functions. Her role is pivotal in aligning human resource strategies with business objectives, covering talent management, organisational development, employee engagement, performance management, compensation and benefits, compliance, and general administration.

She has over 20 years of experience in human resource management across industries including information technology, consulting, telecommunications, financial services, and food & beverage. Her key expertise includes talent acquisition, performance management, compensation and benefits, industrial relations, human resource operations, organisational development, and strategic workforce planning.

Previously, she served as Senior Manager, Talent Acquisition & Integration/Head of Recruitment at DNeX, where she led full-cycle recruitment, workforce planning, and employer branding for the Group. She played a vital role in human resource digitalisation and leadership development initiatives.

Prior to this, she held key HR roles at Dagang Net Technologies Sdn. Bhd., Kelly Services (Malaysia) Sdn. Bhd., Ricoh (Malaysia) Sdn. Bhd., Temenos (Malaysia) Sdn. Bhd. and PKTech Sdn. Bhd., contributing to both operational excellence and strategic HR transformation.

Relationship with other directors/shareholders/listed issuer:
N/A

PROFILE OF SENIOR MANAGEMENT

MATTHEW TAN HOOI SIN
Chief Executive Officer
SilTerra Malaysia Sdn. Bhd.

Age
55

Date of Appointment:
1 January 2026

Academic/Professional Qualification(s)
- Bachelor of Engineering (Honours) in Electrical and Electronics Engineering, Nanyang Technological University, Singapore.

Working experience:
Matthew Tan Hooi Sin is Chief Executive Officer ("CEO") of SilTerra Malaysia Sdn. Bhd. with effect from 1 January 2026.

He is a strategic, analytical and highly accomplished semiconductor executive with 30 years of global industry experience, having held technical and commercial leadership roles across Malaysia, China, the United States and Singapore. He brings deep expertise across technology, engineering, quality, customer engagement, as well as sales and business development.

He has a long-standing history with SilTerra, including early contributions as part of the pioneer wafer fab start-up team, supporting the company from greenfield development and technology transfer through factory qualification and production ramp-up. He later gained international leadership experience at Grace Semiconductor Manufacturing Corporation (Shanghai), where he led APJ account management and worldwide customer and field engineering operations.

Since returning to Malaysia under the Return Expert Programme in 2013, he has held several senior leadership roles at SilTerra, including senior director of sales & marketing, head of worldwide customer engineering, head of quality assurance and most recently as Vice President (2022–2025), prior to his appointment as Chief Executive Officer in January 2026. He initiated Silicon Photonics programme in 2014 and has been instrumental in strengthening SilTerra's global customer engagement and expanding its strategic positioning beyond pure-play CMOS into a More-than-Moore foundry with capabilities spanning Silicon Photonics, Life Science and MEMS. He began his career at TECH Semiconductor (S) Pte Ltd, a DRAM wafer fab in Singapore wholly owned by Micron Technology.

Relationship with other directors/shareholders/listed issuer:
N/A

MARLISHIRAZ BINTI RAMLI
Chief Executive Officer DNeX IT
Dagang NeXchange Berhad

Age
47

Date of Appointment:
1 June 2025

Academic/Professional Qualification(s)
- MBA in Marketing, Universiti Putra Malaysia
- BBA (Hons) in Multimedia Marketing, Multimedia University.

Working experience:
Marlishiraz Ramli ("Shiraz Ramli") is Chief Executive Officer ("CEO") DNeX IT of Dagang NeXchange Berhad ("DNeX").

In this role, she provides strategic leadership and oversight across DNeX IT's core subsidiaries - Dagang Net Technologies Sdn. Bhd., Innovation Associates Consulting Sdn. Bhd., and DNeX Solutions Sdn. Bhd. in driving performance, integration, and innovation across the Group's IT ecosystem. She is responsible for driving the DNeX IT pillar business and revenue growth by strengthening and expanding its core offerings, while accelerating the commercialisation of AI and next-generation technology solutions to capture new market opportunities.

Shiraz brings over two decades of leadership experience across multinational technology companies, having held senior roles with Microsoft, Google Cloud, VMware, SAP, Alcatel Submarine Networks, as well as in GLCs, i.e. Telekom Malaysia and Prasarana Malaysia Berhad. She is recognised for her deep expertise in enterprise IT strategy, stakeholder management, and the delivery of large-scale national digital transformation programmes across both the public and private sectors.

She joins DNeX from Microsoft, where she served as Regional Director for Asia, under the Microsoft Worldwide Public Sector business group. In this role, she worked extensively with key government stakeholders and the public sector ecosystem within the region, spearheading secure and citizen-centric digital strategies. She also held the role of Executive Vice President, Group Digital at Prasarana Malaysia Berhad, where she spearheaded key initiatives in cybersecurity, big data innovation, and infrastructure modernisation, positioning the organisation for future-ready digital operations.

Throughout her career, Shiraz has delivered impactful outcomes in advancing hybrid cloud adoption, strengthening cybersecurity resilience, and modernising national digital infrastructure for organisations such as Telekom Malaysia, Axiata Group, Petronas, and key government ministries. Her outstanding contributions have been recognised through multiple top-performer accolades for Outstanding Performance, reflecting her consistent delivery of excellence at the highest levels.

Relationship with other directors/shareholders/listed issuer:
N/A

PROFILE OF SENIOR MANAGEMENT

WAN AHMAD SYATIBI BIN WAN ABD MANAN
Chief Executive Officer
DNeX Solutions Sdn. Bhd.

Age 52

Date of Appointment:
1 December 2024

Academic/Professional Qualification(s)
- Bachelor's Degree in Computer Science, Coventry University, the United Kingdom

Working experience:
Wan Ahmad Syatibi bin Wan Abd Manan is Chief Executive Officer ("CEO") of DNeX Solutions Sdn. Bhd. with effect from 1 December 2024.

He oversees the IT operations within the Group, managing key business areas such as Trade Facilitation, ERP solutions, and strategic initiatives including partnership with Google, Infrastructure Business, and International Business. Additionally, he plays a pivotal role in driving the development of new services and offerings under the National Single Window ("NSW") for Trade Facilitation initiative in enhancing the efficiency and connectivity of trading communities both within and beyond borders.

He was previously CEO of Dagang Net Technologies Sdn. Bhd. since 1 January 2016.

He has led assignments in trade strategies and improvement, information systems planning and large-scale project management.

Part of his impressive credentials include being involved in the ASEAN Single Window for Trade Facilitation, a unique regional initiative that connects and integrates National Single Windows of ASEAN member states to expedite cargo clearance within the context of increased economic integration in the ASEAN region.

Relationship with other directors/shareholders/listed issuer:
N/A

ZITTY AFIZA BINTI ISMAIL
Chief Executive Officer
Innovation Associates Consulting Sdn. Bhd.

Age 43

Date of Appointment:
1 July 2025

Academic/Professional Qualification(s)
- Bachelor's Degree in Management of Technology, Universiti Teknologi Malaysia

Working experience:
Zitty Afiza binti Ismail was appointed Chief Executive Officer ("CEO") of Innovation Associates Consulting Sdn. Bhd. ("IAC") on 1 July 2025.

She is responsible for shaping the Company's strategic direction and strengthening its position as a trusted partner in digital transformation. Her leadership is underpinned by a disciplined, delivery-led approach focused on execution excellence, measurable impact, and sustainable stakeholder value creation.

With over 15 years of experience, Zitty is a seasoned transformation leader with deep expertise in strategic IT advisory, enterprise transformation, and the delivery of complex, large-scale digital programmes across both public and private sectors. She is widely recognised for her ability to translate strategy into execution, navigate complex stakeholder environments, and deliver high-impact outcomes.

Prior to her appointment, she served as Head of Consulting at DNeX Solutions Sdn. Bhd., where she played a key role in accelerating business growth and leading high-value strategic engagements, particularly within the public sector. Her track record includes the successful delivery of complex transformation initiatives, supported by strong governance, stakeholder alignment, and cross-border experience.

Earlier in her career, she held senior leadership roles at Amdocs APAC and HeiTech Padu Berhad, leading regional telecommunications engagements, and enterprise-wide transformation initiatives. She was instrumental in advancing modernisation programmes, transitioning organisations from legacy systems to agile, digital platforms through structured change management and capability development.

Zitty is regarded for her strategic acumen, execution discipline, and ability to build high-performing teams, consistently delivering sustainable transformation outcomes in complex operating environments.

Relationship with other directors/shareholders/listed issuer:
N/A

PROFILE OF SENIOR MANAGEMENT

S MARSITA BINTI S KASIM
Head Group Corporate Communications
Dagang NeXchange Berhad

Age
56

Date of Appointment:
1 July 2021

Academic/Professional Qualification(s)

- Bachelor of Arts in International Relations, University of California-Davis, the United States of America
- Certificate in Investor Relations from Investor Relations Society, the United Kingdom.
- Certified Board-Ready, Institute of Corporate Directors Malaysia

Working experience:

S Marsita binti S Kasim ("Sharifah Kasim") is responsible for the Group's strategic internal and external communications in corporate development, crisis communications, merger & acquisition exercises, as well as achievement of corporate milestones to enhance the Group's image and foster confidence among stakeholders.

She is experienced in strategic communications with a demonstrated history of serving the spectrum of corporate communications including media relations, crisis communications, branding and internal communications backed by a strong foundation in journalism.

She also held various positions in the Group including spearheading the overall development and management of Sustainability initiatives including the Group's Sustainability Framework and related processes including reporting and communications, former Head of Media and Investor Relations at DNeX and Head of Strategic Communications at Dagang Net Technologies Sdn. Bhd.

She has more than 10 years of experience in the media industry with her last appointment as Assistant News Editor at the New Straits Times, Malaysia's leading English daily before transitioning to corporate communications.

Relationship with other directors/shareholders/listed issuer:
N/A

MATHIAS VARMING
Head, Group Risk & Sustainability Management
Dagang NeXchange Berhad

Age
40

Date of Appointment:
1 December 2024

Academic/Professional Qualification(s)

- Master of Business Administration, Asia School of Business, Malaysia in collaboration with MIT Sloan
- Bachelor's of Science in Environmental and Socio-Economic Planning, Roskilde University, Denmark

Working experience:

Mathias Varming was appointed as Head Group Risk & Sustainability Management of Dagang NeXchange Berhad ("DNeX") with effect from 1 December 2024. Alongside his role in DNeX, he is also Head - Environmental, Social and Governance of DNeX subsidiary, Ping Petroleum Limited.

He brings more than 15 years of extensive experience implementing corporate sustainability strategies across a broad spectrum of industries including conventional and renewable energy, plantation, property, utilities and hospitality. Previously, he also co-founded two start-ups working on linking energy and climate change strategies to private and public sector performance: Evenergy, a blockchain-based trading platform for renewable energy certificates, and Plan8, a collective of Climate Change professionals working on climate change mitigation, adaptation and resilience building across USA, Germany, UK, Nepal, and Malaysia.

In addition to his corporate roles, he has served as a consultant within the public sphere, working at the intersection of Climate Change policy and practice including a Climate Change risk assessment scoping study for Local Authorities across the Greater Kuala Lumpur, and the Malaysian National Climate Change Mitigation Action Plan under Malaysian Ministry of Natural Resources and Environment.

He has also contributed to multiple research projects on Malaysian and Global climate policy, including publications by United Nations Food and Agriculture Organisation ("UN FAO") and The Institute for Democracy and Economic Affairs ("IDEAS").

Relationship with other directors/shareholders/listed issuer:
N/A

Declaration:

Our Senior Management does not hold any directorship in public companies save for Faizal Sham bin Abu Mansor who is a director of YTL Power International Berhad and Solution Group Berhad, and Vinie Chong Pui Ling who is a director of Johor Plantations Group Berhad.

OUR APPROACH TO VALUE CREATION

1 ASSESSING OUR CONTEXT

EVALUATING OUR BUSINESS LANDSCAPE

We consistently monitor our operating environment across geopolitical, macroeconomic and industry dimensions to identify and analyse key trends and factors that may influence our business. This ongoing analysis helps us stay agile and responsive to evolving conditions.

Key Stakeholders

- Customers
- Government and Regulators
- Communities
- Investors
- Business Partners and Suppliers
- Employees

IDENTIFYING KEY RISKS & OPPORTUNITIES

Building on key trends, we identify risks and opportunities that are most relevant to our business. All identified risks undergo evaluation through our comprehensive risk management processes, which are designed to proactively mitigate potential negative impacts and maximise opportunities for growth.

Key Risks

- Global Geopolitical Stability
- Cybersecurity and Data Privacy
- Environmental, Social and Governance
- Availability of Financial Resources
- Human Capital Attraction and Retention

2 IDENTIFYING & PRIORITISING OUR MATERIAL ISSUES

IDENTIFYING OUR MATERIAL MATTERS

Our material matters are those issues that have the potential to impact our ability to create long-term value and achieve our strategic objectives over in the short-, medium- and long-term.

To ensure we effectively identify and address these key issues, we conduct comprehensive materiality assessments on a regular basis. As part of this process, we incorporate input from relevant internal stakeholders on a range of shortlisted topics. This enables us to prioritise our material matters, resulting in the list presented below:

Material Matters

- GHG — GHG Emissions
- WF — Workforce Management
- BE — Business Ethics
- EM — Energy Management
- EHSS — Employee Health, Safety & Security
- BMR — Business Model Resilience
- RM — Resource Management
- PQS — Product Quality and Safety
- DPS — Data Privacy and Security
- ECO — Ecological Impact
- HR — Human Rights
- SCM — Supply Chain Management
- WM — Waste Management
- CR — Community Relations

DEVELOPING AND IMPLEMENTING STRATEGIES

3

FORMULATING BUSINESS STRATEGIES

Our five key strategic thrusts outline the transformations required to establish leadership across our three business sectors. Guided by our material matters, risk assessments, and stakeholder insights, we craft strategies that drive progress in these areas, advancing us toward the achievement of our long-term objectives.

Strategic Thrusts

- Portfolio Diversification
- Human Capital Development
- Governance and Excellence
- Financial Prudence
- Customer Centricity

ALLOCATING OUR CAPITALS

We leverage the six capitals framework in shaping our strategies, enabling us to optimise our existing resources and drive greater efficiencies across our operations.

Capitals

- Financial Capital
- Human Capital
- Social and Relationship Capital
- Intellectual Capital
- Manufactured Capital
- Natural Capital

BUSINESS MODEL

We actively manage our operations and their impacts to maximise positive outcomes while minimising any negative effects. This approach ensures we generate and sustain value for all our stakeholders, aligning our business model with long-term success.

Business Activities

- SEMICONDUCTOR
- ENERGY
- INFORMATION TECHNOLOGY ("IT")

CREATING VALUE

4

Our ultimate goal is to create long-term, shared value through our business activities. To ensure alignment with our strategies and key strategic thrusts, we measure our performance using Key Performance Indicators ("KPIs") that reflect our progress and outcomes.

VALUE, FOR US, ENTAILS:

- Meeting stakeholder goals
- Providing sustained growth in total returns for investors and funders
- Being a preferred business partner for vendors and suppliers
- Being recognised as a responsible community partner

EMBEDDING ESG ACROSS OUR BUSINESS

Our business activities, strategies and decision-making are deeply informed by a consideration of our impacts on people, communities, the national economy and the environment. By integrating ESG principles into our operations, we aim to strengthen our business and enhance our reputation as a responsible and sustainable organisation.

VALUE CREATING BUSINESS MODEL

VISION

To be a leading multinational corporation that is trusted for its worldclass services and expertise.

MISSION

We are vibrant talents who are committed to deliver business innovation that creates value for stakeholders.

Key Input

Resources Used

FINANCIAL CAPITAL

- Share Capital: **RM1,131.3 million**
- Total Assets: **RM3,453.6 million**
- Shareholders' Funds: **RM1,339.5 million**
- Total Borrowings: **RM134.4 million**

INTELLECTUAL CAPITAL

- Investment in R&D and emerging technologies
- **Proven expertise** in optimising low-cost oil and gas production
- Leading provider of **IT** and **Trade Facilitation solutions**

HUMAN CAPITAL

- An **experienced and diverse** Leadership Team and a well-governed Board with robust oversight
- An **Innovative, Driven, Customer Centric, High Performance** and **Ethical Culture**
- Strength in **Compliance and Governance**

MANUFACTURED CAPITAL

- **Market-Leading Innovative** digital products, services and client value propositions
- **Omni-Channel Technology** allowing seamless and multiple customer touch points

SOCIAL & RELATIONSHIP CAPITAL

- **Responsible Procurement** from diverse supply chain with a focus on localisation
- **Focused and Committed** corporate social investment
- **Constructive Engagement** with Government and regulators

NATURAL CAPITAL

- **Efficient utilisation** of water, energy and other natural resources across operations
- Protecting and preserving the surrounding environment by **minimising environmental impacts** and **advancing responsible stewardship practices**

Business Activities

SEMICONDUCTOR | ENERGY | IT

Strategic Thrusts

- Portfolio Diversification
- Human Capital Development
- Governance and Excellence
- Financial Prudence
- Customer Centricity

Material Matters

- GHG — GHG Emissions
- WF — Workforce Management
- BE — Business Ethics
- EM — Energy Management
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- BMR — Business Model Resilience
- RM — Resource Management
- PQS — Product Quality and Safety
- DPS — Data Privacy and Security
- ECO — Ecological Impact
- HR — Human Rights
- SCM — Supply Chain Management
- WM — Waste Management
- CR — Community Relations

Key Risks

- Global Geopolitical Stability
- Cybersecurity and Data Privacy
- Environmental, Social and Governance
- Availability of Financial Resources
- Human Capital Attraction and Retention

SUSTAINABILITY PILLARS

1 Economic	2 Environment	3 Social
Ensuring business sustainability	Ensuring no harm to our people and environment	Nurturing people and developing talent

SUPPORTED BY ROBUST GOVERNANCE FRAMEWORK

CORE VALUES DRIVEN | ADAPTABLE | RESPONSIBLE | ETHICAL

Outputs

SEMICONDUCTOR

Investing in emerging technologies such as MEMS and Silicon Photonics

ENERGY

Lifted volume 501,000 bbls

IT

Exchange of Trade Data Electronically

Digitalisation of Customer Processes

Outcomes

Value Created

FINANCIAL CAPITAL

- Net Asset Per Share: **RM0.49** (2024 : RM0.63)
- Share Price: **RM0.32** (2024 : RM0.41)
- Retained Earnings: **RM219.8 million** (2024: RM562.5 million)
- Total Assets: **RM3,453.6 million** (2024: RM4,214.3 million)

UN SDGs: 8, 12, 16

Trade-Offs: Our ongoing expansion efforts will place pressure on our Financial Capital through capital expenditure ("CAPEX") spending but will empower long-term gains to our Manufactured and Social & Relationship Capitals.

INTELLECTUAL CAPITAL

- SilTerra and Silith demonstrated a 400G/lane silicon photonics transmit-and-receive platform, integrating both transmitter and receiver on a unified silicon foundation.
- Expansion of new assets in Malaysia.
- In-house developed software development producing solutions and systems for customers and internal use.

UN SDGs: 8, 10

Trade-Offs: We are actively expanding our existing IT capabilities into new sectors, leveraging our Human Capital and driving gains in Intellectual Capital that will serve our long-term transformation objectives.

HUMAN CAPITAL

- Cash Payments to Employees & Other Expenses: **RM112.5 million** (2024: RM137.9 million)

UN SDGs: 3, 10, 8

Trade-Offs: The strength of our Human Capital depends on our ability to attract and retain top talent, which is affected by our financial strength (Financial Capital), the opportunities we can provide in global sectors and markets (Intellectual Capital) and our ESG leadership and sustainability practices (Natural Capital).

MANUFACTURED CAPITAL

- Investment in IT infrastructure: **RM0.3 million** (2024: RM2.7 million)
- Capital Expenditure: **RM197.9 million** (2024: RM211.7 million)

UN SDGs: 12

Trade-Offs: As we operate in fast-evolving markets, maintaining the competitiveness of our manufacturing and technological capabilities requires consistent financial investment (Financial Capital) and continuous employee upskilling (Human Capital).

SOCIAL & RELATIONSHIP CAPITAL

- Direct and Indirect Tax and Zakat Contributions: **RM30.6 million** (2024: RM49.8 million)
- Paid to Suppliers/Vendors: **RM870.0 million** (2024: RM876.1 million)
- Maintained zero incidents, legal notices or complaints related to corruption; anti-competitive, anti-trust and/or monopolistic behaviour; breaches of customer data privacy.

UN SDGs: 4, 11, 17

Trade-Offs: Through our commitment to and action on community development and environmental protection, we strive to burnish our reputation as a responsible organisation, opening the door to global growth opportunities that enhance our Financial Capital.

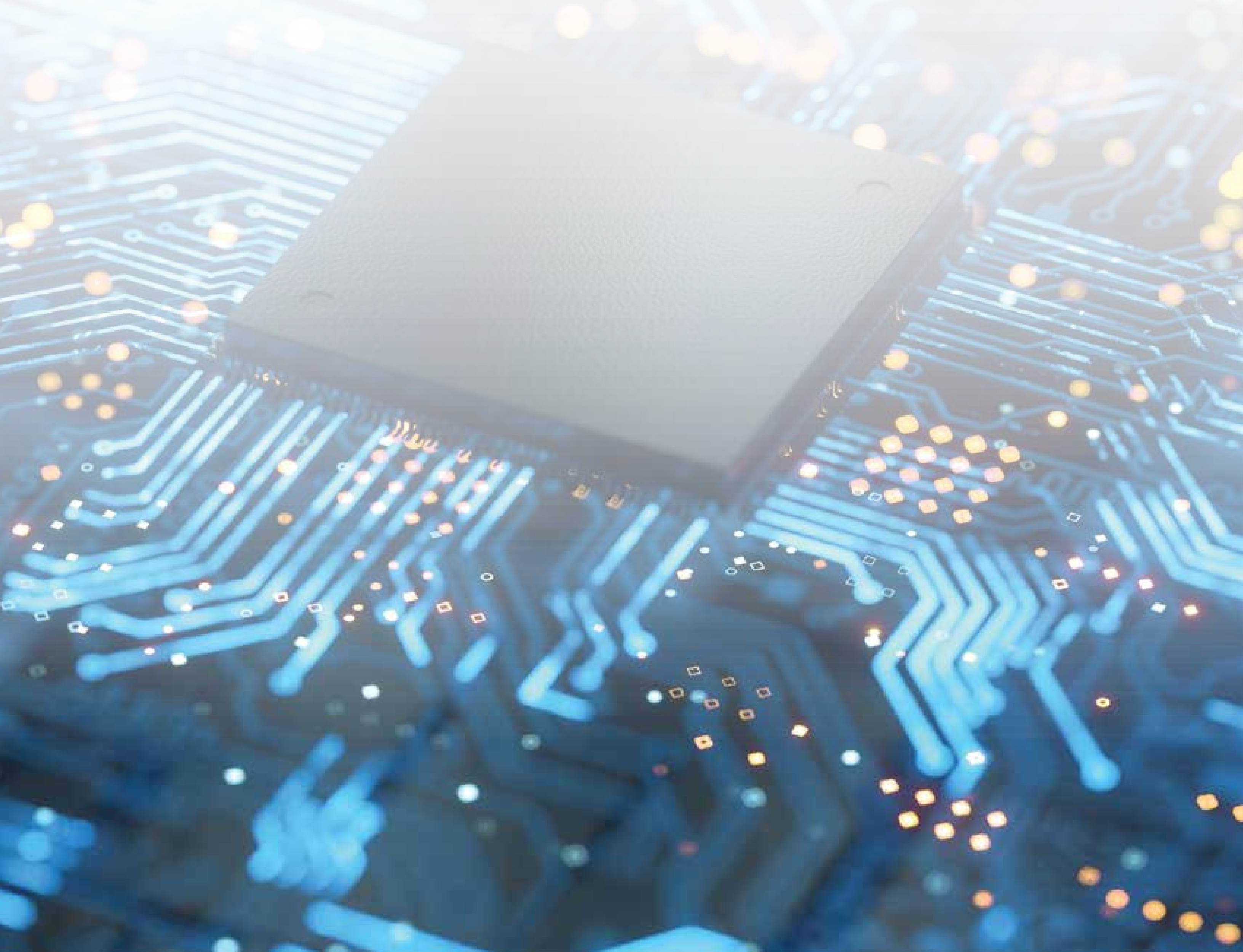
NATURAL CAPITAL

- Expanded Scope 3 assessment to identify and prioritise value chain emissions, with a roadmap to enhance disclosures in future reporting cycles.
- Diverted **87%** of solid waste from landfill.

UN SDGs: 6, 7, 13

Trade-Offs: Achieving our sustainability goals will require consistent, focused efforts in upskilling our workforce (Human Capital), decarbonising our production processes (Natural Capital) and building our network of strategic partnerships (Social & Relationship Capital).

LEADERSHIP INSIGHTS



FROM OUR CHAIRMAN

Dear Shareholders,

FY2025 marked a clear reset for DNeX as the Group sharpened its focus on portfolio clarity, balance sheet strength and operating discipline, aimed at positioning DNeX on a stronger and more commercially resilient footing through clearer prioritisation of capital, management attention and resources.

A comprehensive review of asset quality across the Group was undertaken to ensure the portfolio accurately reflected current performance expectations and established a more robust financial baseline.

BUILDING PORTFOLIO RESILIENCE FOR THE LONG-TERM

DNeX's portfolio is structured across sectors with differing earnings profiles and cycle dynamics, providing a balance between long term technology exposure and businesses that generate operating income and cash flow. This reflects a deliberate approach to diversification in maintaining participation in structurally attractive industries while supporting financial resilience across market conditions.

Within this framework, consolidation during FY2025 was undertaken without compromising operational continuity. The Group's core businesses continued to operate in line with their respective commercial characteristics, collectively sustaining stability as internal alignment efforts strengthened. This balance across the portfolio has enabled DNeX to absorb near-term adjustments while preserving exposure to sectors with sustained growth potential.

As the Group moves forward, maintaining this portfolio balance remains a key priority. The Board expects each business to operate with clear strategic intent, supported by disciplined capital allocation and a consistent focus on returns.

Tan Sri Dato' Sri Haji Syed Zainal Abidin Syed Mohamed Tahir
Non-Independent Non-Executive Chairman

Portfolio resilience, rather than scale alone, will guide decision making as the Group advances into its next phase. FY2025 has positioned DNeX with a more coherent portfolio structure, a stronger financial foundation and clearer performance expectations. The emphasis now shifts to delivery via improving earnings quality, strengthening cash generation and ensuring capital is deployed with precision. Progress will be measured by consistency and returns, with long-term value creation firmly at the centre of the Board's oversight.

STRENGTHENING FINANCIAL DISCIPLINE AND CAPITAL MANAGEMENT

FY2025 required sustained Board focus on financial stewardship as the Group undertook a series of targeted measures to strengthen balance sheet resilience and enhance the quality of its earnings profile. These actions were guided by a clear governance objective to ensure that Management decisions remained firmly aligned with long-term financial sustainability. Following portfolio adjustments, the Board supported the adoption of a more prudent financial posture, recognising that a clearer financial baseline was essential to reinforcing the credibility and sustainable future performance.

Funding and liquidity management formed a central pillar of this effort. The establishment of the RM3.0 billion Sukuk Wakalah Programme represented a meaningful step in broadening the Group's funding options and enhancing financial flexibility. The Board reviewed the programme's structure and deployment framework to ensure it appropriately balanced funding needs with prudent leverage and risk parameters.

FROM OUR CHAIRMAN

The strong A1 credit ratings assigned to the programme by RAM underscore external confidence in DNeX's financial resilience, diversified portfolio and disciplined capital management approach. Throughout FY2025, the Board maintained a strong emphasis on financial discipline and responsible capital allocation. These principles remain central to safeguarding shareholders' interests and ensuring the Group maintains the financial capacity required to support operations and future strategic priorities as it gains traction beyond consolidation.

In addition, the Group's Sustainable Finance Framework was accorded a Gold Sustainable Finance Rating by RAM Sustainability, marking the first in Malaysia to incorporate Green Enabling Projects. This recognition underscores the Group's commitment to responsible financing and enhances access to a broader pool of sustainable capital and ESG-focused investors.

A strengthened balance sheet also provides the foundation for further expansion in capital expenditure, merger and acquisition opportunities and considered shareholder returns. The Board's position on dividends remains to balance reinvestment needs with returning surplus capital to shareholders once earnings quality stabilises. Any future distributions will reflect the Group's cash generation, capital commitments, opportunity for reinvestments and prevailing market conditions.

EMBEDDING STRONG GOVERNANCE AND RISK PRACTICES

Given the breadth of DNeX's business portfolio, the Board maintained close attention to governance standards, financial discipline and risk exposure during the year. Particular attention was given to capital allocation decisions and their financial implications following the Group's strategic portfolio review, including the recognition of impairments primarily relating to fair value adjustments. Deliberations centred on ensuring that business decisions remained consistent with the Group's financial capacity and operating priorities. The Board also reviewed key risks arising from industry conditions affecting the Semiconductor and Energy businesses, as well as contractual and delivery obligations within the Information Technology segment.

Specific risk areas monitored during the year included the evolving United States–China export control regime, the impact of the US global tariff and the ensuing Malaysia-US Agreement on Reciprocal Tariffs and its implications for semiconductor demand, volatility in global crude oil prices affecting the Group's Energy operations and foreign exchange exposure arising from the Group's USD denominated revenues.

This emphasis ensured that operational decisions remained commercially grounded, financially prudent and responsive to evolving market conditions. In parallel, the Board continued to focus on business conduct, regulatory compliance and workforce matters as part of its governance responsibilities.

During the year, the Board approved several portfolio actions arising from its strategic review to simplify the Group's structure, clarify balance sheet strength and redirect resources towards areas where DNeX holds clearer strategic and competitive positioning. Through these measures, the Board reinforced accountability, sound judgement and disciplined governance as the Group moved beyond a year of consolidation.

The Group's inclusion in the FTSE4Good Bursa Malaysia ("F4GBM") Index and the FTSE4Good Bursa Malaysia Shariah ("F4GBMS") Index further reflects the strength of its governance and sustainability practices, enhancing visibility with sustainability focused investors. In this domain in FY2025, the Group laid the foundations for integrating Climate Risk Assessments into its Enterprise Risk Management ("ERM") coverage, laid out plans for rolling out tracking Scope 3 emissions over the coming years, as well as expanding coverage of social-labour rights policies across the Group and its supply chain.

MAINTAINING STRATEGIC DIRECTION

As DNeX entered FY2026, the Board's priority was to convert the consolidation carried out in FY2025 into more stable financial and operating performance. Expectations across the Group are now more clearly defined. Operating conditions are expected to remain uneven in the Group's markets.

Adjustments made during FY2025 to streamline the portfolio and improve the financial base place DNeX in a better position to pursue improved results. Against this backdrop, improvements will depend on consistent execution and the ability to deliver commercial results from the strategic decisions already taken.

The Board also reviewed how the Group should maintain its competitiveness as its core industries evolve. Areas of focus include moving the Semiconductor business towards higher value activities, maintaining disciplined upstream investment in the Energy segment in Malaysia and expanding digital offerings through selective technology partnerships.

The Information Technology ("IT") segment is also expanding its digital technology footprint through collaborations in AI and advanced digital solutions, deepening its exposure to fast-moving technology segments. Execution discipline, careful partner selection and prudent capital allocation will determine the Group's ability to deliver results from these priorities.

It is clear that while DNeX is often viewed as operating across three distinct sectors, the Group's business units are now far more interconnected, driven by the rise of the AI Infrastructure Stack. As more countries pursue sovereignty over data residency, supply chains and energy independence in seeking to fully own their Sovereign AI Infrastructure Stack, DNeX's integrated capabilities have become increasingly relevant.

The Group operates its own upstream oil field and supplies oil and gas, power and communications equipment and services, holds a majority stake in an independent global semiconductor foundry serving international customers, and has a proven track record in delivering enterprise-level IT projects for the Government of Malaysia. Taken together, these strengths place DNeX in an advantageous position as a key participant in the growing demand for Sovereign AI Infrastructure Stack.

Regulatory developments continue to shape DNeX's sustainability agenda. In FY2025, the Group reassessed its material sustainability priorities and clarified its ESG roadmap, providing greater direction and coherence to its sustainability efforts. The next stage of DNeX's sustainability journey will be characterised by stronger ownership at the operational level, with sustainability considerations embedded into planning processes and investment decisions across the Group, supported by clear frameworks and measurable targets.

At the same time, mitigation and adaptation planning is progressing, building on existing capabilities in emissions measurement, energy management and environmental controls.

These initiatives support the development of a broader climate framework that is aligned with evolving regulatory and market expectations, while positioning the Group for more comprehensive sustainability disclosures in future reporting periods. The Board remains focused on ensuring that these efforts translate into sustainable financial returns, rather than growth without corresponding profitability.

STRENGTHENING LEADERSHIP FOR CONSISTENT EXECUTION

FY2025 marked the first full year of leadership under Group Chief Executive Officer ("GCEO") Faizal Sham Abu Mansor, following his appointment on 1 November 2024. The Board views the establishment of a full leadership cycle as an important step in reinforcing organisational clarity and decision making as the Group enters its next phase of execution.

The appointment of Datuk Hamzah Bachee as an Independent Non-Executive Director, together with the reconstitution of the Employee Share Option Scheme Committee into the Long-Term Incentive Plan Committee, further highlights the Group's vision to improve governance and ensure a proper remuneration scheme is in place for its staff. With leadership structures firmly in place, the emphasis during the year shifted towards embedding expectations and aligning priorities across the organisation. The Board's attention is now directed towards execution, ensuring that the measures undertaken during FY2025 translate into greater consistency in performance and clearer outcomes across the Group.

As DNeX moves forward, leadership continuity provides a stable platform for stronger delivery, disciplined judgement and sustained operational focus. In navigating this period, the Board wishes to record its appreciation to Management and employees at all levels of the Group. Their professionalism, resilience and commitment enabled DNeX to implement necessary adjustments while maintaining operational continuity. Their collective efforts reflect the depth of capability within DNeX and provide confidence in the Group's ability to meet evolving expectations.

I thank my fellow Board Members for their stewardship and support during a year demanding careful judgment and clear direction. I also appreciate our regulators and government authorities, whose guidance and insight continue to support the Group's operations. Our customers, partners, and financiers have our gratitude for their trust and cooperation, which enable the Group's activities and long-term ambitions. Above all, we thank our shareholders for their patience and confidence as DNeX strengthens its foundations for sustainable value creation.

The Board remains committed to sound governance, disciplined capital management, and responsible decision-making. With these priorities in place, DNeX enters FY2026 with clearer direction, stronger leadership, and a resilient platform for improved performance.

TAN SRI DATO' SRI HAJI SYED ZAINAL ABIDIN SYED MOHAMED TAHIR
Chairman

GCEO IN FOCUS

Dear Valued Shareholders,

My term as GCEO during FY2025 was a period that called for decisive action and a fundamental recalibration of the Group's priorities, laying the foundation of more consistent delivery going forward. From the outset, our direction was clear - to stabilise our core businesses, reinforce financial discipline and ensure favourable operational outcomes. Over this period, I worked closely with our teams across our Semiconductor, Energy and Information Technology ("IT") segments, gaining a deeper insight into both the strengths within our platform and the areas requiring focused intervention. Our efforts centred on bolstering operational rigour, tightening cost structures, improving coordination within the operating segments and aligning performance expectations more closely with strategic priorities. While these initiatives were not without challenges, it was essential to raising accountability and more reliable performance throughout the Group.

Our core businesses continued to generate positive operating cashflow throughout the year. At the same time, we navigated external operational headwinds that weighed short-term performance, without altering the Group's long-term direction.

One of my key priorities during the year was strengthening alignment Group-wide. To ensure DNeX remains financially resilient, we lodged a RM3.0 billion Sukuk Wakalah Programme on 31 March 2026, providing funding flexibility to support future capital requirements in a prudent and measured manner. The actions taken have established a more secure operating base, tighter cost control and a more focused portfolio. As we move into the next phase, I am confident in DNeX's value-creation pathways and the strength of the fundamentals that will underpin future performance. My conviction has reaffirmed that DNeX will gain strategic advantage to deliver more consistent and sustainable outcomes for our multi-stakeholders.

FAIZAL SHAM ABU MANSOR
Group Chief Executive Officer

NAVIGATING FY2025 PERFORMANCE REALITIES

For FY2025, DNeX delivered a resilient operating performance despite challenges posed by the cyclical nature of its industries in which the Group operates. The Group achieved Revenue of RM1.0 billion, down from RM1.2 billion in the previous financial year due to lower production contributions from the Energy segment, operational disruptions affecting semiconductor output and reduced project-based revenue following the completion of major project cycles within the IT segment. The comparison was also affected by the absence of contributions following the divestment of the Subsea Telco business.

The Group recorded a Loss Before Tax ("LBT") of RM558.9 million and a Loss After Tax ("LAT") of RM 465.5 million. The results were mainly impacted by a total impairment of RM506.4 million recognised across the Semiconductor and Energy segments, primarily relating to fair value adjustments, alongside operational disruptions during the year.

Excluding these adjustments, Loss Attributable to Owners of the Company ("LATAMI") showed year-on-year ("YoY") improvement on a normalised basis as core operations performed better. Earnings Before Interest, Taxes, Depreciation and Amortisation ("EBITDA") remained positive as the Group generated operating cashflow despite accounting impairment.

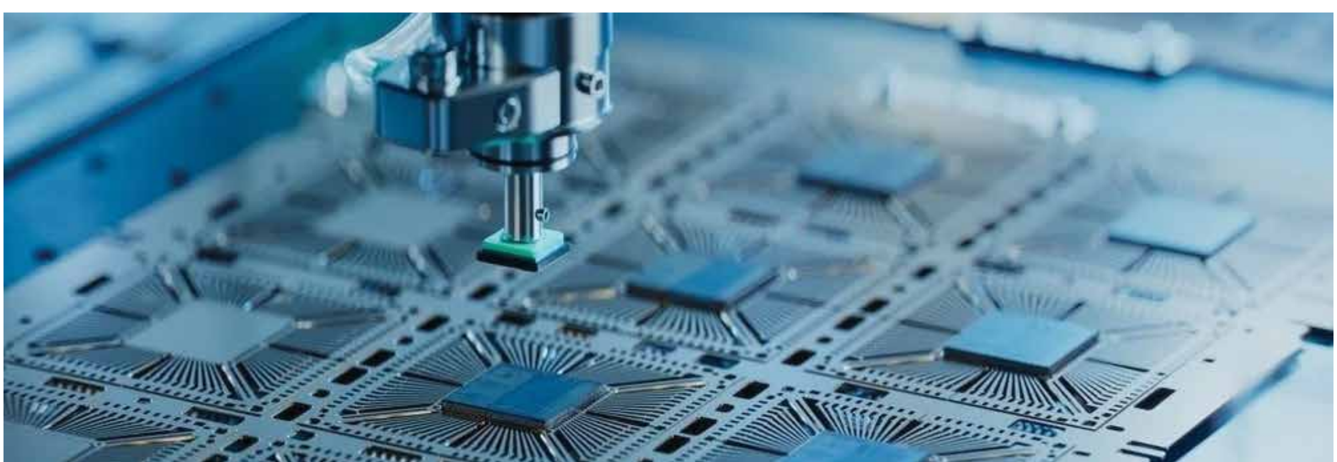
Several operational factors influenced performance during the year. Energy production was affected by lower lifting volumes and field-level operational issues. Temporary power disruptions at the Kulim Hi-Tech Park and softer semiconductor market conditions affected Semiconductor output and shipments while IT revenue declined following the completion of major government projects. These movements were driven by normal business and industry conditions rather than weaknesses in the Group's core operations. Nevertheless, sustained demand in the Semiconductor segment, continued production in the Energy business and recurring income from the IT segment provided stability throughout the year. FY2025 marked a year of important financial adjustments that improved transparency and provided the Group with an edge to compete more effectively.

REINFORCING FINANCIAL DISCIPLINE AND PORTFOLIO FOCUS

During FY2025, decisive financial actions were implemented to ensure DNeX operated on a more sustainable and commercially sound foundation. In FY2025, the Group shifted its focus towards tighter cost control, portfolio consolidation and directing capital allocation towards the core Semiconductor, Energy and IT businesses.

The Group's efforts to rationalise its business portfolio included the divestment of the Subsea Telco business, an exit from a non-core capital-intensive activity that allows resources to be concentrated on the Group's main operations. These actions strengthened income consistency by concentrating the Group's resources on businesses with stronger operational control and more predictable revenue streams, particularly within the IT segment.

Alongside this, we placed strong emphasis on cost efficiency and aligning expenditure more closely with business priorities. As a result, a more robust Group oversight has been established, supported by selective capital deployment to position DNeX with improved financial stability and stronger operating prospects as we move into the next phase.



GCEO IN FOCUS

SEMICONDUCTOR SEGMENT

Malaysia's semiconductor sector remained robust in 2025, supported by recovering global electronics demand and continued strength in electrical and electronics ("E&E") exports. Industry data indicates that higher value segments linked to artificial intelligence ("AI"), data centres and advanced electronics underpinned performance, even as inventory corrections and demand volatility persisted in legacy segments. Looking ahead to 2026, the sector outlook is cautiously positive, anchored by sustained global demand for AI-related infrastructure, advanced packaging and specialised semiconductor applications, alongside continued investment under Malaysia's National Semiconductor Strategy.

SilTerra anchored the Group's Semiconductor business amid a challenging operational condition in FY2025. While external disruptions affected near-term output, efforts were directed towards production stability, manufacturing reliability and greater operational consistency, laying a solid foundation for recovery. During the year, SilTerra reframed its product mix toward higher value semiconductors due to heightened demand from Emerging Technology segments such as AI infrastructure, data centres, electric vehicles ("EV") and advanced industrial applications. This transition contributed to improved average selling prices and shored up the commercial relevance of its specialised process technologies. Targeted investments during the year supported process capabilities aligned with higher value manufacturing. Although market conditions within the semiconductor sector remained demanding, improvements in product mix, pricing and technical capability have placed SilTerra on a firmer footing. Recovery is expected to be driven by sustained production stability, improved factory utilisation and continued demand for specialised, higher value semiconductor applications.

ENERGY SEGMENT

Malaysia's upstream oil and gas sector showed resilience through 2025, supported by stable domestic production and continued investment under PETRONAS' activity plans. While natural decline at mature fields persists, development activity in marginal and brownfield assets remained active, helping sustain output levels. For 2026, Malaysia's upstream outlook is cautious but constructive, with emphasis on controlled capital expenditure, better project management and incremental production from near-term developments, particularly in offshore Peninsular Malaysia.

The UK North Sea faced a more challenging environment in 2025. Elevated fiscal pressure following the Energy Profits Levy ("EPL"), combined with cost inflation and asset maturity, continued to weigh on investment appetite and production economics. While production remains ongoing, operators have maintained a conservative posture, prioritising cash management and operational efficiency. Heading into 2026, the outlook remains subdued, with limited new investment expected until greater fiscal clarity emerges ahead of the EPL's scheduled expiry in 2030.

The Energy segment navigated a year of adjustment amid regulatory pressure and variable operating conditions. In the UK North Sea, production from the Anasuria field averaged around 1,600 barrels per day, with performance reflecting the challenges associated with mature producing assets and a more onerous fiscal environment. Production continued under an evolving fiscal framework ahead of the levy's scheduled expiry in 2030, underscoring the importance of tighter asset management throughout the Energy value chain.

The portfolio continued to rebalance towards assets offering clearer production visibility and stronger operating control. In Malaysia, upstream developments progressed in line with planned development, with the Abu Cluster, located about 250 km off the east coast of Peninsular Malaysia in the Northeast Malay Basin, moving closer towards targeted first oil in FY2026. This was supported by regulatory approvals from PETRONAS and a crude offtake arrangement with PETRONAS Trading Corporation. Progress was also made on the Beta project, located proximity within four to 10 km from the existing Abu Cluster, as well as on longer horizon developments associated with the Meranti Cluster, situated about 80 km offshore Kuala Terengganu, adding depth to the domestic development pipeline.

The Energy segment's earnings profile is becoming more resilient, underpinned by domestic production growth while overseas assets are managed for cash generation. We foresee that delivery milestones at Abu and progress across the Malaysian project pipeline will determine the segment's positive contribution in the mid- to longer term.

IT SEGMENT

The IT segment provided an important source of recurring revenue during the financial year in review, helping sustain Group earnings during a year of operational adjustment in the other two business segments. As the Group's original business, the segment draws on long-standing customer relationships, concession-based services and established technology capabilities. These activities generate consistent income even as other segments face cyclical pressures. Key operating entities within the segment include Dagang Net Technologies Sdn. Bhd., Innovation Associates Consulting Sdn. Bhd., and DNeX Solutions Sdn. Bhd., which together provide trade facilitation platforms, enterprise systems integration and digital technology services for public and private sector customers.

Trade facilitation services form a major revenue contributor, particularly the National Single Window ("NSW"), Malaysia's national digital trade facilitation platform for customs processing and cross-agency trade documentation. The platform connects more than 45,000 users and processes more than 100 million electronic transactions annually, underlining its importance to Malaysia's trade ecosystem. Several key public sector technology contracts were extended during the year, including the five-year extension of the Integrated Government Financial and Management System ("iGFMAS") contract and the renewal of the NSW concession. The extensions expanded the segment's contracted revenue base and indicate confidence in DNeX's delivery track record.

FY2025 required decisive financial actions to ensure DNeX operates on a more sustainable and commercially sound foundation.

Operational delivery standards stayed high during the year. Service performance met contractual requirements across key platforms, contributing to customer retention and contract renewals. DNeX is also expanding the segment's commercial reach beyond public-sector projects, including growing technology consulting, systems integration and digital solutions offerings while pursuing opportunities in private sector enterprise technology programmes. AI, sovereign cloud infrastructure and data driven platforms continue to emerge as attractive opportunity areas for the Group. In FY2025, capabilities in AI enabled solutions, digital platforms and secure cloud environments were expanded, while advancing selected technology collaborations aligned with enterprise digitalisation needs. Anchored by predictable concession income and complemented by growth in enterprise technology services, the IT segment delivers a stable earnings base. Contract renewals, expanding private sector engagement and scalable digital platform capabilities support both income visibility and selective growth potential.

STRUCTURAL RESET TO IMPROVE EXECUTION

Targeted adjustments were operationalised during FY2025 to simplify management across the business segments and enable better control at the Group level. As DNeX scaled its three core business pillars, structural changes were implemented to improve accountability and coordination group-wide. Business development and commercial activities were consolidated under a single Group-level team, replacing segment-based structures to enhance market engagement, centralise pipeline management and eliminate duplication. Governance and accountability frameworks were strengthened through refined reporting lines and performance review processes, establishing clearer ownership for delivery at both Group and operating segment levels.

Cost structures were reviewed to better align expenditure with commercial priorities and operating requirements. Cost management measures introduced during the period improved financial control, while coordination between finance, operations and strategy functions was also improved, enabling decisions to be evaluated more consistently against financial capacity, operational priorities and risk exposure. Decision-making processes were simplified to reduce internal complexity and clarify authority within operating units. Clearer coordination between business units, tighter cost control and more structured performance management are expected to support more consistent delivery and improved operating outcomes going forward.

DRIVING MEASURABLE PERFORMANCE

For the Semiconductor segment, the priority is to raise the share of higher value Emerging Technology products together with tighter production stability at SilTerra. Target applications cover AI, data centres and advanced industrial technologies as DNeX increases its exposure to higher-value semiconductor markets.

GCEO IN FOCUS

Energy priorities for FY2026 relate to development milestones linked to Malaysian upstream assets, particularly the Abu Cluster where first oil is a key operational target. Production management at existing international assets will continue alongside portfolio optimisation measures. In parallel, DNeX plans to expand its portfolio through a renewable energy collaboration encompassing solar, hydro and other clean energy technologies, signalling broader participation in energy transition activities side by side with its upstream portfolio.

For the IT segment, attention turns to sustaining concession income while expanding higher-value digital solutions. Capability expansion covers AI-enabled platforms, secure cloud services and enterprise digital solutions aligned with enterprise and Government digitalisation programmes.

Capital resources will play an important enabling role. The RM3.0 billion Sukuk Wakalah Programme provides financial flexibility for investment needs while keeping capital deployment aligned with return expectations. Capital deployment will follow stricter financial thresholds following the balance sheet adjustments completed in FY2025. Investment decisions now undergo closer review against cash generation capacity, project timelines and risk exposure. Funding flexibility from the Sukuk programme also allows the Group to phase investments more carefully instead of committing capital ahead of operational readiness. Attention also extends to working capital control and preserving liquidity as DNeX moves from stabilisation towards improved operating performance.

FY2026 represents the next phase following the internal consolidation completed in FY2025. Delivery capability during the year will be shaped by external and operational conditions to ensure optimal output and delivery, and close management focus. In the Semiconductor segment, progress will be driven by improved utilisation, continued advancement in product mix and stable manufacturing performance at SilTerra. Energy contributions will reflect production consistency, lifting schedules and prevailing oil price conditions, while the IT segment will continue to manage revenue concentration and contract renewal timing. Overall performance improvement will depend on the timely achievement of key operational milestones, including first oil at the Abu Cluster and sustained wafer output at SilTerra. Delivery against these priorities remains central to improving operating outcomes in the year ahead.

SPEED - a core philosophy that I introduced last year to drive efficiency, agility and precision across the Group - continues to be our north star. At its foundation, **S - Shareholders** and **D - Dividends** represent our priority and desired outcome, while **P - Processes**, **E - Efficiency** and **E - Excellence** define how we achieve it through our teams and employees. By optimising operations and fostering a results-driven culture, we are committed to delivering sustained value with agility and discipline. This philosophy is especially relevant to our businesses, where SPEED is a critical success factor, whether in achieving faster chip performance in semiconductor manufacturing or enhancing operational agility in oil and gas production. Embedding SPEED into our execution will sharpen our focus and drive impactful business outcomes.

WHAT'S NEXT

As we move ahead, we are cautiously optimistic about the Group's direction as the emphasis shifts decisively from adjustment to delivery, with focus firmly centred on achieving outcomes. Alongside these operational developments, the Group continued to enhance its sustainability profile. DNeX's inclusion in the FTSE4Good Bursa Malaysia ("FTSE4GBM") Index and FTSE4Good Bursa Malaysia Shariah ("F4GBMS") Index reflect progress in environmental, social and governance ("ESG") practices and validates its long-term corporate standing with stakeholders.

I would like to record my appreciation to the Board of Directors, management and the entire DNeX workforce for their unwavering guidance, professionalism, resilience and adaptability throughout a demanding period. Their commitment ensured continuity of operations while the Group navigated change. I also thank our customers, business partners, regulators and shareholders for their continued trust and support, which remain critical as DNeX moves forward.

With important adjustments now embedded, the focus ahead is on consistent execution and operational delivery. DNeX enters this next phase with clearer priorities, stronger internal alignment and a renewed emphasis on performance, as the Group works toward delivering sustainable outcomes for all stakeholders.

FAIZAL SHAM ABU MANSOR
Group Chief Executive Officer

STRATEGIC REVIEW

The financial year ended 31 December 2025 ("FY2025") unfolded against an uneven operating landscape, with differing conditions across the Group core business segments.

Cyclical adjustments in semiconductors, softer energy markets and evolving demand patterns in IT services influenced performance, prompting targeted operational and portfolio adjustments. Shifting conditions in the Group's core sectors required careful balancing of near-term operational pressures, portfolio recalibration, tighter capital discipline and execution focus.

OPERATING ENVIRONMENT AND MARKET CONDITIONS

Global economic conditions in FY2025 moderated following the earlier post pandemic rebound. Elevated interest rates, persistent inflation in selected markets and cautious business sentiment weighed on investment and industrial activity.

Demand trends diverged in sectors relevant to DNeX. The semiconductor industry remained in a cyclical adjustment phase as inventory normalisation and lower order volumes reduced demand. Higher-value products improved pricing and product mix, alongside a larger contribution from Emerging Technology applications. A power outage at Kulim Hi-Tech Park on 27 May 2025 caused a temporary disruption to SilTerra's semiconductor operations during the second quarter of 2025.

Energy markets softened compared with prior periods. Crude oil prices moderated and remained subject to fluctuation, influenced by supply-demand dynamics and broader economic conditions.

Upstream activities faced production constraints, cost pressures and evolving regulatory requirements in mature markets. In particular, revisions to the UK's EPL increased fiscal pressure and resulted in a deferred tax remeasurement.

Turning to the domestic landscape, Malaysia's economy remained steady, driven by domestic demand and sustained investment activity. Export-oriented sectors tracked the mixed global environment, particularly in electronics and commodities. The digital economy expanded further and was projected to contribute around 25% to national GDP by end-2025, supported by continued digitalisation and wider adoption of technology solutions.

Operating conditions differed according to business segment. The Group's Semiconductor segment faced softer market conditions, marked by reduced shipment volumes and customer-led inventory adjustments. Improved product mix and pricing partly mitigated the impact although production was affected by operational disruption during the year.

The Energy segment faced combined market and operational pressures. Lower realised oil prices and reduced lifting volumes weighed on performance as gas shortages and temporary shutdowns further affected output. Mature asset profiles and UK regulatory developments added further pressure.

The IT segment operated under more stable demand conditions. Trade facilitation services and enterprise solutions delivered steady contributions amid increasing demand for cloud-based services, secure digital infrastructure and AI-enabled applications.

FY2025 required DNeX to address immediate operational pressures while positioning its core segments for more stable performance.

STRATEGIC DIRECTION

In FY2025, the Group navigated a combination of external market pressures and internal operational challenges across its core business segments. Conditions in the Semiconductor, Energy and IT segments affected performance, which triggered a series of focused strategic and operational responses.

Over the year, targeted actions were undertaken to reinforce core fundamentals, optimise portfolio and resource allocation, and enhance financial resilience. These measures signal a more deliberate and structured direction in how the Group positions, manages and strengthens its operations amid evolving market conditions.

This included greater financial discipline, improved execution across business segments and more selective capital deployment, with investment prioritised in areas demonstrating clearer long-term potential.

The Group articulated distinct roles for its three core businesses: Semiconductor as a higher-value technology platform, Energy as a rebalanced upstream portfolio with increasing exposure to Malaysia, and IT as a sovereign digital solutions business anchored by recurring and scalable revenue streams.

- **Portfolio Rationalisation and Balance Sheet Adjustments**

  Measures were undertaken to realign the Group's portfolio and balance sheet position during the reporting period. The divestment of the Subsea Telco business, together with the recognition of impairment charges in selected assets, reflects our efforts to streamline the portfolio and align carrying values with current market and operating conditions.

- **Financial Discipline and Capital Management**

  Financial discipline was a continued focus during the year. The Group tightened control over cost structures and capital allocation in its business segments, improving efficiency and maintaining financial flexibility.

  Subsequent to the financial year end, the Group lodged a RM3.0 billion Sukuk Wakalah programme in March 2026, which represents a key development in the Group's future funding structure. The programme is expected to serve as a primary funding stream, enabling selective capital deployment for operational requirements and strategic initiatives. It will enhance financial flexibility and reinforce disciplined capital allocation going forward.

- **Operational and Execution Focus**

  Operational effectiveness was a key element of our strategic direction. Improvement to operating processes, reporting structures and performance monitoring strengthened coordination across business units.

  These measures reinforced accountability and oversight, supporting more timely and effective responses to operational challenges and contributing to improved delivery against operational targets and segment performance over time.

- **Segment-Level Strategic Direction**

  Strategic priorities align with the roles and operating conditions of each business segment.

  In Semiconductor, DNeX is shifting towards higher-margin and more advanced technology products. This deliberate manoeuvre includes capability upgrades, collaboration with global partners and entry into growth sectors such as EV and data centres.

  In Energy, the Group is repositioning its portfolio towards Malaysian upstream assets. Priorities include first oil from the Abu field, improved asset economics and selective expansion of downstream equipment supply and maintenance services.

  In IT, we are positioning the business as a sovereign technology provider for high-trust sectors. Growth areas include AI-enabled solutions, sovereign cloud infrastructure, recurring digital services and scalable proprietary products.

  The direction set during the year establishes a more focused and disciplined approach to managing the Group's businesses. Actions taken in FY2025 provide a clearer base for operational delivery, financial stability and long-term value creation.

- **Groupwide-Level Strategic Direction - Positioning DNeX Across the AI Infrastructure Stack**

  DNeX's three core businesses are often viewed as three disconnected segments operating through separate industry cycles. However, when seen through the lens of the AI infrastructure buildout, they form a coherent portfolio positioned at three of the most capital-constrained layers of the global AI value chain: **compute, power and sovereign deployment**. The FY2025 results reflect near-term cyclical pressure in the Semiconductor and Energy segments, partly offset by a profit turnaround in IT. Yet the strategic significance of the portfolio lies in its cross-layer exposure to a structural demand wave expected to persist well beyond current industry cycles.

  The underlying evidence from FY2025 already points in this direction. Emerging Technology products rose to approximately 43% of Semiconductor segment revenue, up from 23% in FY2024, while the blended average selling price increased by 33%.

  The IT segment delivered a turnaround to a PBT of RM58.2 million, driven by recurring revenue from the NSW and iGFMAS platforms, alongside the formation of Gamuda DNeX Cloud Sdn. Bhd. ("Gamuda DNeX Cloud") as a sovereign cloud joint venture.

  The repositioning of the Energy segment toward Malaysian upstream assets such as Abu, Beta and Meranti, aligns production capacity with a domestic gas and power demand curve increasingly shaped by data centre offtake in Johor, Cyberjaya and Kulim.

The reported FY2025 LBT of RM558.9 million includes RM506.4 million in impairments, comprising RM200.2 million from the Semiconductor segment and RM306.2 million from the Energy segment. Excluding these items, the underlying LBT narrowed to RM52.5 million. These impairments reflect a reassessment of fair values recognised on acquisition and do not alter the forward economics of the Group's AI-adjacent positioning.

Layer 1: Compute: SilTerra as a Specialty Foundry for AI-Adjacent Silicon

The global semiconductor industry is becoming increasingly interdependent across advanced and specialty domains. Lagging-edge or mature logic nodes supporting AI accelerators remain concentrated in a handful of foundries and geographies.

At the same time, specialty silicon including power management ICs, analog and mixed-signal, RF, high-voltage BCD, MEMS and sensors is experiencing sustained structural demand growth, driven by system-level expansion rather than wafer volume alone.

This reflects a fundamental system requirement: every AI server, optical transceiver, data-centre cooling node and edge device requires multiple specialty components per unit of compute, reinforcing the dependence between advanced and specialty technologies.

SilTerra's 200 mm Specialty Platform Sits Precisely in this Layer of the Value Chain

FY2025 performance data supports the thesis. The blended average selling price rose 33%, and Emerging Technology products reached approximately 43% of revenue even as shipment volumes declined during a cyclical adjustment phase and a disruption following the May 2025 power outage at Kulim Hi-Tech Park.

The underlying product mix is improving in value faster than shipment volume, and the shift is toward applications tied directly to the AI buildout: peripheral silicon for AI servers, power delivery components for data center infrastructure, industrial automation solutions for hyperscale deployment and power semiconductors for electric mobility.

STRATEGIC REVIEW

Layer 2: Power: Energy Segment Repositioned for a Gas-Led Data Centre Buildout

The AI buildout is, above all, an energy buildout. Training and inference workloads are expected to add multiple gigawatts of incremental global data center load over the medium term. Malaysia is one of the primary beneficiaries of regional hyperscale investment; Johor's data center corridor alone has attracted multi-gigawatt capacity commitments from global operators. This capacity expansion is gas-led in the near term, as renewable buildout rates cannot meet the time-to-market requirements of hyperscalers.

DNeX's Energy segment has been reframed from a mature UK upstream story into a Malaysia-weighted portfolio. The Abu Cluster, with first oil approaching following Field Development and Abandonment Plan approval, along with the Beta and Meranti developments, provides production visibility precisely as domestic gas and power demand tightens. OGPC which operates in downstream equipment supply and maintenance activities for the Oil and Gas, Power and Communication sector extend the Group's participation along the national energy value chain. This is further supported by DNeX's partnership with POWERCHINA, a massive, state-owned comprehensive construction group headquartered in Beijing, and ranked as the world's largest power engineering contractor.

Layer 3: Sovereign Deployment: IT Segment as the Monetisation Engine

Enterprise and public-sector AI adoption across ASEAN is expected to be shaped by increasing sovereignty and regulatory requirements. High-trust sectors, including Government, financial services, healthcare and national security, will require AI workloads to operate on infrastructure with clearly defined jurisdictional control, auditable data residency and secure, compliant supply chains. In Malaysia, only a limited number of players possess both the incumbent platforms and regulatory positioning to address this market, of which DNeX's IT segment is a key participant.

The segment is anchored by mission-critical national platforms, including the NSW, which connects more than 45,000 users and processes over 100 million electronic transactions annually; iGFMAS, renewed in June 2025 with a contract value of RM103.8 million over 60 months; and the Gamuda DNeX Cloud joint venture, supported through collaboration with Google, which provides a scalable foundation for sovereign cloud infrastructure. The NSW contract extension in September 2025 further strengthens multi-year revenue visibility and earnings stability.

In FY2025, the segment delivered a turnaround to a PBT of RM58.2 million, demonstrating improved operational discipline and earnings quality, despite lower headline revenue following the Subsea Telco divestment and the completion of the National Digital Department initiative (Pusat Data Sektor Awam).

CROSS-LAYER SYNERGIES

The strategic value of the portfolio increases when the three layers are coordinated rather than operated in isolation. Three specific cross-layer plays warrant attention:

Compute and Sovereign Cloud: As a player operating in sovereign cloud space, DNeX through its stakeholders can specify domestic silicon content for edge and regulated workloads, creating a pull channel for SilTerra's specialty process capability and reducing reliance on foreign supply chains for sensitive public-sector deployments.

Power and Sovereign Cloud: Integrated energy-plus-digital offerings, combining assured energy availability with guaranteed data residency, enable DNeX Group to provide a differentiated proposition for regulated customers compared to normal hyperscalers operating outside national jurisdictional frameworks.

Compute and Power: Computing for sovereign cloud requires relevant hardware to run the intended intelligent applications. As more and more applications are driven by AI agents and are being run simultaneously, 24/7, the need for constant, stable and ever-increasing power becomes paramount for users of such compute. This creates a clear strategic case for captive or contracted power solutions, which the Group is structurally positioned to evaluate and potentially deliver through its Energy segment.

All three cross-layer strategies are summarised in the chart below, which highlights DNeX's current position within the AI Sovereignty Infrastructure Stack and the Group's intended path forward.

DNeX ENERGY

L 1	**The Building & Power** *Foundation*	Land, buildings, electricity and cooling (Independent Power Producer, local contractors, Renewable Energy).

Through PING and OGPC, DNeX intends to play a larger role in the country's energy sector. This includes supplying key feedstock to independent power producers, providing relevant engineering solutions, provision of equipment and maintenance and even exploring entry into electricity generation.

DNeX SEMICONDUCTOR

L 2	**The Memory & Filing Cabinets** *Storage Systems*	Where all data lives. Drives from the global memory semiconductor industry, but the data itself never leaves Malaysia.
L 3	**The Engine (The GPUs)** *Compute Hardware*	The chips that actually run AI. Must come from global graphics processing unit ("GPU") maker – no local maker. We run them, we just don't make them.
L 4	**The Data Highways** *Network Infrastructure*	Malaysian-operated cables and switches. Hardware from the likes of global hardware network provider but routing and rules controlled locally.

SilTerra, through its offerings in Silicon Photonics and CMOS logic, serves this category by supporting key players that provide storage systems, compute hardware and network infrastructure.

DNeX, through its newly established Innovation Fund aims to further strengthen its role in this space by exploring partnerships and investment opportunities. These efforts are intended to increase both the production volume and value of SilTerra, while simultaneously improving the supply chain production of key semiconductor components in Malaysia.

DNeX IT

L 5	**The Traffic Controller** *Software Orchestration*	Local software decides where each AI job runs – uses open-source tools, not tied to any foreign cloud.
L 6	**The Control Room** *Monitoring & Management*	Local operators run Monitoring, control & governance, with zero external telemetry to foreign networks.
L 7	**The Locks & Alarms** *Security & Compliance*	Malaysian security teams watch every door 24/7. Audit logs stay in-country – no foreign backdoor.
L 8	**The AI Apps Users See** *Applications & Workloads*	Chatbots, copilots and AI tools for Malaysian agencies and businesses – all data stays on home soil.

As sovereign cloud is physically disconnected from the internet ("air-gapped"), standard public cloud orchestration, monitoring and cybersecurity tools are insufficient.

DNeX IT is focused on developing advanced software capabilities designed to operate within highly secure, isolated, and air-gapped environments. These include solutions such as a Unified Workload Scheduler, Zero Trust Architecture ("ZTA"), Offline Lifecycle Management, Secure Patch and Update Orchestration, Air-Gapped Data Replication and Synchronisation, each tailored to address the unique constraints of restricted, high-security operating environments.

STRATEGIC REVIEW

As data centre deployments increasingly extend to tactical edge locations and remote government sites, reliance on manual intervention becomes both cost-intensive and operationally inefficient. In response, DNeX IT is pivoting towards intelligent, autonomous operations through the integration of AI-driven capabilities, including:

- AI-driven predictive infrastructure management, enabling early detection of hardware degradation and failure through advanced analytics
- AI-powered data loss prevention, with models designed to monitor, detect, and prevent unauthorised data exfiltration
- AI-enabled Security Operations Centres ("SOC"), providing real-time threat detection, correlation, and response recommendations
- AI-driven applications and workloads, capable of analysing secured datasets to generate actionable insights and recommend next-best actions within controlled environments
- Autonomous systems management, including self-healing infrastructure and policy-based orchestration for minimal human dependency

This strategic direction positions DNeX IT to deliver resilient, secure and intelligent digital infrastructure solutions purpose-built for high-trust and sovereignty-sensitive sectors

ENTERPRISE RISK MANAGEMENT FRAMEWORK

DNeX applies a structured approach to risk management through its ERM Framework, aligned with ISO 31000:2018, which sets out a consistent method for identifying, assessing and managing risks in all business segments. Risk considerations form part of operational and decision-making processes.

The Board has overall responsibility for risk governance, including setting the Group's risk appetite and tolerance levels and overseeing the review of principal risks. This oversight is supported by the Board Risk, Governance and Sustainability Committee ("RGSC"), which assists the Board in monitoring risk exposures, governance and sustainability matters, and the effectiveness of mitigation measures. Management implements the ERM, monitors key risks and ensures appropriate controls and mitigation actions are in place.

Regular reporting and structured escalation mechanisms provide the Board and its committees with timely visibility over material risk exposures, emerging risks and the effectiveness of mitigation strategies. The ERM Framework is embedded across the Group's governance and operating structures, supporting a systematic and disciplined approach to risk identification, assessment, treatment, monitoring and reporting.

Risk management is integrated into business planning, capital allocation, operational execution and performance management processes. Strategic and operational decisions are informed by risk assessments to ensure alignment with the Group's risk appetite and long-term objectives. The Group continuously enhances its ERM practices through ongoing improvements to processes, controls and internal coordination, taking into account changes in the operating environment and regulatory expectations. Closer alignment between risk management, compliance and sustainability functions has strengthened the Group's ability to manage interconnected and enterprise-wide risks in a holistic manner.

A risk-aware culture is promoted across the organisation, underpinned by clear accountability, transparency and proactive risk ownership. Employees at all levels are expected to identify, assess and manage risks within their respective areas of responsibility, supported by established policies, procedures and targeted training programmes.

Group-Wide Risk Management Approach

Essentially, risks are categorised into five main groups:

01 Strategic
Risks affecting business model viability or long-term positioning

02 Financial
Risks related to funding, cash flow and market exposure

03 Operational
Risks arising from systems, processes or day-to-day delivery

04 People
Risks associated with workforce capacity, leadership or culture

05 Technology
Risks including cybersecurity, data privacy and obsolescence

KEY RISK THEMES IN FY2025

In FY2025, the Group's risk profile evolved in response to external market conditions as well as internal operational and strategic developments. The following themes outline the main factors affecting performance and positioning during the year:

- **Market and Cyclical Risk**

  The Group operates in sectors exposed to market volatility and demand variability. The Semiconductor segment experienced continued inventory adjustments and lower order volumes.

  The Energy segment faced lower realised oil prices and fluctuations in lifting volumes. These factors affect revenue, utilisation and margins in each business segment.

  Mitigation measures include shifting product mix towards higher-value applications, adjusting production planning to demand conditions and maintaining disciplined cost management to sustain performance under unpredictable market conditions.

- **Financial and Capital Discipline Risk**

  Financial performance is sensitive to changes in market conditions and operating outlook, particularly in capital-intensive sectors. Maintaining financial flexibility and efficient capital allocation remains critical for ongoing operations and strategic initiatives.

  Mitigation measures include tighter cost control, refined capital allocation processes and close monitoring of financial performance. The Sukuk Wakalah programme expands funding options and supports disciplined capital deployment.

- **Operational Disruption and Execution Risk**

  Operations are exposed to risks affecting production continuity, asset performance and project delivery. During FY2025, a power outage at Kulim Hi-Tech Park in May 2025 affected SilTerra's semiconductor manufacturing operations.

  The Energy segment faced gas supply constraints and temporary shutdowns of producing assets. This unplanned events were mostly resolved by the end of December 2025 when production was reinstated.

  Project delivery and operational initiatives also introduce execution risk in each business segment.

STRATEGIC REVIEW

- **Portfolio and Asset Transition Risk**

  The Group is repositioning its portfolio across its three core segments. This includes a shift towards higher-value semiconductor applications, a rebalancing of the Energy portfolio towards Malaysian upstream assets and expansion of recurring digital services in the IT segment. These changes introduce risks relating to execution, timing and delivery of expected economic outcomes.

  Mitigation measures include ongoing review of asset performance, disciplined capital allocation and alignment of resources with strategic priorities. Clear segment roles and focused execution improve the Group's ability to manage these changes.

- **Cybersecurity and Data Risk**

  Greater reliance on digital platforms and data-driven operations increases exposure to cybersecurity breaches, data privacy incidents and system integrity risks. These risks are most relevant in the IT segment, which operates mission-critical platforms for national trade facilitation and public sector systems.

  Mitigation measures include implementing cybersecurity frameworks, continuous system monitoring and compliance with data protection requirements. Investment in secure digital infrastructure improves system reliability and protection.

- **Workforce Capability and Talent Risk**

  Execution of strategy and operational performance depend on the availability of skilled personnel and effective organisational capability. This is integral in specialised areas such as semiconductor manufacturing, energy production and services, and digital technology services.

  Mitigation measures include workforce planning, training and development programmes and improved organisational alignment to support execution and accountability. Continued attention to employee engagement and capability building supports long-term operational performance.

PERFORMANCE REVIEW

GROUP FINANCIAL PERFORMANCE

FY2025 marked a year of strategic consolidation for the Group as it undertook proactive measures to streamline its portfolio, strengthen balance sheet quality and enhance operational discipline amid a challenging operating environment.

For the financial year ended 31 December 2025 ("FY2025"), the Group recorded Revenue of RM1.0 billion, compared to RM1.2 billion in the preceding year. The decline was primarily attributable to softer crude oil prices and lower lifting volumes in the Energy segment, as well as the divestment of the loss-making Subsea Telco business within the Information Technology segment.

The loss reported in FY2025 was driven largely by impairment charges recognised during the year. Total impairments amounted to RM506.4 million, comprising RM306.2 million in the Energy segment and RM200.2 million in the Semiconductor segment.

These charges arose from a reassessment of asset carrying values in light of market conditions, operating performance and future expectations. They relate mainly to fair value adjustments recognised on acquisition rather than a decline in underlying operations.

Excluding the impairment provides a clearer view of operating performance. On this basis, the Group reduced its LBT to RM52.5 million compared to LBT of RM78.4 million in FY2024. Margin improvements, cost control measures and a more focused operating structure contributed to this outcome.

CASH FLOW AND FINANCIAL POSITION

Operating activities generated positive cash flow during the year, underscoring the strong cash-generating capacity of the Group's core businesses.

The Group's financial position was impacted by impairment charges recognised during the year, which reduced asset values and shareholders' equity. These non-cash adjustments reflect revised asset valuations in line with current operating and market conditions.

Liquidity remains supported by available funding facilities. The RM3.0 billion Sukuk Wakalah programme, lodged in March 2026, is expected to enhance financial flexibility to support ongoing operational requirements and strategic initiatives.

CAPITAL MANAGEMENT AND COMMITMENTS

The Group maintained a disciplined approach to capital management throughout the year, focusing on preserving financial flexibility, supporting core operations, and aligning capital deployment with strategic priorities.

Capital commitments were primarily directed towards sustaining and enhancing operational capabilities, particularly within the Semiconductor segment and the development of energy assets in Malaysia. Investments were also made to strengthen AI capabilities within the IT segment, positioning the Group to play a pivotal role in Malaysia's digital transformation by delivering high-impact solutions across key sectors of the economy.

Overall, the steps taken during the year have positioned the Group on a more resilient footing, with improved financial discipline and a stronger foundation to support sustainable long-term growth.

BUSINESS REVIEW

SEMICONDUCTOR

The segment is anchored by SilTerra Malaysia Sdn. Bhd., a semiconductor wafer foundry specialising in 200 mm wafer fabrication. It supports core and specialised process technologies across consumer, industrial and emerging technology applications.

During the year, the segment benefited from sustained demand in emerging technology fields such as AI, data infrastructure, biomedical innovation and smart energy systems, contributing to an improved product mix and reinforcing the Group's strategic shift towards higher-margin Emerging Technology products.

The segment remains focused on enhancing operational efficiency, improving yields and optimising capacity utilisation to support long-term growth. The Group also continues to build on its established capabilities in silicon photonics, a next-generation technology enabling high-speed, energy-efficient data transmission. This positions the segment to capture opportunities in emerging technologies use cases, further strengthening its presence in high-growth, high-value segments within the global semiconductor industry.

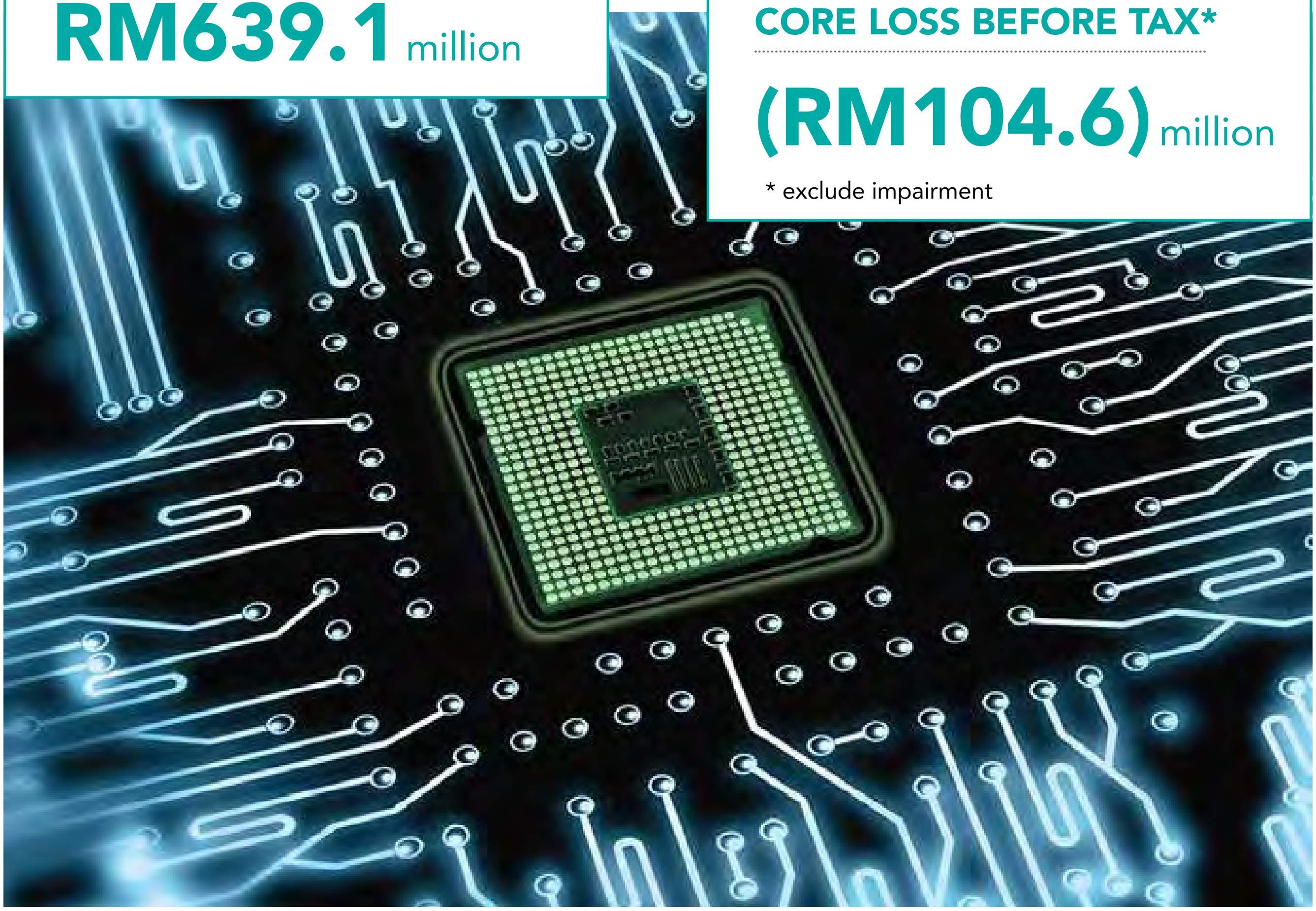
REVENUE

RM639.1 million

CORE LOSS BEFORE TAX*

(RM104.6) million

* exclude impairment



FINANCIAL PERFORMANCE

Semiconductor segment recorded revenue growth in FY2025, supported by 33% increase in average selling prices per wafer. This is contributed by stronger product mix, with revenue contribution from Emerging Technology products increasing significantly to 43% compared to 23% in FY2024.

The segment reported an LBT, which included a non-cash impairment of RM200.2 million. Excluding this impairment, core LBT of RM104.6 million (FY2024: RM75.5 million), was primarily attributable to a temporary power disruption at the Kulim Hi-Tech Park, partially mitigated by improved margins from higher-value products.

KEY INITIATIVES AND DEVELOPMENTS

Operating performance during the year was affected by a power disruption at Kulim Hi-Tech Park, which reduced production and shipment volumes.

The Group focused on restoring production stability, improving utilisation levels and strengthening coordination across production processes. Efforts targeted process efficiency, closer engagement with customers and tighter alignment of production schedules to demand.

The segment continued to build capability in higher-value applications, with emphasis on process improvements and development of specialised semiconductor solutions to support higher-margin products.

RISKS AND MITIGATION

Cyclical Demand and Utilisation Risk

Challenges

The Semiconductor segment operates within a cyclical industry environment, where fluctuations in global demand may affect wafer volumes, utilisation levels and pricing. Periods of weaker demand, particularly during industry downturns or inventory correction cycles, may result in lower capacity utilisation and margin compression, affecting overall segment performance.

Mitigation

The Group continues to strengthen its product mix by increasing the proportion of higher-value and specialised applications, which are generally less sensitive to volume-driven cycles. Production planning is aligned more closely with customer demand to optimise utilisation levels, while ongoing engagement with customers supports better visibility of order patterns. Continued focus on cost discipline and operational efficiency also supports margin management during weaker demand periods.

Operational Disruption and Production Continuity Risk

Challenges

The segment is exposed to operational risks arising from infrastructure reliability and production continuity. Disruptions such as power outages or facility-related issues may affect production output, shipment schedules and customer delivery commitments. Such events may also lead to temporary inefficiencies and increased operating costs.

Mitigation

Mitigation measures include strengthening operational resilience through enhanced coordination with infrastructure providers and implementation of contingency planning measures. Production scheduling and operational processes are refined to improve flexibility and responsiveness in the event of disruptions. Ongoing efforts to improve process efficiency and operational discipline also support more stable production performance.

Technology Competitiveness Risk

Challenges

The Semiconductor segment operates in a technology-driven industry characterised by rapid innovation and evolving customer requirements. Failure to keep pace with technological change may affect competitiveness, particularly in higher-value and specialised semiconductor segments, and limit growth opportunities.

Mitigation

The Group continues to invest in process capability upgrades and development of specialised semiconductor solutions, with focus on higher-value applications such as artificial intelligence, data centres and advanced industrial use cases. Strategic focus on capability development and customer alignment supports the segment's ability to remain competitive and capture emerging opportunities.

BUSINESS REVIEW: SEMICONDUCTOR

Supply Chain and Geopolitical Risk

Challenges

The segment is exposed to supply chain disruptions and geopolitical developments that may affect the availability and cost of key materials, components and equipment. Changes in trade policies, tariffs or restrictions may also impact procurement and operational continuity.

Mitigation

The Group continues to diversify its supplier base, strengthen supply chain planning and monitor geopolitical developments to mitigate potential disruptions and maintain operational resilience.

STRATEGIC FOCUS GOING FORWARD

The global semiconductor landscape is shifting towards specialised and higher-value applications. The Group is repositioning the segment to compete on differentiation rather than volume. The Semiconductor segment is being positioned as a solutions-driven foundry supporting critical applications such as artificial intelligence, data centres and advanced industrial use cases.

The product portfolio is being refined to reduce exposure to commoditised production and concentrate on technologies offering stronger pricing resilience and longer-term relevance. This includes expanding capability in more complex wafer processing and supporting applications requiring higher precision and customisation.

Operational priorities include restoring production stability and improving utilisation levels following the disruption during the year. Efforts target stronger resilience and reduced risk of recurrence. Improvements in process control, production planning and coordination aim to deliver more consistent output and closer alignment with customer demand.

The Semiconductor segment will continue to deepen engagement with customers and technology partners to support capability development and shorten time-to-market for new applications. These actions position the segment to capture opportunities arising from structural shifts in the semiconductor industry and improve its competitive standing over time.

Key Focus Areas

- **Product Mix Enhancement**
  Increase exposure to specialised applications such as artificial intelligence, data centres and advanced industrial use cases to improve margins.
- **Capacity Optimisation and Utilisation Improvement**
  Align production planning to customer demand to improve utilisation levels and achieve more stable output.
- **Process Capability and Technology Development**
  Invest in process capability upgrades and specialised semiconductor solutions to compete in higher-value segments.
- **Customer Engagement and Market Positioning**
  Deepen relationships with key customers and expand participation in high-growth segments.
- **Operational Efficiency and Cost Discipline**
  Maintain cost control and operational efficiency to improve margins and align resources to strategic priorities.

SilTerra is set to compete on differentiations rather than volume.

ENERGY

The Energy segment comprises the Group's oil and gas activities in upstream exploration and production, together with downstream equipment supply and maintenance services. Operations are carried out mainly through Ping Petroleum Limited and its subsidiaries ("Ping") and OGPC Sdn. Bhd. ("OGPC"), providing an integrated presence along the energy value chain.

- **Upstream Exploration and Production (Ping Petroleum Limited)**

  The upstream operations in the UK North Sea are centred on the Anasuria Cluster, a group of mature producing fields. In Malaysia, the Group has progressively expanded its presence through the award of several production sharing contracts ("PSCs") from PETRONAS, including the Abu, Beta, Meranti and A Cluster.

  These development assets are expected to offer improved production visibility and more favourable economics. They form part of the Group's plan to rebalance the upstream portfolio towards higher-growth and more resilient assets.

REVENUE

RM242.0 million

CORE LOSS BEFORE TAX*

(RM6.4) million

* exclude impairment

BUSINESS REVIEW: ENERGY

- **Downstream Equipment Supply and Maintenance (OGPC Sdn. Bhd.)**

  Downstream activities, undertaken through OGPC, include equipment supply, maintenance and support services for the oil and gas industry. These activities complement upstream operations and extend participation along the energy value chain.

  OGPC serves domestic energy operators and contributes to Malaysia's oil and gas ecosystem through operational support services and equipment supply.

FINANCIAL PERFORMANCE

The Energy segment recorded an LBT of RM312.6 million in FY2025, largely due to an impairment of RM306.2 million. Excluding this, the segment registered a core LBT of RM6.4 million.

Performance during the year was impacted by softer crude oil prices of USD70.30 per barrel (FY2024: USD80.70 per barrel) and lower lifting volumes of approximately 501,000 barrels (FY2024: 614,000 barrels). This was partially offset by lower finance costs following the full settlement of a secured bond in July 2024.

Downstream activities through OGPC contributed revenue of RM70.9 million and recorded operating profit, providing a stable contribution to the segment.

KEY INITIATIVES AND DEVELOPMENTS

During the reporting period, the Group managed producing assets, progressed development projects and expanded downstream services.

In the UK, efforts focused on sustaining production from the Anasuria Cluster under tighter operating and fiscal conditions. Actions addressed production decline, output levels and cost efficiency, alongside close monitoring of regulatory changes affecting asset economics.

In Malaysia, upstream development projects advanced during the year. The Abu Cluster moved towards first oil following approval of the Field Development and Abandonment Plan for the Abu and Beta clusters. Development work on Beta and Meranti also progressed, supporting medium-term production growth.

In the downstream segment, OGPC significantly expanded its supply of equipment and provision of maintenance services to domestic operators. These activities support operational needs in Malaysia's oil and gas sector and add complementary revenue streams.

RISKS AND MITIGATION

Oil Price Volatility Risk

Challenges
The segment is exposed to fluctuations in global crude oil prices, which may affect revenue, cash flow and the economic viability of producing assets. Changes in global supply-demand dynamics and macroeconomic conditions may result in price volatility, impacting overall segment performance.

Mitigation
Cost management and capital allocation remain key levers in strengthening the Group's resilience under varying price conditions. Continuous monitoring of market developments supports timely operational and investment decisions, while portfolio diversification provides some degree of risk balancing.

Production and Asset Performance Risk

Challenges
The segment is exposed to variability in production volumes arising from asset performance, including natural production decline in mature fields, gas supply constraints and unplanned shutdowns. These factors may affect lifting volumes and overall production consistency.

Mitigation
The Group continues to strengthen asset management practices, including proactive maintenance programmes, enhanced production planning and closer monitoring of asset performance. These measures support more stable operations and improved production reliability.

Regulatory and Fiscal Risk

Challenges

The segment operates in jurisdictions subject to evolving regulatory and fiscal regimes, including changes to fiscal measures such as the UK EPL, which may affect the economic viability of assets.

Mitigation

The Group actively monitors regulatory developments and incorporates these considerations into its operational and investment decisions. Portfolio optimisation efforts include diversifying across jurisdictions, supporting a shift towards assets in more favourable regulatory environments with stronger long-term economics, including the DNeX's expansion into Malaysia.

Portfolio Concentration and Asset Maturity Risk

Challenges

The segment's exposure to mature assets, particularly in the UK North Sea, and concentration within a limited number of producing assets, presents risks relating to declining production profiles, higher operating costs and reduced long-term viability.

Mitigation

The Group is progressively repositioning its portfolio towards Malaysian upstream assets with clearer production visibility and stronger long-term potential. Ongoing evaluation of asset performance supports informed decisions on portfolio optimisation and capital allocation.

STRATEGIC FOCUS GOING FORWARD

The Group will reposition the Energy segment towards a more balanced and resilient portfolio. Greater emphasis will be placed on the development of Malaysian upstream assets and integrated energy activities, while maximising value from mature UK fields.

The Group will also selectively and opportunistically pursue the acquisition of producing assets that offer clearer production visibility and stronger long-term economics, enabling more stable cash flow generation, improved capital efficiency, and enhanced returns across the portfolio. Delivery of key projects, particularly the Abu Cluster, is critical to supporting production growth and increasing the segment's contribution to overall performance. Operational priorities include stabilising production levels, improving asset performance and reducing costs in existing assets. The Group will also expand downstream capabilities through OGPC to support a more integrated presence along the energy value chain.

Key Focus Areas

- **Rebalancing Upstream Portfolio**
  Increase exposure to Malaysian development assets with stronger production visibility and growth potential.
- **Execution of Key Development Projects**
  Advance the Abu Cluster towards first oil and progress Beta and Meranti developments.
- **Enhancing Asset Performance and Operational Efficiency**
  Improve production stability, cost management and asset utilisation.
- **Managing Regulatory and Fiscal Exposure**
  Track developments in operating jurisdictions and adjust strategies accordingly.
- **Strengthening Integrated Energy Capabilities**
  Expand downstream services through OGPC to support participation along the energy value chain.

The Energy segment is progressively strengthening its focus on Malaysian upstream assets, while continuing to maximise value from its mature UK portfolio.

BUSINESS REVIEW: INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY

The IT segment comprises the Group's digital solutions and services businesses, including trade facilitation platforms, enterprise digital solutions and digital infrastructure capabilities.

Operations are carried out through key subsidiaries such as Dagang Net Technologies Sdn. Bhd. ("Dagang Net Technologies"), Innovation Associates Consulting Sdn. Bhd. ("IAC") and DNeX Solutions Sdn. Bhd. ("DNeX Solutions").

The segment is anchored by NSW, a critical platform underpinning Malaysia's trade facilitation ecosystem. It connects more than 45,000 users and processes in excess of 100 million electronic transactions annually, delivering stable and recurring revenue under established operating arrangements.

This segment also supports key government systems such as iGFMAS, a strategic backbone for public sector financial governance, enhancing fiscal control and transparency across ministries and agencies.

REVENUE

RM162.3 million

PROFIT BEFORE TAX

RM58.2 million

- **Enterprise Digital Solutions**

  The segment provides systems integration, consulting and digital transformation services to public and private sector clients. These activities cover implementation of enterprise systems and digital platforms, with revenue derived from project engagements and ongoing service contracts.

- **Cloud and Digital Infrastructure**

  The Group has expanded into cloud and digital infrastructure through strategic partnerships. This includes the establishment of Gamuda DNeX Cloud as a joint venture. These capabilities support scalable digital platforms and enable participation in areas such as sovereign cloud and artificial intelligence-enabled solutions.

  The trade facilitation segment remained the main contributor to the IT segment revenue, accounting for approximately 76% of total segment revenue. The balance came from technology consulting and systems integration activities.

FINANCIAL PERFORMANCE

The IT segment delivered a strong turnaround, recording a PBT of RM58.2 million compared to an LBT of RM11.3 million in FY2024. This improvement was primarily driven by the divestment of the loss-making Subsea Telco business. The segment also benefited from ongoing cost optimisation initiatives and improved cost efficiency, contributing to a more streamlined operating structure.

On a core basis, excluding the divested business, PBT increased to RM66.2 million from RM40.6 million in FY2024, supported by improved project margins and enhanced operational efficiency. Revenue stood at RM162.3 million as compared to RM244.9 million in FY2024, reflecting the divestment and completion of a major project lifecycle.

KEY INITIATIVES AND DEVELOPMENTS

In FY2025, the segment focused on strengthening core platforms and expanding into higher-value digital solutions.

Key contracts were extended, including the NSW and iGFMAS. The iGFMAS maintenance contract was renewed in June 2025 for RM103.8 million over a 60-month period, while the NSW contract was extended in September 2025, supporting revenue visibility.

The segment expanded its enterprise digital solutions capabilities, with emphasis on delivery efficiency, project execution and customer engagement in both public and private sectors.

The Group progressed its cloud and digital infrastructure activities through strategic partnerships, including initiatives in sovereign cloud and digital infrastructure. These developments support scalable solutions and enable participation in areas such as artificial intelligence and secure digital platforms.

RISKS AND MITIGATION

Revenue Concentration Risk

Challenges
A significant portion of the segment's revenue is from key contracts, particularly within its trade facilitation business. Dependence on a limited number of major contracts may affect revenue stability if such contracts are not renewed or replaced.

Mitigation
The Group maintains strong engagement with key customers to support contract continuity while expanding its service offerings to diversify revenue sources and reduce reliance on individual contracts.

Project-Based Revenue Variability Risk

Challenges
Revenue from project-based activities may fluctuate due to the completion of major contracts and variability in new project awards, affecting overall revenue and earnings consistency.

Mitigation
The Group continues to increase the proportion of recurring revenue through long-term service agreements and managed services, while maintaining a pipeline of new projects to support revenue continuity.

BUSINESS REVIEW: INFORMATION TECHNOLOGY

Technology and Capability Risk

Challenges
Rapid advancements in digital technologies, including cloud computing and AI, require continuous capability development. Failure to keep pace with technological change may affect competitiveness and limit growth opportunities.

Mitigation
The Group invests in capability development, strategic partnerships and innovation initiatives to strengthen its technological capabilities and maintain relevance in evolving digital markets.

Cybersecurity and Data Privacy Risk

Challenges
The segment operates mission-critical digital platforms and handles sensitive data, exposing it to risks relating to cybersecurity breaches and data privacy incidents, which may affect system integrity and stakeholder confidence.

Mitigation
The Group implements robust cybersecurity frameworks, continuous monitoring and data protection measures to safeguard systems and ensure compliance with regulatory requirements.

Execution and Delivery Risk

Challenges
The segment's performance depends on effective project execution and service delivery. Delays, cost overruns or quality issues may impact profitability and client relationships.

Mitigation
Project governance and delivery frameworks are strengthened through improved planning, monitoring and resource management to support timely and efficient execution.

STRATEGIC FOCUS GOING FORWARD

The segment will strengthen its position as a provider of higher-value digital solutions, with emphasis on expanding recurring revenue streams and scalable service offerings. Priorities include reinforcing core trade facilitation platforms and extending capabilities into areas such as artificial intelligence, cloud computing and integrated digital solutions.

Its presence in high-trust environments provides a base for growth in applications requiring secure and reliable digital infrastructure. Operational priorities include improving delivery efficiency, sharpening project execution and maintaining cost discipline to sustain profitability.

Key Focus Areas

- **Strengthening Core Platforms**
  Enhance trade facilitation systems and government-linked digital infrastructure.
- **Expanding into Higher-value Digital Solutions**
  Build capability in artificial intelligence, cloud and integrated digital platforms.
- **Increasing Recurring Revenue Contribution**
  Grow long-term service contracts and managed services.
- **Enhancing Scalability and Delivery Capability**
  Improve project execution and operational efficiency.
- **Strengthening Cybersecurity and Data Protection**
  Maintain resilience and reliability of digital platforms.

The IT segment is focusing on higher-value digital solutions by growing recurring revenues and scalable service capabilities.

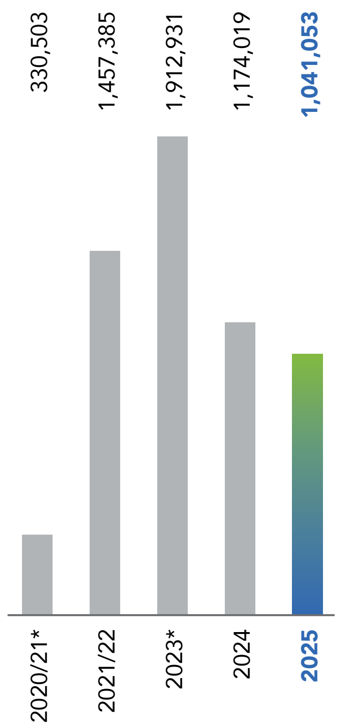
5-YEAR FINANCIAL SUMMARY

		2020/21*	2021/22	2023*	2024	2025
SUMMARY OF CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (RM'000)						
Investments		96	-	-	-	**1,306**
Property, plant and equipment and intangible assets		1,634,291	2,777,406	3,393,581	3,221,897	**2,555,563**
Receivables and contract assets		129,437	464,359	336,753	186,111	**123,937**
Cash and cash equivalent		393,145	1,015,196	669,954	525,509	**625,902**
Other assets		22,779	368,669	241,601	206,058	**146,929**
Asset Held For Sale		-	-	-	74,728	**-**
Total assets		2,179,748	4,625,630	4,641,889	4,214,303	**3,453,637**
Share capital		785,437	1,017,319	1,017,403	1,130,449	**1,131,270**
Reserves		237,499	837,580	752,237	659,163	**208,252**
Equity attributable to shareholders of the Company		1,022,936	1,854,899	1,769,640	1,789,612	**1,339,522**
Non-controlling interests		30,551	474,119	403,662	402,638	**361,967**
Loans and borrowings		86,380	319,359	297,403	133,316	**134,409**
Other liabilities		1,039,881	1,977,253	2,171,184	1,888,737	**1,617,739**
Total equity and liabilities		2,179,748	4,625,630	4,641,889	4,214,303	**3,453,637**
SUMMARY OF CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (RM'000)						
Revenue		330,503	1,457,385	1,912,931	1,174,019	**1,041,053**
Results from operating activities		(17,115)	401,445	217,177	(24,532)	**(43,289)**
Finance costs		(6,295)	(50,217)	(76,680)	(37,933)	**(26,365)**
Gain/(Loss) on disposal of investment		(833)	-	80	-	**-**
Impairment losses		(155,147)	(9,602)	(17,924)	(29,791)	**(498,328)**
Finance income		1,382	6,856	34,591	13,862	**10,021**
Effect from business combination		273,745	264,508	-	-	**-**
Share of loss of an equity-accounted associate and a joint venture		(18,331)	-	-	-	**(944)**
Profit/(Loss) before tax		77,406	612,990	157,244	(78,394)	**(558,905)**
Zakat		(204)	(638)	(1,051)	(1,476)	**(1,507)**
Tax (expense)/income		(8,569)	94,922	(346,978)	(9,769)	**94,863**
Profit/(Loss) for the year		68,633	707,274	(190,785)	(89,639)	**(465,549)**
Attributable to:						
Owners of the Company		119,976	549,587	(119,947)	(50,361)	**(344,878)**
Non-controlling interests		(51,343)	157,687	(70,838)	(39,278)	**(120,671)**
Profit/(Loss) for the year		68,633	707,274	(190,785)	(89,639)	**(465,549)**
FINANCIAL RATIOS						
Revenue growth	%	13.8	341.0	31.3	1.0^	**(11.3)**
Debt/Equity ratio	times	0.1	0.1	0.1	0.1	**0.1**
Net earnings/(loss) per share	sen	6.24	17.68	(3.80)	(1.51)	**(9.93)**
Gross dividend per share	sen	-	0.60	-	-	**-**
Net assets per share	RM	0.39	0.74	0.69	0.63	**0.49**
Closing price	sen	70.5	79.0	40.0	41.0	**32.0**
Price earnings ratio	times	11.3	4.5	(10.5)	(27.2)	**(3.2)**

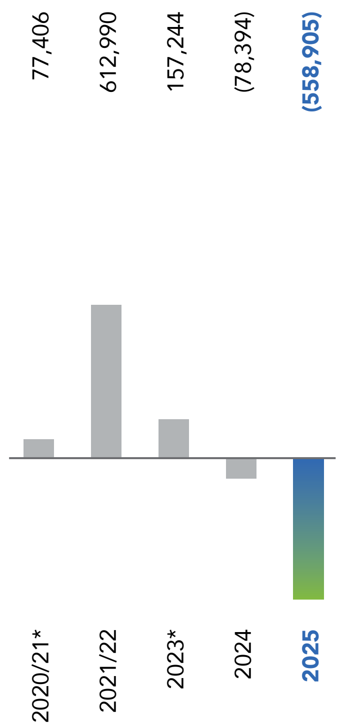
* 18 months
^ comparing to 12 months period in FY2023

5-YEAR FINANCIAL HIGHLIGHTS

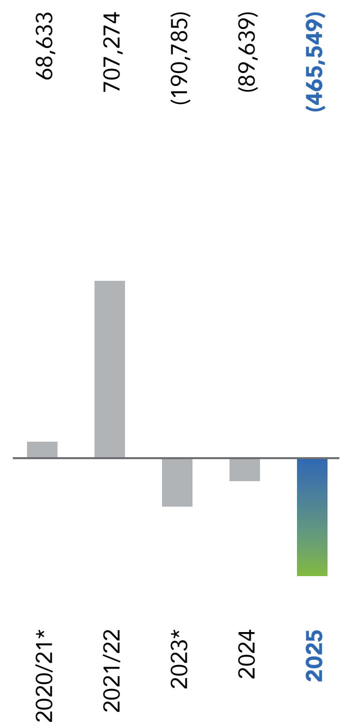
REVENUE (RM'000)



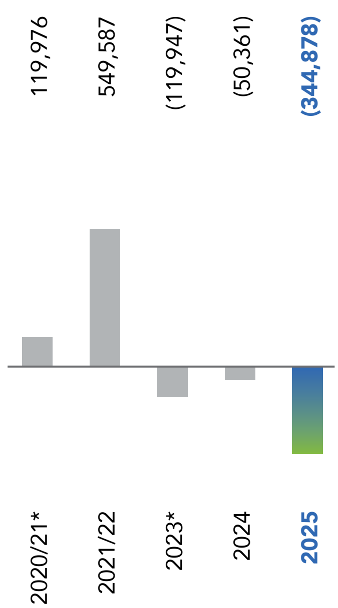
PROFIT/(LOSS) BEFORE TAX (RM'000)



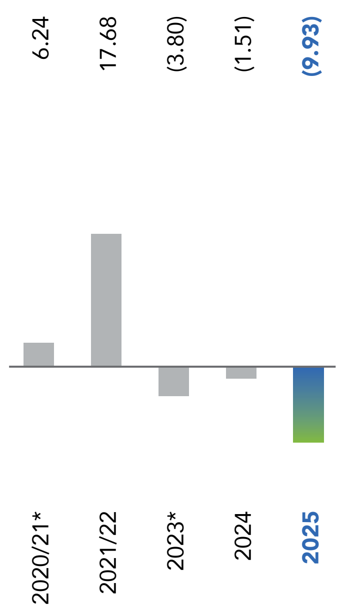
PROFIT/(LOSS) AFTER TAX (RM'000)



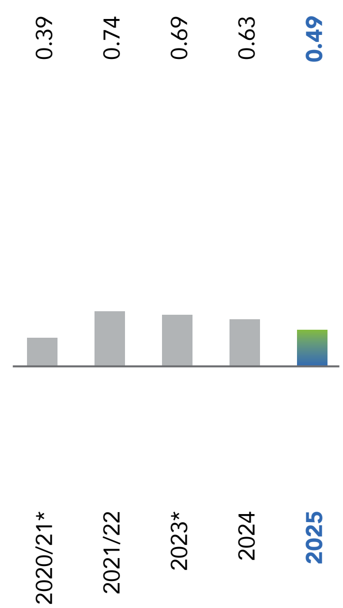
PATANCI/(LATANCI) (RM'000)



NET EARNINGS/(LOSS) PER SHARE (SEN)



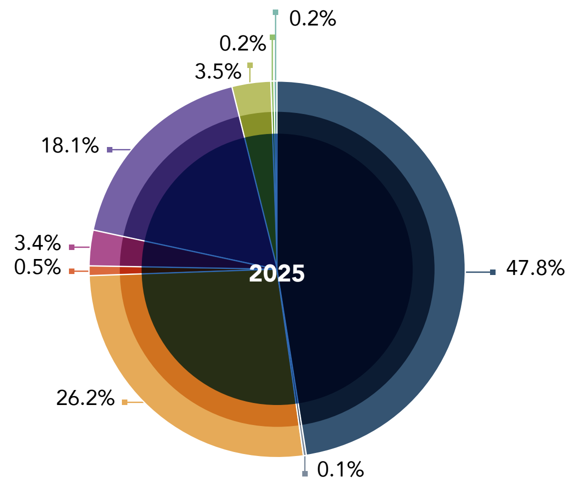
NET ASSETS PER SHARE (RM)

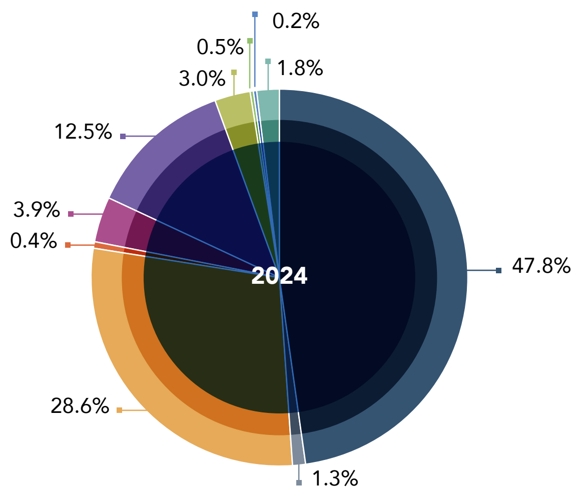


* 18 months

SIMPLIFIED GROUP STATEMENTS OF FINANCIAL POSITION

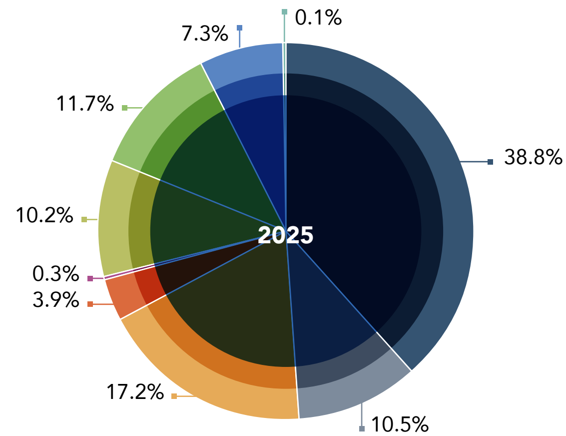
TOTAL ASSETS

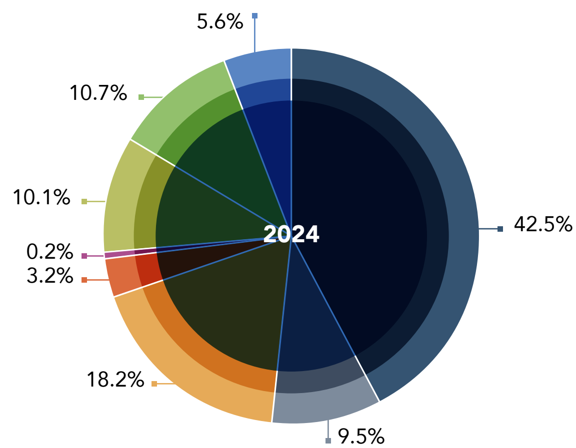




	2024	2025
Property, plant and equipment	47.8%	47.8%
Right-of-use assets	1.3%	0.1%
Intangible assets	28.6%	26.2%
Deferred tax assets	0.4%	0.5%
Trade and other receivables	3.9%	3.4%
Cash and cash equivalents	12.5%	18.1%
Inventories	3.0%	3.5%
Contract assets	0.5%	0.2%
Current tax assets	0.2%	0.2%
Assets classified as held for sale	1.8%	-
Investment in a joint venture	-	-

TOTAL EQUITY AND LIABILITIES





	2024	2025
Shareholders equity	42.5%	38.8%
Non-controlling interests	9.5%	10.5%
Deferred tax liabilities	18.2%	17.2%
Loans and borrowings	3.2%	3.9%
Long-term obligations and provisions	0.2%	0.3%
Lease liabilities	-	-
Provision for decommissioning costs	10.1%	10.2%
Contract liabilities	10.7%	11.7%
Trade and other payables	5.6%	7.3%
Current tax liabilities	-	0.1%

GROUP QUARTERLY PERFORMANCE

	Q1	Q2	Q3	Q4	Full year
Revenue	296,832	262,709	267,157	214,355	1,041,053
Results from operating activities	22,911	16,273	3,673	(86,146)	(43,289)
Finance costs	(5,645)	(8,806)	(6,200)	(5,714)	(26,365)
Impairment (losses)/reversal	1,301	1,244	(1,091)	(499,782)	(498,328)
Finance income	5,140	272	744	3,865	10,021
Share of loss of an equity-accounted joint venture		-	-	(944)	(944)
Profit/(loss) before tax	23,707	8,983	(2,874)	(588,721)	(558,905)
Zakat	-	-	-	(1,507)	(1,507)
Tax (expense)/income	(115,649)	691	13,508	196,313	94,863
Profit/(Loss) for the year	(91,942)	9,674	10,634	(393,915)	(465,549)
Attributable to:					
Owners of the Company	(79,035)	19,941	12,024	(297,808)	(344,878)
Non-controlling interests	(12,907)	(10,267)	(1,390)	(96,107)	(120,671)
Profit/(Loss) for the year	**(91,942)**	**9,674**	**10,634**	**(393,915)**	**(465,549)**

FINANCIAL CALENDAR

ANNOUNCEMENTS OF FINANCIAL RESULTS

FY2024 Annual Report & Corporate Governance Report

30 April 2025

QUARTER 1

Quarterly report on consolidated results for the financial period ended 31 March 2025

29 May 2025

QUARTER 2

Quarterly report on consolidated results for the financial period ended 30 June 2025

28 August 2025

QUARTER 3

Quarterly report on consolidated results for the financial period ended 30 September 2025

27 November 2025

QUARTER 4

Quarterly report on consolidated results for the financial period ended 31 December 2025

27 February 2026

INVESTOR RELATIONS

Investor Relations Approach and Engagement Framework

DNeX's investor relations ("IR") approach is anchored in transparent disclosure, robust governance oversight and consistent engagement with the investment community. We view investor communication as a core governance responsibility that supports informed capital allocation and the creation of long-term shareholder value. Our objective is to provide investors, shareholders and analysts with timely, decision-useful insights into the Group's strategy, operating performance, financial position and core priorities, enabling a clear assessment of performance, risks and execution capability.

During FY2025, amid a more challenging operating environment and softer business momentum, our IR communications remained fact-based, balanced and outcomes-oriented. We focused on articulating key performance drivers and constraints, alongside management's actions on cost discipline, capital prioritisation, and strategic responses to operating environment.

Structured and Continuous Market Engagement

During the reporting period, we maintained a structured engagement calendar with the investment community through scheduled quarterly results briefings, Annual General Meetings ("AGMs") and proactive engagements when material developments warranted additional explanation. These interactions provided platforms for two-way dialogue, enabling management to address analyst queries, clarify assumptions and respond to investor feedback in a transparent and timely manner. Engagements were conducted via virtual platforms to maximise accessibility, and in-person meetings to facilitate more direct and meaningful engagement with the investment community.

Communication and Engagement Programmes Conducted: Quarterly Analyst Briefings

Date	Event	Mode
27 February 2025	4Q FY2024 financial results	Virtual
29 May 2025	1Q FY2025 financial results	Virtual
28 August 2025	2Q FY2025 financial results	Virtual
27 November 2025	3Q FY2025 financial results	Virtual
27 February 2026	4Q FY2025 financial results	Virtual

Analyst briefings are a key component of the Group's investor engagement framework, designed to provide the investment community with a comprehensive and balanced understanding of the Group's performance and strategic direction. These sessions typically cover detailed financial results, operational developments across key business segments, capital allocation priorities, and the prevailing risk landscape, alongside management's outlook and assumptions underpinning future performance.

Emphasis is placed on presenting clear and consistent information, supported by relevant data and performance indicators, to facilitate informed analysis and valuation. The briefings also serve as an interactive platform for constructive dialogue, enabling analysts and fund managers to gain greater clarity on execution priorities, while allowing management to address market perceptions and reinforce transparency and accountability.

Board Oversight and Governance Alignment

The Board plays an active role in overseeing the Group's IR strategy and disclosure practices. Directors are regularly briefed on investor sentiment, market feedback and evolving institutional expectations to support informed and effective oversight.

The Board continues to deepen its understanding of capital market dynamics, regulatory developments and industry trends, ensuring that investor perspectives are appropriately reflected in strategic and governance deliberations. The Board also emphasises clear and consistent messaging, strict adherence to disclosure requirements and alignment between external communications and internal performance measures.

Disclosure Standards and Transparency

As the Group's operating footprint and stakeholder base continue to expand, DNeX remains focused on progressively strengthening the quality of its disclosure. Emphasis is placed on relevance, comparability, and clarity, particularly in explaining performance variances, capital allocation decisions, and longer-term strategic outlook. Where performance outcomes fell below internal expectations, these were communicated transparently with appropriate context and without undue attribution on external factors.

Our approach reflects the Group's ongoing commitment to transparency, accountability, and credibility in the capital markets, with the objective of fostering long-term investor relationships built on trust, shaped by well-informed and realistic expectations.

Investor Information Channels and Feedback Mechanisms

All investor-related communications, including announcements, financial results, quarterly presentation materials, AGM minutes, press releases and disclosures to Bursa Malaysia, are made available through the Group's corporate website. This serves as the primary information repository to ensure equal and timely access for all market participants.

The Group welcomes ongoing engagement and constructive feedback from the investment community. Queries may be directed to the IR team via the dedicated IR contact channel, with responses managed in accordance with disclosure and governance protocols.

Website

All IR engagements and activities are published on our corporate website at https://www.dnex.com.my/investors/investors-centre/

This website provides all relevant information on our announcements, financial results, quarterly briefing materials, minutes of AGM, press releases and disclosures to Bursa Malaysia.

IR Contact and Feedback

For more queries and feedback, please reach out to the Investor Relations team at ir@dnex.com.my

The 54th Annual General Meeting in June 2025 provided an opportunity for DNeX's Board and Company Secretary to engage directly with shareholders.

PERFORMANCE REVIEW

DNeX's semiconductor manufacturing business through SilTerra remains the largest revenue contributor but continues to pressure group earnings due to ongoing operating losses and high costs. Ping Petroleum remains the key profit and cash flow driver, while the IT segment has stabilised and returned to profitability following cost rationalisation and improved execution.

SUSTAINABILITY STATEMENT

OVERVIEW

ABOUT THIS STATEMENT

Sustainability at DNeX is integral to the way we operate, create value and position the business for long-term growth. Across our Semiconductor, Energy and Information Technology ("IT") digital trade facilitation businesses, sustainability considerations inform how we manage resources, govern our operations and respond to evolving environmental, social and economic challenges. As we close FY2025, we take stock of the progress we have made in strengthening our operational resilience, enhancing governance and embedding sustainable practices across the Group. This Sustainability Statement ("Statement") 2025 sets out how DNeX is advancing responsible business practices, managing material sustainability-related risks and opportunities ("SRRO"), and aligning our operations with our vision for sustainable and enduring value creation.

BASIS OF THIS STATEMENT

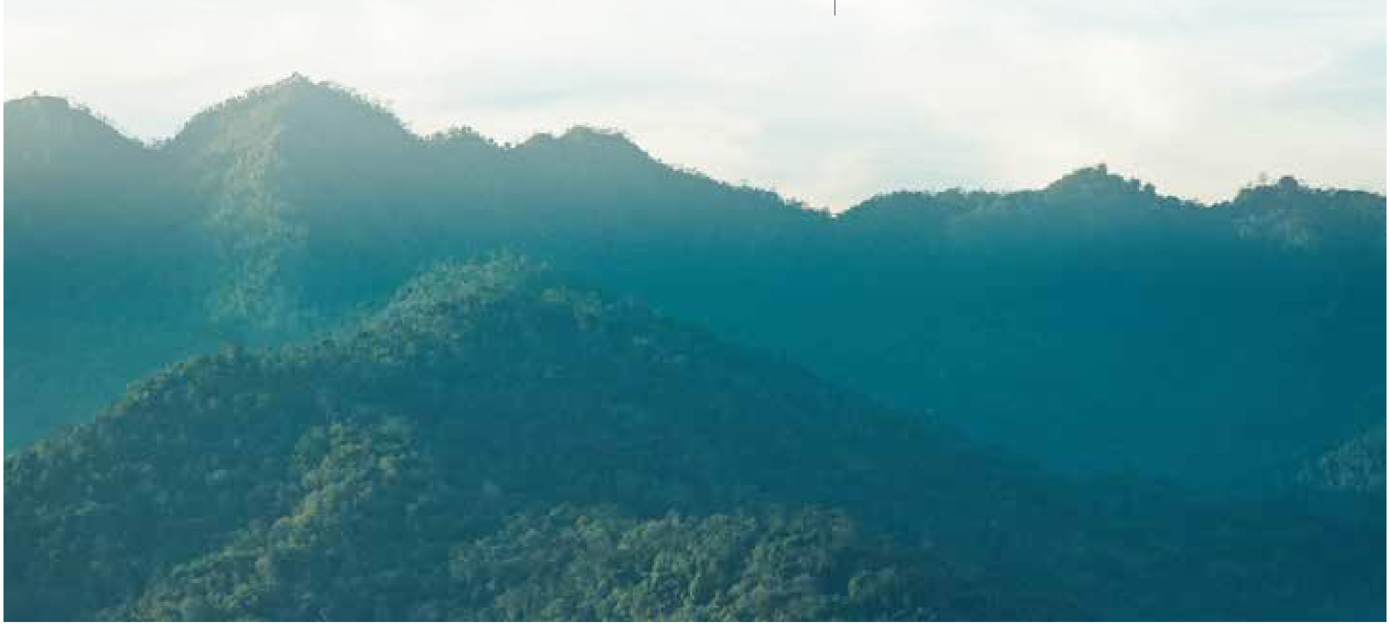
This Statement reflects our commitment to responsible and transparent reporting, which provides an overview of DNeX's commitments, initiatives and performance on material Environmental, Social and Governance ("ESG") matters. In 2025, we continued to embed sustainability into how the Group plans, operates and delivers value across its diverse businesses. We focus on ensuring that our sustainability initiatives are practical, measurable and closely aligned with our business priorities. Our efforts during the year reflect a balanced approach to value creation focused on delivering sustainable long-term returns to shareholders and investors, strengthening operational resilience, and contributing positively to the communities in which we operate. Guided by applicable disclosure frameworks and regulatory requirements, this Statement documents our progress and establishes a clear foundation for the next phase of our sustainability journey as we build a more resilient, responsible and future ready Group.

REPORTING BOUNDARY

The Statement covers DNeX and its subsidiaries. To ensure precision and relevance, specific scopes have been defined for certain material topics, disclosures and indicators. Where applicable, comparative historical data is included to highlight progress and trends over time. Identified Economic and ESG-related targets and Key Performance Indicators ("KPIs") are closely monitored, with results disclosed as comprehensively as possible. All data presented in this Sustainability Statement has been sourced internally and verified by the respective business units and Senior Management. Moving forward, DNeX remains committed to continuously enhancing its data collection and analysis processes to further improve accuracy, quality and transparency in our disclosures.

REPORTING PERIOD AND SCOPE (GRI 2-2)

Contents in this Statement have been scoped for the reporting period consistent to DNeX's financial year, commencing from 1 January 2025 to 31 December 2025 ("FY2025"). Data and information presented in this Statement are scoped to operations, activities and processes of Semiconductor, Energy and Information Technology.



All data disclosed covers all business units, unless otherwise stated.

An excerpt of the previous Sustainability Statement was published in IR 2024 in April 2025, while the full Statement for the period from 1 January 2024 to 31 December 2024 was published online.

This Statement reflects how sustainability considerations are embedded across our operations and decision-making processes, and how these efforts contribute to long-term value creation for our stakeholders, including our people, communities, the environment and the business as a whole.

REPORTING COMPLIANCE AND BEST PRACTICES

The Statement 2025 has been aligned with internationally recognised sustainability guidelines, principles, frameworks, standards, sustainability-related indices and assessment tools, ensuring that our ESG initiatives are benchmarked against global best practices.

- National Sustainability Reporting Framework ("NSRF")
- Main Market Listing Requirements ("MMLR") of Bursa Malaysia
- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition)
- Corporate Governance Guide (Fourth Edition) by Bursa Malaysia
- Malaysian Code on Corporate Governance ("MCCG") 2021
- United Nations Sustainable Development Goals ("UN SDGs")
- Ten Principles of the UN Global Compact ("UNGC")
- Global Reporting Initiative ("GRI") Standards 2021
- FTSE4Good Bursa Malaysia ("F4GBM") Index's ESG Indicators
- Greenhouse Gas Protocol Corporate Accounting and Reporting Standard ("GHG Protocol")

We are preparing to adopt the use of the International Sustainability Standards Board's ("ISSB") International Financial Reporting Standards ("IFRS") S1 on General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 on Climate-related Disclosures in future reporting.

APPROVAL OF THE BOARD OF DIRECTORS (GRI 2-14)

This Statement has been reviewed and approved by DNeX's Board of Directors, with oversight provided by the Board Risk, Governance and Sustainability Committee ("RGSC"). The RGSC is responsible for ensuring the integrity and quality of the Statement, including its content, structure and level of disclosure. In fulfilling its role, the RGSC ensures that the Statement aligns with the Group's vision, mission, and corporate objectives, reflecting DNeX's commitment to embed sustainability practices across the organisation.

ASSURANCE (GRI 2-5)

This Sustainability Statement has not yet been subject to assurance. The Group plans to commence pre-assurance activities in the next reporting cycle as part of its journey towards future assurance of sustainability disclosures.

DISCLAIMER

This Statement contains forward-looking statements relating to our sustainability strategies, future outlook and planned initiatives. These statements are based on Management's current expectations and reasonable assumptions. However, they are subject to uncertainties and external factors beyond our control, which may cause actual outcomes to differ materially from those expressed or implied. Readers are therefore advised to exercise caution and refrain from placing undue reliance on such forward-looking statements.

FEEDBACK AND DISTRIBUTION (GRI 2-25, 2-26)

We are committed to reporting our sustainability journey and milestones, and we encourage all readers and stakeholders to share their feedback with us at sustainability@dnex.com.my or via the communication channels available on our corporate website: www.dnex.com.my

The full version of the Sustainability Statement is available on our corporate website and can be downloaded: www.dnex.com.my

Scan the QR Code to download full Sustainability Statement or refer to https://www.dnex.com.my/shareholders-meeting

SUSTAINABILITY GOVERNANCE

At DNeX, sustainability governance is embedded within the Group's overall governance and risk oversight framework. The Board holds ultimate accountability for sustainability oversight and long-term value creation, ensuring that sustainability considerations are integrated into business strategy, risk management and decision making.

The Board is supported by the Board Risk, Governance & Sustainability Committee ("RGSC"), which provides focused oversight of the Group's sustainability agenda. The RGSC reviews sustainability priorities, performance and emerging risks, and reports regularly to the Board and Management to ensure alignment with DNeX's strategic objectives. At the management level, the Sustainability Committee ("SC"), chaired by the GCEO, is responsible for driving the development and implementation of the Group's sustainability strategy.

Guided by its Terms of Reference, the SC ensures that sustainability priorities remain aligned with DNeX's corporate vision, goals and values, while promoting clear accountability and ownership across the organisation. The Group Risk and Sustainability Management Department ("RSM") serves as the Secretariat to the SC, supporting the effective functioning of the governance structure. In this role, the Secretariat coordinates sustainability planning, reporting and monitoring activities, facilitates cross functional engagement, and supports Management and subsidiary teams in executing sustainability initiatives consistently across the Group.

Execution is supported by subsidiary level sustainability representatives, who play a central role in translating strategy into action. These representatives are responsible for implementing sustainability initiatives within their respective operations, monitoring progress against targets, and ensuring alignment with the Group Sustainability Framework. To support effective implementation, DNeX places strong emphasis on ongoing internal engagement and communication. Senior Management, Heads of Departments and key operational personnel are regularly engaged to reinforce the role of sustainability in daily operations, performance expectations and decision making. This approach ensures that sustainability is treated as a business imperative rather than a standalone initiative.

Overall, sustainability at DNeX is governed through a four tier governance structure spanning the Board, management committees and operating entities. This structure provides clear accountability, enables timely identification of material and emerging sustainability matters, and supports the development and execution of effective action plans across the Group.

THE DNEX SUSTAINABILITY GOVERNANCE STRUCTURE

Board of Directors

Board Risk, Governance and Sustainability Committee

Chaired by the GCEO ▶ Sustainability Committee

Subsidiary-level Sustainability representatives

Secretariat
Group Risk & Sustainability Management

Board of Directors ("Board")

- Assumes overall responsibility for and oversight of sustainability strategies
- Ensures alignment between sustainability strategies and processes, strategies and Key Performance Indicators ("KPIs") to drive desired business outcomes
- Led by the Executive Chairman

Board Risk, Governance and Sustainability Committee ("RGSC")

- Monitors and assesses ongoing sustainability initiatives
- Guides decision-making on the sustainability framework

Sustainability Committee ("SC")

- Develops action plans for executing sustainability initiatives at both Group and subsidiary levels
- Monitors all sustainability initiatives on an ongoing basis and reports findings to the Board RGSC and the Board on a regular basis
- Provides updates to subsidiary-level representatives on policy changes, sustainability objectives and regulatory developments during quarterly meetings
- Chaired by the GCEO

Group Risk & Sustainability Management

- Leads and coordinates Group-wide sustainability initiatives and reporting matters
- Identifies areas for improvement in sustainability governance practices and initiatives
- Serves as the Secretariat of SC

Subsidiary-level Sustainability Representatives

- Executes sustainability initiatives at the ground level, in line with guidance provided by the SC

SUSTAINABILITY POLICY AND COMMITMENTS (GRI 2-23; 2-24)

DNeX's Sustainability Policy is guided by ESG principles and supports the creation of long-term, sustainable value for stakeholders. Sustainability considerations are integrated into the Group's corporate DNA, focusing on reducing its environmental footprint, developing a capable and inclusive workforce and adhering to high governance standards.

SUSTAINABILITY FRAMEWORK

DNeX's Sustainability Framework provides a clear and structured approach to how sustainability is applied across the Group. It is built around four strategic themes that define our priorities, guide decisions and support consistent implementation across all business segments.

The Framework translates sustainability commitments into focus areas that are relevant to DNeX's operations and long-term strategy. It helps align initiatives across the ESG dimensions, ensuring that sustainability considerations are embedded into business planning, operations and performance management. By applying this Framework, the Group is able to concentrate resources on areas of greatest impact, track progress in a disciplined manner and respond effectively to evolving stakeholder expectations. This approach supports DNeX's objective of delivering sustained value for the business, our people, customers, communities and the environment while strengthening resilience and future readiness.

Together Beyond Excellence.

DNeX

Committed to deliver business innovation that creates value for stakeholders

Organisational Purpose

	Ambitions	Themes	Material ESG Issues	Associated SUSTAINABLE DEVELOPMENT GOALS
Environmental	Net Zero emissions by 2050	Stewarding a Sustainable Environment	GHG GHG Emissions EM Energy Management RM Resource Management ECO Ecological Impact WM Waste Management NEW	
Social	Be a local employer of choice	Empowering Our People	WF Workforce Management EHSS Employee Health & Safety	
Social	Be a preferred partner with our customers and an impactful organisation to the community	Creating Value for Our Customers and Community	PQS Product Quality & Safety HR Human Rights NEW CR Community Relations	
Governance	Be an ESG-driven organisation and drive ESG development across our suppliers	Embracing Good Governance for Business Resilience	BE Business Ethics BMR Business Model Resilience DPS Data Privacy & Security SCM Supply Chain Management	

MATERIAL SUSTAINABILITY PRIORITIES

Our baseline Sustainability MMs were identified in FY2022 following the Group's first formal materiality assessment, undertaken as part of our transition towards integrated reporting. The assessment was designed to identify and prioritise sustainability topics with the most significant impacts on the Group's long-term value creation, as well as those considered most relevant by key stakeholders.

The process involved structured engagement taking into account the needs of and impact on stakeholders. This was complemented by benchmarking against industry peers, regulatory expectations and national sustainability priorities. Insights from these inputs were consolidated and evaluated using a structured methodology to ensure that MMs reflected both business relevance and stakeholder expectations.

The structured five step materiality assessment process applied by the Group is illustrated below:

1	2	3	4	5
Identify and map ESG issues to global materiality frameworks	**Map ESG issues to industry peers**	**Map ESG issues to national commitments**	**Prioritise shortlist of relevant material issues**	**Arrive at the list of prioritised material issues**
Derive the long list of ESG issues and identify the material ones based on established sustainability standards such as SASB, GRI and UN SDGs	Reference material issues disclosed by peers related to DNeX's three business segments to validate and identify other relevant ESG issues	Further identify relevant material issues for DNeX to address based on national sustainability commitments of Malaysia	Engage internal stakeholders to conduct a prioritisation exercise on the shortlist of relevant material issues for DNeX to focus efforts on	Compile and arrive at the prioritised list of material issue for DNeX at the Group level – this form the foundation of DNeX's sustainability framework, and will inform DNeX's sustainability themes

MATERIALITY ANALYSIS

A Sustainability Materiality Assessment was conducted to validate and refine the Group's material sustainability priorities. While a new stakeholder survey was not undertaken in FY2025, a reassessment was deemed necessary to ensure that the Group's MMs remain relevant considering evolving business activities, operating conditions and stakeholder expectations.

The reassessment involved drawing inputs from a broad cross section of the organisation and its key stakeholder interfaces, alongside a review of changes in strategic priorities, regulatory developments and industry trends.

This approach enabled the Group to maintain a current and comprehensive view of sustainability related impacts, risks and opportunities, and to ensure continued alignment between MMs, business strategy and long-term value creation.

The Sustainability MMs represent the topics that are most significant to DNeX and its stakeholders. These matters reflect areas where the Group has, or may have, material impacts on the economy, environment and people, and where sustainability related risks and opportunities may influence the Group's performance, resilience and long-term viability. An initial list of 16 ESG topics was identified with reference to three globally recognised sustainability frameworks. Following further prioritisation and validation, this list was refined to 14 MMs, which form the basis of the Group's sustainability management, reporting and disclosure.

MATERIAL SUSTAINABILITY PRIORITIES

GLOBALLY RECOGNISED SUSTAINABILITY STANDARDS FOR MATERIALITY ASSESSMENT

SASB Materiality Map

Leading sustainability accounting standards board listing key ESG issues and their materiality across 77 industries.

S&P Global

Globally-recognised index that also covers key ESG indicators and material topics across industries for organisations to disclose.

Global Reporting Initiative

First global standard for sustainability reporting and currently the most widely used ESG reporting standards by companies.

	Long List of ESG Issues[1]	SASB	S&P Global	GRI
E	GHG Emissions	✓	✓	✓
E	Air Quality	✓	✓	
E	Energy Management	✓		✓
E	Water and Wastewater Management	✓	✓	✓
E	Waste and Hazardous Material Management	✓	✓	✓
E	Ecological Impact	✓	✓	✓
E	Resilience Against Natural Disasters			
S	Community Relations	✓	✓	✓
S	Access and Affordability	✓		
S	Customer Welfare and Selling Practices	✓		
S	Product Quality and Safety	✓		
S	Labour Rights and Practices	✓		✓
S	Employee Health and Safety	✓	✓	✓
S	Labour Engagement, Diversity and Inclusion	✓	✓	✓
G	Customer Privacy	✓		✓
G	Data Security	✓		
G	Product Design and Lifecycle Management	✓		
G	Supply Chain Management	✓		✓
G	Business Model Resilience	✓		
G	Business Ethics	✓	✓	✓
G	Competitive Behaviour			✓

REFINEMENT AND INTRODUCTION OF NEW SUSTAINABILITY MATERIAL MATTERS

Environmental

- M1 GHG Emissions
- M2 Energy Management
- M3 Resource Management
- M4 Ecological Impact

→

- GHG GHG Emissions
- EM Energy Management
- RM Resource Management
- ECO Ecological Impact
- WM Waste Management NEW

Social

- M5 Workforce Management
- M6 Employee Health and Safety
- M7 Product Quality and Safety
- M8 Community Relations

→

- WF Workforce Management
- EHSS Employee Health, Safety and Security
- PQS Product Quality and Safety
- HR Human Rights NEW
- CR Community Relations

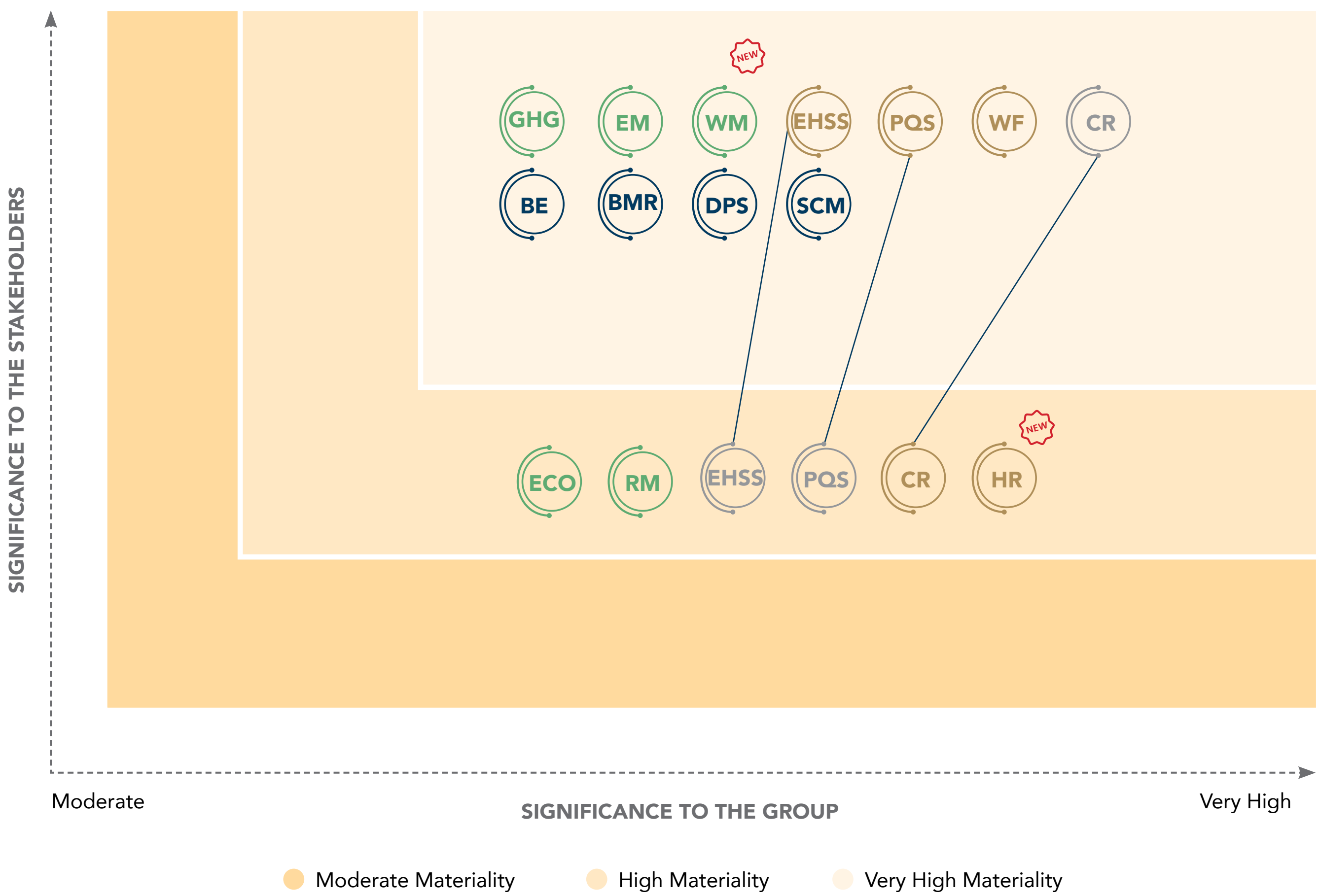
Governance

- M9 Business Ethics
- M10 Business Model Resilience
- M11 Data Privacy and Security
- M12 Supply Chain Management

→

- BE Business Ethics
- BMR Business Model Resilience
- DPS Data Privacy and Security
- SCM Supply Chain Management

REASSESSMENT OF MATERIALITY SIGNIFICANCE



LINKING MMS TO OUR DISCLOSURES

DNeX's 14 MMs define the sustainability topics that have the greatest relevance to the Group's businesses, stakeholders and long-term strategy. They form the foundation for how sustainability priorities are managed, reported and communicated across the Group. The table on the following page maps each MM to the relevant sections of this Statement.

It explains the importance of each matter to DNeX, outlines the Group's management approach, and highlights key initiatives and performance outcomes during the year. This cross referencing approach provides clarity on how material sustainability risks and opportunities are addressed in practice.

Operational examples and case studies across our Semiconductor, Energy and IT dimensions demonstrate how DNeX translates material sustainability priorities into concrete actions, measurable progress and accountable outcomes across the organisation.

Scan the QR Code to download full Sustainability Statement or refer to https://www.dnex.com.my/shareholders-meeting

BURSA MALAYSIA PRESCRIBED TABLE

Dagang Nexchange Berhad

BMLR Transition Period

Date & Time: 2026-04-29_16:21:17

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-Bribery & Corruption	Employees trained in anti-bribery & corruption training - top & senior management	Percentage (%)	29	No Target	No assurance	
Anti-Bribery & Corruption	Employees trained in anti-bribery & corruption training - middle management	Percentage (%)	45	No Target	No assurance	
Anti-Bribery & Corruption	Employees trained in anti-bribery & corruption training - Professional (Executive)	Percentage (%)	27	No Target	No assurance	
Anti-Bribery & Corruption	Employees trained in anti-bribery & corruption training - Non-Executive / Support	Percentage (%)	14	No Target	No assurance	
Anti-Bribery & Corruption	Percentage of operations assessed for corruption related risks	Percentage (%)	100	No Target	No assurance	
Anti-Bribery & Corruption	Confirmed incidents of corruption and action taken	Number	0	No Target	No assurance	
Community and Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	Ringgit Malaysia (RM)	573,480	No Target	No assurance	
Diversity	Gender group by employee category – top & senior management: male	Percentage (%)	71	No Target	No assurance	
Diversity	Gender group by employee category – top & senior management: female	Percentage (%)	29	No Target	No assurance	
Diversity	Gender group by employee category – middle management: male	Percentage (%)	70	No Target	No assurance	

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29_16:21:17

BURSA MALAYSIA PRESCRIBED TABLE

Dagang Nexchange Berhad

BMLR Transition Period

Date & Time: 2026-04-29_16:21:17

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Gender group by employee category – middle management: female	Percentage (%)	30	No Target	No assurance	
Diversity	Gender group by employee category – professional (executive): male	Percentage (%)	59	No Target	No assurance	
Diversity	Gender group by employee category – professional (executive): female	Percentage (%)	41	No Target	No assurance	
Diversity	Gender group by employee category – non-execut-ive/support: male	Percentage (%)	64	No Target	No assurance	
Diversity	Gender group by employee category – non-execut-ive/support: female	Percentage (%)	36	No Target	No assurance	
Diversity	Age group by employee category – top & senior management: 18-34	Percentage (%)	0	No Target	No assurance	
Diversity	Age group by employee category – top & senior management: 35-55	Percentage (%)	56	No Target	No assurance	
Diversity	Age group by employee category – top & senior management: 56-65	Percentage (%)	44	No Target	No assurance	
Diversity	Age group by employee category – middle management: 18-34	Percentage (%)	3	No Target	No assurance	
Diversity	Age group by employee category – middle management: 35-55	Percentage (%)	86	No Target	No assurance	
Diversity	Age group by employee category – middle management: 56-65	Percentage (%)	11	No Target	No assurance	

BURSA MALAYSIA PRESCRIBED TABLE

Dagang Nexchange Berhad
BMLR Transition Period

Date & Time: 2026-04-29_16:21:17
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Age group by employee category – professional (executive): 18-34	Percentage (%)	48	No Target	No assurance	
Diversity	Age group by employee category – professional (executive): 35-55	Percentage (%)	49	No Target	No assurance	
Diversity	Age group by employee category – professional (executive): 56-65	Percentage (%)	4	No Target	No assurance	
Diversity	Age group by employee category – non-executive/support: 18-34	Percentage (%)	51	No Target	No assurance	
Diversity	Age group by employee category – non-executive/support: 35-55	Percentage (%)	46	No Target	No assurance	
Diversity	Age group by employee category – non-executive/support: 56-65	Percentage (%)	3	No Target	No assurance	
Diversity	Gender group by directors – male	Percentage (%)	78	No Target	No assurance	
Diversity	Gender group by directors – female	Percentage (%)	22	No Target	No assurance	
Diversity	Age group by directors – 30 to 50	Percentage (%)	11	No Target	No assurance	
Diversity	Age group by directors – 50 to 70	Percentage (%)	67	No Target	No assurance	
Diversity	Age group by directors – above 70	Percentage (%)	22	No Target	No assurance	
Energy Management	Total energy consumption	MWh	121,825	No Target	No assurance	

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29_16:21:17

BURSA MALAYSIA PRESCRIBED TABLE

Dagang Nexchange Berhad
BMLR Transition Period

Date & Time: 2026-04-29 16:21:17
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Energy Management	Energy Consumption from mobile sources	GJ	246	No Target	No assurance	
Energy Management	Energy Consumption from stationary sources	GJ	1,237,124	No Target	No assurance	
Emissions Management	Scope 1 emissions	tCO_2e	63,947	Net Zero emissions by 2050 (IR2024 Sustainability Framework, p73)	No assurance	Aggregated on Equity Share basis
Emissions Management	Scope 2 emissions	tCO_2e	38,961	Net Zero emissions by 2050 (IR2024 Sustainability Framework, p73)	No assurance	Aggregated on Equity Share basis
Emissions Management	Scope 3 – Total (Category 6 business travel + category 7 employee commuting)	tCO_2e	1699	—	No assurance	Aggregated on Equity Share basis
Occupational Health & Safety	Work-related fatalities	Number	0	0	No assurance	
Occupational Health & Safety	Lost time incident rate (LTIR)	Rate per 200,000 hours worked (OSHA)	0.29	No Target	No assurance	
Occupational Health & Safety	Employees trained on health and safety standards	Number	1,029	No Target	No assurance	
Labour Practices and standards	Total training by employee category Top & Senior Management	Hours	926	—	No assurance	
Labour Practices and standards	Total training by employee category First & Middle Management	Hours	10,891	—	No assurance	
Labour Practices and standards	Total training by employee category Professional (Executive)	Hours	16,920	—	No assurance	
Labour Practices and standards	Non-Executive/Support	Hours	10,808	—	No assurance	

BURSA MALAYSIA PRESCRIBED TABLE

Dagang Nexchange Berhad
BMLR Transition Period

Date & Time: 2026-04-29_16:21:17
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour Practices and standards	Percentage of employees that are contractors or temporary staff	Percentage (%)	10	—	No assurance	
Labour Practices and standards	Total number of employee turnover by employee category Top and Senior Management	Number	9	—	No assurance	
Labour Practices and standards	Total number of employee turnover by employee category First & Middle Management	Number	48	—	No assurance	
Labour Practices and standards	Total number of employee turnover by employee category professional (Executive)	Number	142	—	No assurance	
Labour Practices and standards	Total number of employee turnover by employee category Non-Executive/Support	Number	116	—	No assurance	
Labour Practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	—	No assurance	
Supply Chain Management	Proportion of spending on local suppliers	Percentage	70	—	No assurance	
Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	No assurance	
Resource Management	Total Volume of water used	Megalitres	1,334	—	No assurance	
Resource Management	Total Water Withdrawal	Megalitres	* 2,395	—	No assurance	Withdrawal includes multiple operational sites

Footnote 2025 Restated

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-29_16:21:17

BURSA MALAYSIA PRESCRIBED TABLE

Dagang Nexchange Berhad
BMLR Transition Period

Date & Time: 2026-04-29_16:21:17
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Resource Management	Total Water Discharge	Megalitres	* 2,194	—	No assurance	Discharge includes multiple operational sites
Footnote 2025	Restated					
Resource Management	Air emission Total of Nitrogen Oxides NO_2	Metric Tonnes	296	—	No assurance	figures represent aggregated emissions from multiple sources
Resource Management	Air emission Total of Sulfur Oxides SO_2	Metric Tonnes	15	—	No assurance	figures represent aggregated emissions from multiple sources
Resource Management	Air emission Total of Volatile Organic Compounds VOC	Metric Tonnes	348	—	No assurance	figures represent aggregated emissions from multiple sources
Waste Management	Total waste generated	Metric Tonnes	1770	—	No assurance	
Waste Management	Total waste diverted from disposal	Metric Tonnes	1544	—	No assurance	
Waste Management	total waste directed to disposal	Metric Tonnes	226	—	No assurance	