



CHAPTER

07

FINANCIAL PERFORMANCE

Powering Life (2023 - Present)

Today, HeiTech is scaling both its capabilities and ambitions. While consolidating its position in Malaysia, the Group is expanding Malaysian-built digital solutions into international markets, including the United Arab Emirates, Sri Lanka, and Indonesia—delivering trusted systems to new communities across the region. In doing so, HeiTech continues its mission of powering life by connecting people and enabling growth.

DIRECTORS' REPORT

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

Principal Activities

The principal activities of the Company are the provision of systems integration, network related services, data centre management, disaster recovery services and other information technology related services. Under the Communications and Multimedia Act ("CMA") 1998 Framework, the provision of network related services and internet data centre services are licensed as Network Services Provider Individual License ("NSP (I)") and Application Service Provider Class License ("ASP (c)") respectively.

The principal activities of the subsidiaries are development and provision of information technology and software related services, provision of mail processing and related services, provision of data centre management services, provision of engineering, procurement, construction and commissioning ("EPCC") services, provision of consultancy services and network related services, and operation of generation facilities that produce electricity.

Financial Results

	Group RM'000	Company RM'000
Profit for the year	18,991	11,232
Profit attributable to:		
Owners of the parent	20,512	11,232
Non-controlling interests	(1,521)	-
	18,991	11,232

In the opinion of the directors, the financial results of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

Reserves and Provisions

There were no material transfers to or from reserves or provisions during the financial year.

Dividends

No dividends have been paid or declared by the Company since the end of the previous financial year. The directors do not recommend the payment of any dividend in respect of the current financial year.

Issue of Shares and Debentures

During the financial year, the issued and paid-up share capital of the Company was increased from RM136,652,000 to RM173,542,000 by way of issuance of 23,800,000 new ordinary shares, at an issue price of RM1.55 per ordinary shares via private placement for a total cash consideration of RM36,890,000 for working capital purposes.

The new ordinary shares issued during the financial year rank *pari-passu* in all respects with the existing ordinary shares of the Company.

Directors

The directors who held office during the financial year until the date of this report are:

Dato' Sri Mohd Hilmey Bin Mohd Taib **	
Sandraruben A/L Neelamagham**	
Datuk Mohd Jimmy Wong Bin Abdullah	
Hamzah Bin Mahmood	
Razalee Bin Amin	
Chong Seep Hon	
YM Toh Muda Dato' Rizal Ashram Bin Tun Dato' Seri Utama	(Appointed on 5 May 2025)
Mohd Effendi Bin Mat Aris	(Appointed on 25 July 2025)
Sha'arin Bin Mohd Razali	(Appointed on 15 August 2025)
Natasha Iman Binti Iskandar	(Appointed on 8 December 2025)
Sulaiman Hew Bin Abdullah **	(Resigned 30 July 2025)
Wan Ainol Zilan Binti Abdul Rahim **	(Resigned 6 August 2025)
Datuk Mohd Radzif Bin Mohd Yunus**	(Retired on 25 June 2025)

** These directors are also the directors of certain subsidiaries of the Company.

The directors of the Company's subsidiaries who held office during the financial year until the date of this report (not including those directors listed above) are:

Ahmad Nasrul Hakim Bin Mohd Zaini	
Abdul Halim Bin Md. Lassim	
Ahmad Fathony Zakaria	
Noor Azhar Bin Raffie	
Muhammad Ramizu Bin Mustaffa	
Nik Maimun Binti Nik Sulaiman	
Abdul Allim Shah Bin Mohd Sharif	
Dato' Mohd Fadzli Bin Yusof	
Teo Kock Kee	
Gan Fong Ye	
Leftenan General (B) Datuk Haji Mohd Nazir Bin Haji Mami	
Dato' Rodzila @ Rudy Bin Che Lamin	(Appointed on 21 January 2025)
Dato' Sulaiman Bin Mohd Tahir	(Appointed on 19 March 2025)
Mohd Shaari Bin Omar	(Appointed on 24 April 2025)
Syed Omar Albar Bin Syed Abdullah	(Appointed on 6 June 2025)
Amir Zahini Bin Sahrin	(Appointed on 17 October 2025)
Muhammad Said Bin Mohamed Nordin	(Appointed 12 November 2025)
Abdullah Bin Ahmad	(Resigned on 1 January 2025)
Datuk Johar Bin Che Mat	(Resigned on 12 February 2025)
Ahmad Jefri Bin Abdul Rashid	(Resigned on 19 March 2025)
Hasrul Azuan Bin Mohd Yusof	(Resigned on 19 March 2025)
Muhamad Izzudin Bin Azahari	(Resigned on 1 July 2025)
Loo Yoong Haw @ Vanchai Virochpokha	(Resigned on 31 July 2025)
Azuar Fariz Bin Adnan	(Resigned on 1 August 2025)
Joshua Samuel Smith	(Resigned on 18 August 2025)

Directors' Benefits

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full-time employee of the Company as shown under Directors' remuneration) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member or with a company in which the director has a substantial financial interest.

During and at the end of the financial year, the Company was not a party to any arrangement whose subject is to enable the directors to acquire benefits through the acquisition of shares in, or debentures of, the Company or any other body corporate.

Directors' Remuneration

The amount of remuneration of the directors of the Company, comprising remuneration received or receivable from the Group and the Company during the financial year are as follows:

	Group RM'000	Company RM'000
Salaries and other emoluments	1,872	1,687
Fees	283	283
Estimated monetary value of	7	7
	2,162	1,977

Indemnifying Directors, Officers and Auditors

The Company maintains on a group basis, a directors' and officers' liability insurance for any legal liability incurred by the directors or officers in the discharge of their duties while holding office for the Group and the Company. The total amount of sum insured for directors and officers of the Group for the financial year ended 31 December 2025 amounted to RM40,000,000. The directors and officers shall not be indemnified by such insurance for any deliberate negligence, fraud, intentional breach of law or breach of trust proven against them. No payment has been made to indemnify the directors or officers for the financial year ended 31 December 2025.

To the extent permitted by law, the Company has agreed to indemnify its auditors, as part of the terms of its audit engagement, against claims by third parties arising from the audit. No payment has been made to indemnify its auditors for the financial year ended 31 December 2025.

Directors' Interests

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, none of the directors who held office at the end of the financial year held any shares or debentures in the Company or its holding company or subsidiaries of the holding company during the financial year except as follows:

	At 01.01.2025	Number of ordinary shares		At 31.12.2025
		Additions	Disposals	
The Company				
<i>Direct interest</i>				
Dato' Sri Mohd Hilmey Bin Mohd Taib	3,995,784	1,243,571	(567,000)	4,672,355
<i>Indirect interest</i>				
<u>Held through Padujade Corporation Sdn. Bhd.</u>				
Dato' Sri Mohd Hilmey Bin Mohd Taib	14,237,328	3,531,057	(577,500)	17,190,885
<u>Held through Gerbang Mahligai Sdn. Bhd.</u>				
Hamzah Bin Mahmood	160,000	40,000	-	200,000
		Number of ordinary shares		
	At 01.01.2025	Additions	Disposals	At 31.12.2025
HeiTech Academy Sdn. Bhd.				
- a subsidiary				
<i>Direct interest</i>				
Dato' Sri Mohd Hilmey Bin Mohd Taib	1	-	-	1

By virtue of his interests in the shares of the Company, Dato' Sri Mohd Hilmey Bin Mohd Taib is also deemed to be interested in the shares of all the subsidiaries to the extent that the Company has an interest.

None of the other directors holding office at the end of the financial year held any interest in the ordinary shares of the Company or its related corporations during the financial year.

Other Statutory Information

- (a) Before the financial statements of the Group and of the Company were prepared, the directors took reasonable steps:
- (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts, and had satisfied themselves that all known bad debts have been written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that the current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected to realise.
- (b) At the date of this report, the directors are not aware of any circumstances:
- (i) which would render the amount written off for bad debts or the amount of the provision for doubtful debts inadequate to any substantial extent; or
 - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
 - (iii) which have arisen and render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or
 - (iv) not otherwise dealt with in this report or the financial statements which would render any in the amount stated financial statements of the Group and of the Company misleading.
- (c) As at the date of this report, there does not exist:
- (i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
 - (ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.
- (d) In the opinion of the directors:
- (i) no contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due; and
 - (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to substantially affect the results of the operations of the Group and of the Company for the current financial year.

Auditors

The auditors, SBY Partners PLT, have expressed their willingness to continue in office.

The auditors' remuneration of the Group and of the Company is RM515,000 and RM345,000 respectively during the financial year.

Signed on behalf of the Board of Directors in accordance with a resolution of the directors dated 20 April 2026.

Sandraruben A/L Neelamagham

Dato' Sri Mohd Hilmey Bin Mohd Taib

Subang Jaya, Selangor

Statement by Directors Pursuant to Section 251(2) of The Companies Act 2016

We, **Sandraruben A/L Neelamagham** and **Dato' Sri Mohd Hilmey Bin Mohd Taib**, being two of the directors of HeiTech Padu Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the directors dated 20 April 2026.

Sandraruben A/L Neelamagham

Dato' Sri Mohd Hilmey Bin Mohd Taib

Subang Jaya, Selangor

Statutory Declaration Pursuant to Section 251(1)(b) of The Companies Act 2016

I, **Ahmad Nasrul Hakim Bin Mohd Zaini**, being the officer primarily responsible for the financial management of **HeiTech Padu Berhad**, do solemnly and sincerely declare that the accompanying financial statements are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly)
declared by the abovenamed at)
Subang Jaya this)
20 April 2026)

Before me,

Ahmad Nasrul Hakim Bin Mohd Zaini
CA 30697

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HEITECH PADU BERHAD



SBY PARTNERS PLT

Reg. No: 202106000003 (LLP0026726-LCA) & AF 0660 Chartered Accountants
9-C, Jalan Medan Tuanku, Medan Tuanku, 50300 Kuala Lumpur, Malaysia.
Tel: 03-2693 8837 Fax: 03-2693 8836 Website: www.sby.com.my
E-mail: audit@sby.com.my



Registration No: 199401024950 (310628-D)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of HeiTech Padu Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 18 to 106.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and other ethical responsibilities

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

Key Audit Matters

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

We have fulfilled the responsibilities described in the *Auditors' responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HEITECH PADU BERHAD (cont'd)



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Key Audit Matters (cont'd)

(a) Revenue from system application and development

For the financial year ended 31 December 2025, the Group's and the Company's revenue from system application and development were amounted to RM434.0 million, as disclosed in Note 6 to the financial statements.

We determined this to be a key audit matter because it requires management to exercise significant judgement in estimating the cost to complete the performance obligation satisfied over time using input method.

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- (i) We have assessed and evaluated the appropriateness of the design and implementation of controls in the revenue cycle;
- (ii) We have obtained and reviewed significant contracts, and assessed terms and conditions of the contract to evaluate management's appropriateness in revenue recognition in accordance with MFRS 15 *Revenue from Contracts with Customers*;
- (iii) We have reviewed management's budgeting process and evaluated management's key assumptions in estimating the total budgeted costs by examining documentary evidence, such as approved quotation, purchase orders and subsequent invoices issued by subcontractors where relevant;
- (iv) We have reviewed and recomputed the progress towards completion of the performance obligation using input method, including verifying the actual costs incurred to date to invoices and payroll summary for mathematical accuracy;
- (v) We have enquired and discussed with management on the project timeline to obtain an understanding of the status of projects and assessed management's adequacy of provision for liquidated ascertained damages ("LAD");
- (vi) We have performed cut-off tests on project cost incurred to ensure completeness of actual cost incurred to date;
- (vii) We have reviewed and evaluated management's assessment on the adequacy of provision for foreseeable losses; and
- (viii) We have reviewed adequacy of disclosure in the financial statements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HEITECH PADU BERHAD (cont'd)



SBY PARTNERS PLT

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Key Audit Matters (cont'd)

(b) Impairment of goodwill

At 31 December 2025, the carrying amount of goodwill recognised by the Group was amounted to RM4.6 million as disclosed in Note 16 to the financial statements. The Group is required to perform annual impairment assessment of the cash-generating units ("CGU") to which the goodwill has been allocated.

The Group estimated the recoverable amount of the CGU to which the goodwill is allocated based on value-in-use ("VIU"). Estimating the VIU involves discounting the estimated future cash inflows and outflows expected to be derived from the CGU to its present value using an appropriate discount rate.

We determined this to be a key audit matter because the VIU determined using discounted cash flows is complex as it involves significant management judgement and estimates, specifically the key assumptions on the revenue growth rate, gross profit margin, long-term growth rate and discount rate.

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- (i) We have obtained an understanding of the methodology adopted by the management in estimating the VIU;
- (ii) We have compared to prior period budgets to actual outcomes to assess reliability of management's forecasting process;
- (iii) We have assessed and evaluated the management's key assumptions used in estimating the VIU and compared the key assumptions against historical trend;
- (iv) We have performed sensitivity analysis on key assumptions that will significantly affect the recoverable amounts of the CGUs; and
- (v) We have reviewed adequacy of disclosure in the financial statements.

(c) Impairment of trade receivables, contract assets and lease receivables

At 31 December 2025, trade receivables, contract assets and lease receivables of the Group and of the Company were amounted to RM138.2 million, RM324.2 million, RM34.3 million and RM130.5 million, RM324.2 million, RM34.3 million as disclosed in Notes 24, 21 and 32 to the financial statements, respectively.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the probability of default by trade receivables, contract assets and lease receivables, and appropriate forward-looking information.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HEITECH PADU BERHAD (cont'd)



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Key Audit Matters (cont'd)

(c) Impairment of trade receivables, contract assets and lease receivables (cont'd)

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- (i) We have assessed and evaluated the appropriateness of the design and implementation of controls in the impairment of trade receivables, contract assets and lease receivables;
- (ii) We have reviewed and evaluated the appropriateness of management's impairment policy and model in accordance with MFRS 9 *Financial Instruments*;
- (iii) We have assessed the appropriateness of macroeconomic factors identified by the management for the purpose of determining forward-looking rate;
- (iv) We have reviewed and assessed the appropriateness of specific provision made by the management in accordance with the Group's and the Company's impairment policy;
- (v) We have recomputed management's impairment assessment on trade receivables, contract assets and lease receivables for mathematical accuracy; and
- (vi) We have reviewed adequacy of disclosure in the financial statements.

Information other than the financial statements and auditors' report thereon

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

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HEITECH PADU BERHAD (cont'd)



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Responsibilities of the directors for the financial statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HEITECH PADU BERHAD (cont'd)



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Auditors' responsibilities for the audit of the financial statements (cont'd)

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

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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

Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 17 to the financial statements.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF HEITECH PADU BERHAD (cont'd)



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Registration No: 199401024950 (310628-D)

Other matters

- (a) The financial statements of the Group and of the Company for the preceding financial year were audited by another firm of auditors and are presented here merely for comparative purposes. The report issued by the predecessor auditor, which was dated 25 March 2025, expressed an unmodified opinion.
- (b) This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

SBY PARTNERS PLT

202106000003 (LLP0026726-LCA) & AF 0660
 Chartered Accountants

CHOW HIN JET

03834/05/2026 J
 Chartered Accountants

Kuala Lumpur
 20 April 2026

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	6	651,198	336,971	609,654	295,836
Other income	7	2,885	13,918	3,124	6,129
Employee benefits expense	8	(93,423)	(88,811)	(76,971)	(73,594)
Purchase of hardware and software		(344,606)	(92,609)	(344,606)	(92,609)
Lease line rental		(24,938)	(23,306)	(24,938)	(23,306)
Maintenance costs		(15,527)	(12,180)	(15,527)	(12,180)
Bulk mailing processing charges		(8,656)	(10,107)	-	-
Project implementation costs		(89,642)	(61,394)	(91,199)	(52,880)
Depreciation and amortisation		(12,546)	(14,648)	(10,829)	(12,748)
Net gains/(losses) on impairment of financial assets.		36	(4,097)	(1,312)	(4,049)
Other expenses		(35,874)	(32,580)	(28,846)	(24,802)
Finance costs	10	(6,246)	(5,630)	(5,455)	(5,300)
Profit before tax	11	22,661	5,527	13,095	497
Taxation	12	(3,670)	1,531	(1,863)	3,549
Profit for the year		18,991	7,058	11,232	4,046
Profit attributable to:					
Owners of the parent		20,512	6,706	11,232	4,046
Non-controlling interests		(1,521)	352	-	-
		18,991	7,058	11,232	4,046
Earnings per share attributable to owners of the parent (sen per share):					
Basic and diluted	13	17.28	6.32		

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit for the year	18,991	7,058	11,232	4,046
Other comprehensive income				
<i>Items that will not be reclassified to profit or loss in subsequent periods (net of tax):</i>				
Revaluation on freehold land and building	7,590	2,946	7,590	2,946
<i>Items that may be reclassified to profit or loss in subsequent periods (net of tax):</i>				
Exchange differences on translation of foreign operations	(34)	14	-	-
Total comprehensive income for the year	26,547	10,018	18,822	6,992
Total comprehensive income attributable to:				
Owners of the parent	28,068	9,666	18,822	6,992
Non-controlling interests	(1,521)	352	-	-
	26,547	10,018	18,822	6,992

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Assets					
Non-current assets					
Property, plant and equipment	14	119,988	119,067	110,928	109,486
Right-of-use assets	15	7,006	6,271	6,696	5,751
Intangible assets	16	13,698	15,051	7,716	8,643
Investments in subsidiaries	17	-	-	17,969	17,969
Investment in an associates	18	-	-	-	-
Investment in joint venture	19	243	243	765	765
Other investments	20	3,080	3,080	2,110	2,110
Trade receivables	24	2,037	-	-	-
Lease receivables	32	21,455	34,136	21,455	34,136
		167,507	177,848	167,639	178,860
Current assets					
Inventories	23	65	26	-	-
Trade and other receivables	24	150,277	48,191	147,105	58,290
Contract assets	21	324,180	107,359	324,180	104,471
Contract costs assets	25	202,962	136,287	201,915	135,185
Prepayments		9,926	6,848	9,356	5,707
Current tax assets		1,094	3,697	487	3,578
Cash and bank balances	26	106,557	52,163	88,041	34,432
Lease receivables	32	12,852	18,578	12,852	18,578
		807,913	373,149	783,936	360,241
Total assets		975,420	550,997	951,575	539,101
Equity and liabilities					
Current Liabilities					
Contract liabilities	21	104,157	11,511	100,422	6,739
Loans and borrowings	27	398,848	188,329	398,625	187,851
Lease liabilities	28	15,781	16,298	15,445	16,041
Trade and other payables	29	180,161	117,708	184,798	128,373
Current tax liabilities		330	306	-	-
		699,277	334,152	699,290	339,004
Net Current assets		108,636	38,997	84,646	21,237

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

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current liabilities					
Deferred tax liabilities	22	3,606	2,559	3,474	2,428
Loans and borrowings	27	8,238	5,775	2,399	-
Lease liabilities	28	14,301	26,253	14,284	25,956
Other payables	29	4,703	-	4,703	-
		30,848	34,587	24,860	28,384
Total liabilities		730,125	368,739	724,150	367,388
Equity attributable to owners of the parent					
Share capital	30	173,542	136,652	173,542	136,652
Retained earnings/(Accumulated losses)		5,503	(15,009)	(6,889)	(18,121)
Foreign currency translation reserve	31(a)	(1,224)	(1,190)	-	-
Revaluation reserve	31(b)	60,772	53,182	60,772	53,182
		238,593	173,635	227,425	171,713
Non-controlling interests		6,702	8,623	-	-
Total equity		245,295	182,258	227,425	171,713
Total equity and liabilities		975,420	550,997	951,575	539,101

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Group	Attributable to owners of the parent		Non-distributable		Distributable		Total equity attributable to owners of the parent	Total equity RM'000
	Share capital (Note 30) RM'000	Share capital translation reserve (Note 31(a)) RM'000	Revaluation reserve (Note 31(b)) RM'000	Accumulated losses RM'000	Retained earnings/ losses RM'000	Non-controlling interests RM'000		
At 1 January 2025	136,652	(1,190)	53,182	(15,009)	173,635	8,623	182,258	
Total comprehensive income	-	(34)	7,590	20,512	28,068	(1,521)	26,547	
Issuance of share capital	36,890	-	-	-	36,890	-	36,890	
Dividend paid to non-controlling interests	-	-	-	-	-	(400)	(400)	
At 31 December 2025	173,542	(1,224)	60,772	5,503	238,593	6,702	245,295	
At 1 January 2024	117,751	(1,204)	50,236	(21,930)	144,853	8,671	153,524	
Total comprehensive income	-	14	2,946	6,706	9,666	352	10,018	
Issuance of share capital	18,901	-	-	-	18,901	-	18,901	
Dividend paid to non-controlling interests	-	-	-	-	-	(400)	(400)	
Reconciliation of investment in a joint venture	-	-	-	215	215	-	215	
At 31 December 2024	136,652	(1,190)	53,182	(15,009)	173,635	8,623	182,258	

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

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Share capital (Note 30) RM'000	Revaluation reserve (Note 31(b)) RM'000	Accumulated losses RM'000	Total equity RM'000
Company				
At 1 January 2025	136,652	53,182	(18,121)	171,713
Total comprehensive income	-	7,590	11,232	18,822
Issuance of share capital	36,890	-	-	36,890
At 31 December 2025	173,542	60,772	(6,889)	227,425
At 1 January 2024				
At 1 January 2024	117,751	50,236	(22,167)	145,820
Total comprehensive income	-	2,946	4,046	6,992
Issuance of share capital	18,901	-	-	18,901
At 31 December 2024	136,652	53,182	(18,121)	171,713

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from operating activities					
Profit before tax		22,661	5,527	13,095	497
<u>Adjustments for:</u>					
Gain on disposal of property, plant and equipment	7	(1)	(41)	-	(41)
Gain on disposal of assets held for sale	7	-	(10,170)	-	-
(Gain) on lease modification	11	-	(247)	-	(308)
Hibah income	7	(474)	(552)	(329)	(407)
Finance income on lease receivables	7	(1,140)	(785)	(1,140)	(785)
Finance costs	10	6,246	5,630	5,455	5,300
Amortisation of intangible assets	16	1,440	2,624	927	1,796
Depreciation of					
• property, plant and equipment	14	7,069	8,136	6,230	7,362
• right-of-use assets	15	4,037	3,888	3,672	3,590
Dividend income from subsidiaries	7	-	-	(600)	(3,050)
Written back on payables	7	-	(1,318)	-	(858)
(Reversal of)/ Allowance for impairment loss:					
• Trade receivables	11	(36)	1,233	(243)	1,184
• Other receivables	11	-	2,864	1,555	2,865
• Intangible assets	11	225	1,702	-	-
• Investment in an associate	11	-	1,141	-	470
• Contract cost assets	11	-	2,475	-	2,475
Inventories written down	23	30	37	-	-
Software development costs written off	11	-	82	-	-
Unrealised loss on foreign exchange	11	1,211	-	1,211	-
Operating profit before working capital changes		41,268	22,226	29,833	20,090

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

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from operating activities (cont'd)					
Changes in working capital:					
Inventories		(69)	161	-	-
Trade and other receivables		(104,547)	(15,946)	(90,127)	(23,721)
Contract assets		(216,821)	(72,096)	(219,709)	(70,368)
Contract costs assets		(66,675)	(50,739)	(66,730)	(50,634)
Prepayments		(3,078)	(4)	(3,649)	-
Contract liabilities		92,646	(131)	93,683	428
Trade and other payables		67,156	32,956	61,128	34,084
Cash flows used in operations		(190,120)	(83,573)	(195,571)	(90,120)
Interest received		1,140	785	1,140	785
Interest paid		(1,531)	(669)	(1,459)	(605)
Tax refunded		4,273	-	3,936	-
Tax paid		(3,607)	(1,317)	(1,000)	(236)
Net cash flows used in operating activities		(189,845)	(84,774)	(192,954)	(90,177)
Cash flows from investing activities					
Purchase of property, plant and equipment	14	(1,062)	(22,742)	(744)	(13,067)
Hibah received		474	552	329	407
Dividend received		-	-	600	3,050
Proceeds from disposal of property, plant and equipment		1	231	-	44
Proceeds from disposal of assets held for sale		-	13,955	-	-
Software development costs incurred	16	(312)	(748)	-	-
Subscription of additional equity interest in a joint venture	19	-	(415)	-	(415)
Net cash flows (used in)/from investing activities		(899)	(9,167)	185	(9,981)

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash flows from financing activities					
Proceeds from issuance of ordinary shares	30	36,890	18,901	36,890	18,901
Net proceeds from loans and borrowings		211,658	64,489	211,849	59,920
Lease payment received		18,407	19,321	18,407	19,321
Dividends paid to non-controlling interests		(400)	(400)	-	-
Net (placement)/upliftment of pledge deposits		(10,239)	2,194	(10,259)	1,347
Payments of principal portion of lease liabilities		(17,241)	(17,814)	(16,885)	(17,471)
Interest paid		(4,289)	(4,961)	(3,996)	(4,695)
Net cash flows from financing activities		234,786	81,730	236,006	77,323
Net change in cash and cash equivalents		44,042	(12,211)	43,237	(22,835)
Effect of exchange rate changes on cash and cash equivalents		(1,211)	14	(1,211)	-
Cash and cash equivalents at beginning of the year		(2,119)	10,078	(16,320)	6,515
Cash and cash equivalents at end of the year (Note 26)		40,712	(2,119)	25,706	(16,320)

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

Reconciliation of liabilities arising from financing activities

	Loans and Borrowing (excluding bank overdrafts) RM'000	Lease Liabilities RM'000	Total RM'000
Group			
At 1 January 2024	95,886	57,643	153,529
Cash flows	59,528	(17,814)	41,714
<i>Non-cash changes:</i>			
Additions of lease liabilities	-	3,119	3,119
Lease modification	-	(397)	(397)
Finance cost	4,961	-	4,961
At 31 December 2024/1 January 2025	160,375	42,551	202,926
Cash flows	207,369	(17,241)	190,128
<i>Non-cash changes:</i>			
Additions of lease liabilities	-	4,772	4,772
Finance cost	4,289	-	4,289
At 31 December 2025	372,033	30,082	402,115
Company			
At 1 January 2024	94,211	56,715	150,926
Cash flows	55,225	(17,471)	37,754
<i>Non-cash changes:</i>			
Additions of lease liabilities	-	3,119	3,119
Lease modification	-	(366)	(366)
Finance cost	4,695	-	4,695
At 31 December 2024/1 January 2025	154,131	41,997	196,128
Cash flows	207,853	(16,885)	190,968
<i>Non-cash changes:</i>			
Additions of lease liabilities	-	4,617	4,617
Finance cost	3,996	-	3,996
At 31 December 2025	365,980	29,729	395,709

NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2025

1. CORPORATE INFORMATION

HeiTech Padu Berhad ("the Company") is a public limited liability company incorporated and domiciled in Malaysia, and is listed on Bursa Malaysia Securities Berhad. The principal place of business and registered office of the Company is located at Level 15, Menara Insignia, Persiaran Kewajipan, USJ 1, UEP Subang Jaya, 47600 Selangor Darul Ehsan.

The principal activities of the Company are the provision of systems integration, network related services, data centre management, disaster recovery services and other information technology related services. Under the Communications and Multimedia Act ("CMA") 1998 Framework, the provision of network related services and internet data centre services are licensed as Network Services Provider Individual License ("NSP (I)") and Application Service Provider Class License ("ASP (c)") respectively.

The principal activities of the subsidiaries are development and provision of information technology and software related services, provision of mail processing and related services, provision of data center management services, provision of engineering, procurement, construction and commissioning ("EPCC") services, provision of consultancy services and network related services, and operation of generation facilities that produce electricity.

2. BASIS OF PREPARATION

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

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of amendments to MFRSs during the financial year. The amendments to MFRSs adopted during the financial year are disclosed in Note 3.1.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000), except when otherwise indicated.

3. ADOPTION OF NEW MFRS AND AMENDMENTS TO MFRS

3.1 Amendments to MFRSs adopted

The Group and the Company adopted the following amendments to MFRS mandatory for financial period beginning on or after 1 January 2025:

Title

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

The adoption of the above-mentioned amendments to MFRS has no significant impact on the financial statements of the Group and of the Company.

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

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

3. ADOPTION OF NEW MFRS AND AMENDMENTS TO MFRS (CONT'D)

3.2 New MFRSs and amendments to MFRSs not yet effective

The following are new MFRSs and amendments to the MFRSs that have been issued by the Malaysian Accounting Standards Board ("MASB") up to the date of the issuance of the Group's and of the Company's financial statements but have not been adopted by the Group and the Company:

Title	Effective for annual periods beginning on or after
Amendments to MFRS 9 <i>Financial Instruments</i> and MFRS 7 <i>Financial Instruments: Disclosures - Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 <i>Financial Instruments</i> and MFRS 7 <i>Financial Instruments: Disclosures - Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
Annual Improvement to MFRS Accounting Standards- Volume 11	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2026
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 19 <i>Subsidiaries without Public2027 Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 121 <i>The Effects of Changes in Foreign Exchange Rates - Translation to a Hyperinflationary Presentation Currency</i>	1 January 2027
Amendments to MFRS 10 <i>Consolidated Financial Statements and MFRS 128 Investment in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The directors anticipate that the above-mentioned new MFRSs and amendments to MFRSs will be adopted by the Group and the Company when they become effective.

The initial application of new MFRSs and amendments to MFRSs is not expected to have any significant impact on the financial statements of the Group and of the Company.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 Business combinations and goodwill (cont'd)

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 *Financial Instruments*, is measured at fair value with the changes in fair value recognised in profit or loss in accordance with MFRS 9. Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net identifiable assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss. The accounting policy for goodwill is set out in Note 4.5(a).

4.2 Transactions with non-controlling interests

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company.

Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the parent.

4.3 Functional and presentation currency

The individual financial statements of each entity in the Group are measured in the currency of the primary economic environment in which the entity operates ("the functional currency"). The financial statements of the Group and of the Company are presented in RM, which is also the Group's and the Company's functional currency.

4.4 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to the initial recognition, property, plant and equipment other than freehold land and building are measured at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land and building are measured at fair value less accumulated depreciation and accumulated impairment losses recognised after the date of the revaluation. Valuations are performed by professional independent valuer with sufficient regularity to ensure that the carrying amount does not differ materially from the fair value at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.4 Property, plant and equipment (cont'd)

Freehold land has an unlimited useful life and therefore is not depreciated. All other property, plant and equipment are depreciated on a straight-line basis over the estimated useful lives of the assets at the following annual rates:

Buildings	2% - 10%
Motor vehicles	20%
Machinery, office equipment, furniture and fittings	6% - 20%
Computers and network equipment	25% - 33%
Renovation	15%

4.5 Intangible assets

(a) Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired is allocated, from the acquisition date, to each of the Group's cash-generating units that are expected to benefit from the synergies of the combination.

Where goodwill forms part of a cash-generating unit and part of the operation within that cash-generating unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the cash-generating unit retained.

(b) Software development costs

Software development costs comprise purchased software, manpower and related overhead incurred directly in the development of computer software. Research costs are expensed as incurred. Software development costs arising from development expenditure incurred on an individual project are recognised when the Group and the Company can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete and the ability to measure reliably the expenditures during development. Software development costs have a finite useful life and are amortised over the period of expected sales from the related project (ranging from 5 to 15 years) on a straight line basis.

4.6 Investments in associates and joint ventures

The Group's investments in associates and joint ventures are accounted for using the equity method. The financial statements of the associate and joint venture are prepared for the same reporting period as the Group. The accounting policies of the associate are aligned with those of the Group. Therefore, no adjustments are made when measuring and recognising the Group's share of the profit or loss of an associate after the date of acquisition.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in associates or joint ventures. The Group determines at each reporting date whether there is any objective evidence that the investment in associates or joint ventures are impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and recognises the loss within share of results of associates or joint ventures in the profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.6 Investments in associates and joint ventures (cont'd)

In the Company's separate financial statements, investments in associates and joint ventures are stated at cost less accumulated impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts are recognised in profit or loss.

4.7 Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (i.e. cash-generating units ("CGU")).

In assessing value-in-use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised.

If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss. Impairment loss on goodwill is not reversed in a subsequent period.

4.8 Impairment of financial assets

The Group and the Company apply the expected credit loss model ("ECL") of MFRS 9 to recognise impairment losses of financial assets measured at amortised cost. Except for trade receivables, contract assets and lease receivables, a 12-month ECL is recognised in profit or loss on the date of origination or purchase of the financial assets. At the end of each reporting period, the Group and the Company assess whether there has been a significant increase in credit risk of a financial asset since its initial recognition or at the end of the prior period. Other than for financial assets which are considered to be of low-risk grade, a lifetime ECL is recognised if there has been a significant increase in credit risk since initial recognition. For trade receivables, contract assets and lease receivables, the Group and the Company have availed the exception to the 12-month ECL requirement to recognise only lifetime ECL.

The assessment of whether credit risk has increased significantly is based on quantitative and qualitative information that include financial evaluation of the creditworthiness of the debtors or issuers of the instruments, ageing of receivables, defaults and past due amounts, past experiences with the debtors, current conditions and reasonable forecast of future economic conditions. For operational simplifications: (a) a 12-month expected credit loss is maintained for financial assets which investment grades that are considered as low credit risk, irrespective of whether credit risk has increased significantly or not; and (b) credit risk is considered to have increased significantly if payments are more than 120 days past due if no other borrower-specific information is available without undue cost or effort.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.8 Impairment of financial assets (cont'd)

The ECL is measured using an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes, discounted for the time value of money and applying reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions, and forecast of future economic conditions. The ECL for a financial asset (when assessed individually) or a group of financial assets (when assessed collectively) is measured at the present value of the probability-weighted expected cash shortfalls over life of the financial asset or group of financial assets. When a financial asset is determined as credit-impaired (based on objective evidence of impairment), the lifetime ECL is determined individually.

For trade receivables, contract assets and lease receivables, the lifetime ECL is determined at the end of each reporting period using a provision matrix. For each significant receivable, individual lifetime ECL is assessed separately. For significant receivables which are not impaired and for all other receivables, they are grouped into risk classes by type of customers and businesses, and the ageing of the receivables. Collective lifetime ECLs are determined using past loss rates, which are updated for effects of current conditions and reasonable forecasts for future economic conditions. In the event that the economic or industry outlook is expected to worsen, the past loss rates are increased to reflect the worsening economic conditions.

4.9 Inventories

Inventories are stated at the lower of cost and net realisable value.

Costs incurred in bringing the inventories to their present location and condition are accounted for on a first-in, first-out basis.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sales.

4.10 Leases

As a lessee

The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities.

The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Buildings	3 - 4 years
Computer and network equipment	4 years

The Group and the Company have certain leases of certain assets with lease term of 12 months or less, and low value leases of RM20,000 and below. The Group and the Company apply the "short-term lease" and "lease of low value assets" exemptions for these leases.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.10 Leases (cont'd)

As a lessor

The Group and the Company classified its leases as either operating leases or finance leases. Leases where the Group and the Company retain substantially all the risks and rewards of ownership of the leased assets are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

If the Group and the Company transfer substantially all the risks and rewards incidental to ownership of the leased assets, leases are classified as finance leases and are capitalised at an amount equal to the net investment in the lease.

When the Group or the Company is an intermediate lessor, it assesses the lease classification of a sublease with reference to the ROU asset arising from the head lessee, not with reference to the underlying asset.

4.11 Revenue from contracts with customers

Revenue is measured at the fair value of consideration received or receivable. The following describes the performance obligation in contracts with customers:

(a) System application and development and engineering works

The Group and the Company involve in the system application and development and engineering works, in which the Group and the Company consider whether there are promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated. For contracts relating to system application and development, the Group and the Company are responsible for the overall management of the project and identifies various goods and services to be provided, including project management, procurement of hardware and software, system design, system deployment and testing, system installation and integration. In such contracts, the Group and the Company determined that the goods and services are not distinct and generally accounts for them as a single performance obligation.

Depending on the terms of each contract, the Group and the Company determined whether control is transferred at a point in time or over time. For performance obligations satisfied over time, the Group and the Company measure progress using either the output method or the input method, which best depicts the transfer of control of goods and services to the customer.

The input method is applied by reference to the costs incurred for work performed to date against the estimated costs to completion over the contract period.

The output method is applied based on direct measurements of the value of goods and services transferred to the customer to date, such as milestones achieved or completion of specific phases of the project.

(b) Rendering of services

The Group and the Company provide maintenance services, software support and license services, disaster recovery and facility management services, managed security services, database management services and smart parking services. These services represent a series of daily services that are individually satisfied over time because the customers simultaneously receive and consume the benefits provided by the Group and the Company. The Group and the Company apply the time elapsed method to measure progress.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.11 Revenue from contracts with customers (cont'd)

Revenue is measured at the fair value of consideration received or receivable. The following describes the performance obligation in contracts with customers (cont'd):

(c) Mailing and document processing services

The Group provides mailing and document processing services, in which the performance obligation is satisfied upon completion of services and acceptance by the customer.

(d) Contract costs

The Group and the Company incur costs to fulfil a contract with a customer. The Group and the Company capitalise the incremental costs of obtaining a contract that meet criteria in MFRS 15. Costs incurred by the Group and the Company to fulfil a contract prior to the commencement of its performance (e.g. tendering costs) are mostly general and administrative expenses that are expensed as incurred.

Any capitalised contract costs assets is amortised on a systematic basis that is consistent with the Group's and the Company's transfer of the related goods or services to the customer. Capitalised contract costs are subject to an impairment assessment at the end of each reporting period. Impairment losses are recognised in profit or loss.

For contract cost, impairment loss is recognised in profit or loss to the extent that the carrying amount of the contract cost exceeds:

- (i) the remaining amount of consideration that the Group and the Company expect to receive in exchange for the goods or services to which the asset relates; less
- (ii) the costs that relate directly to providing those goods or services and that have not been recognised as expenses.

(e) Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group and the Company perform by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Trade receivables

A receivable represents the Group's and the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due).

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group and the Company have received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group and the Company transfer goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group and the Company perform under the contract.

NOTES TO THE FINANCIAL STATEMENTS

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5. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's and the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

There was no critical judgement that the directors have made in the process of applying the Group's and the Company's policies that have a significant effect on the amounts recognised in financial statements.

5.1 Key sources of estimation uncertainty

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

(a) Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value-in-use of the CGUs to which goodwill are allocated. Estimating a value-in-use amount requires the Group to make an estimate of the expected future cash flows from the CGU and determine a suitable discount rate and long-term growth rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at the financial year end are disclosed in Note 16.

(b) Provision for expected credit losses of trade receivables, contract assets and lease receivables

The Group and the Company use a provision matrix to calculate ECLs for trade receivables, contract assets and lease receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by customer type).

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

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's and the Company's historical credit loss experience and forecast of economic conditions may also not be representative of customers' actual default in the future. The information about the ECLs on the Group's and the Company's trade receivables, contract assets and lease receivables are disclosed in Note 36(a).

(c) Measurement of progress towards complete satisfaction of system application and development

The Group and the Company recognise revenue from system application and development over time using input method which is measured by reference to the contract costs incurred to date against the estimated total costs for the contract. Significant judgement is required in determining the extent of the contract costs incurred and the estimated total contract costs, as well as the recoverability of the contract costs. In making the judgement, the Group and the Company evaluate based on their past experience of similar types of contracts.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

6. REVENUE

Segments	PBG RM'000	PSG RM'000	IG RM'000	Total RM'000
Group				
31 December 2025				
Type of goods or services				
Malaysian Communications and Multimedia Commission (MCMC) Licensable Activities				
Network related services	-	45,377	-	45,377
Cloud related services	-	2,924	-	2,924
	-	48,301	-	48,301
System application and development	432,122	1,634	266	434,022
Maintenance charges	46,014	6,693	51	52,758
Disaster recovery and facility management services	13,260	10,419	-	23,679
Managed security services	27,030	8,299	-	35,329
Engineering works	-	-	1,224	1,224
Mailing and document processing services	-	-	16,613	16,613
Database management services	-	-	15,667	15,667
Software support and licence fees	-	238	-	238
Smart parking services	-	-	14,395	14,395
Others	-	1,390	7,582	8,972
	518,426	28,673	55,798	602,897
Total revenue from contracts with customers	518,426	76,974	55,798	651,198
Timing of revenue recognition				
At a point in time	-	1,390	39,862	41,252
Over time	518,426	75,584	15,936	609,946
Total revenue from contracts with customers	518,426	76,974	55,798	651,198
Geographical markets				
Malaysia	518,426	76,974	55,798	651,198

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

6. REVENUE (CONT'D)

Segments	PBG RM'000	PSG RM'000	IG RM'000	Total RM'000
Group (cont'd)				
31 December 2024				
Type of goods or services				
Malaysian Communications and Multimedia Commission (MCMC) Licensable Activities				
Network related services	676	52,897	-	53,573
Cloud related services	197	3,095	-	3,292
	873	55,992	-	56,865
System application and development	65,840	3,493	16	69,349
Maintenance charges	89,732	6,613	1,086	97,431
Disaster recovery and facility management services	7,981	9,127	-	17,108
Managed security services	18,449	14,866	-	33,315
Engineering works	-	-	5,096	5,096
Mailing and document processing services	-	-	17,624	17,624
Database management services	-	-	12,698	12,698
Software support and licence fees	-	408	-	408
Smart parking services	-	-	17,433	17,433
Others	93	3,820	5,731	9,644
	182,095	38,327	59,684	280,106
Total revenue from contracts with customers	182,968	94,319	59,684	336,971
Timing of revenue recognition				
At a point in time	93	3,820	36,053	39,966
Over time	182,875	90,499	23,631	297,005
Total revenue from contracts with customers	182,968	94,319	59,684	336,971
Geographical market				
Malaysia	182,968	94,319	59,684	336,971

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

6. REVENUE (CONT'D)

	Company	
	2025 RM'000	2024 RM'000
Type of goods or services		
Malaysian Communications and Multimedia Commission (“MCMC”) Licensable Activities		
Network related services	45,377	53,573
Cloud related services	2,924	3,292
	48,301	56,865
System application and development	433,951	69,449
Maintenance charges	52,089	96,345
Disaster recovery and facility management services	23,679	17,108
Managed security services	35,329	33,315
Smart parking services	14,395	17,433
Others	1,910	5,321
	561,353	238,971
Total revenue from contracts with customers	609,654	295,836
Timing of revenue recognition		
At a point in time	1,910	5,321
Over time	607,744	290,515
Total revenue from contracts with customers	609,654	295,836
Geographical market		
Malaysia	609,654	295,836

Revenue pertaining to the MCMC Licensable Activities refers to those attributable revenue prescribed under the Communication and Multimedia Act (“CMA”) 1998 Framework. Under the CMA, the provision of network related services and internet data centre services are licensed as Network Services Provider Individual License (“NSP (I)”) and Application Service Provider Class License (“ASP (c)”) respectively.

NOTES TO THE FINANCIAL STATEMENTS

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7. OTHER INCOME

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Hibah income from fixed deposits with license banks	474	552	329	407
Dividend income from subsidiaries (Note 11)	-	-	600	3,050
Gain on disposal of property, plant and equipment (Note 11)	1	41	-	41
Gain on disposal of assets held for sale (Note 11)	-	10,170	-	-
Rental income	48	97	34	108
Realised gain on foreign exchange (Note 11)	327	250	327	249
Written back on payables (Note 11)	-	1,318	-	858
Interest income from lease receivables (Note 32)	1,140	785	1,140	785
Others	895	705	694	631
	2,885	13,918	3,124	6,129

8. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Salaries and Wages	78,552	74,672	64,815	61,775
Defined contributions plans and social security contributions	9,947	9,638	8,226	8,021
Other employee benefits	4,924	4,501	3,930	3,798
	93,423	88,811	76,971	73,594

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

9. DIRECTORS' REMUNERATION

The details of remuneration received or receivable by directors of the Group and of the Company during the financial year are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Executive directors' remuneration:				
Salaries and other emoluments	1,208	1,369	1,208	1,369
Estimated monetary value of benefits-in-kind	7	93	7	93
	1,215	1,462	1,215	1,462
Non-executive directors' remuneration:				
Fees	664	762	479	518
Other emoluments	283	474	283	474
	947	1,236	762	992
Total directors' remuneration (Note 35(c))	2,162	2,698	1,977	2,454

10. FINANCE COSTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expenses on:				
• term loans	293	266	-	-
• revolving credits	1,340	1,405	1,340	1,405
• project financing	912	1,130	912	1,130
• obligations under finance leases	951	209	951	209
• lease liabilities (Note 28)	580	460	508	396
• bank overdrafts	1,744	2,160	1,744	2,160
• others	426	-	-	-
	6,246	5,630	5,455	5,300

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

11. PROFIT BEFORE TAX

Other than those disclosed elsewhere in the financial statements, profit before tax is arrived at after charging/ (crediting):

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Auditors' remuneration:				
• statutory audit	515	499	345	305
• other services	8	10	8	10
• over provision of prior year statutory audit	(33)	-	(16)	-
Amortisation of intangible assets (Note 16)	1,440	2,624	927	1,796
Expenses relating to short-term leases and low-value assets	529	322	32	125
Gain on lease modification	-	(247)	-	(308)
Gain on disposal of:				
• property, plant and equipment (Note 7)	(1)	(41)	-	(41)
• assets held for sale (Note 7)	-	(10,170)	-	-
Depreciation of:				
• property, plant and equipment (Note 14)	7,069	8,136	6,230	7,362
• right-of-use assets (Note 15)	4,037	3,888	3,672	3,590
Dividend income from subsidiaries (Note 7)	-	-	(600)	(3,050)
Written back on payables (Note 7)	-	(1,318)	-	(858)
(Reversal of)/Allowance for impairment loss on:				
• trade receivables (Note 24(a))	(36)	1,233	(243)	1,184
• other receivables (Note 24(c))	-	2,864	1,555	2,865
• investment in an associate	-	1,141	-	470
• intangible assets (Note 16)	225	1,702	-	-
• contract cost assets (Note 25)	-	2,475	-	2,475
Software development costs written off (Note 16)	-	82	-	-
Inventories written down (Note 23)	30	37	-	-
(Gain)/Loss on foreign exchange:				
• realised (Note 7)	(327)	(250)	(327)	(249)
• unrealised	1,211	-	1,211	-

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

12. TAXATION

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Recognised in profit or loss				
Current financial year:				
• income tax	2,564	2,141	79	98
• deferred tax	4,477	(3,433)	4,503	(3,474)
(Over)/Under provision in prior years:				
• income tax	(603)	(234)	76	(173)
• deferred tax	(2,768)	(5)	(2,795)	-
	3,670	(1,531)	1,863	(3,549)
Recognised in other comprehensive income				
Revaluation of freehold land and building	(662)	320	(662)	320

Numerical reconciliation between the taxation and the product of accounting loss multiplied by the applicable to profit before tax at the statutory income tax rate of the Group and of the Company is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before tax	22,661	5,527	13,095	497
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	5,439	1,326	3,143	119
Effect of income not subject to tax	(162)	(2,405)	(156)	(742)
Effect of expenses not deductible for tax purposes	1,935	3,176	1,595	1,629
Utilisation of unabsorbed capital allowances	(52)	(1,220)	-	(1,145)
Utilisation of previously unrecognised tax losses	(984)	(3,338)	-	(3,237)
Deferred tax assets not recognised during the year	865	1,169	-	-
(Over)/Under provision of deferred income in prior years	(603)	(234)	76	(173)
(Over)/Under provision of deferred tax in prior years	(2,768)	(5)	(2,795)	-
	3,670	(1,531)	1,863	(3,549)

NOTES TO THE FINANCIAL STATEMENTS

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13. EARNING PER SHARE

Basic earning per share are calculated by dividing the profit for the financial year attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the financial year.

Diluted earnings per share is calculated by dividing the profit for the financial year attributable to owners of the parent by the adjusted weighted average number of ordinary shares in issue and issuable during the financial year.

There are no potential dilution effects on ordinary shares of the Group for the current financial year. Accordingly, the diluted earning per share for the current financial year is equal to basic earnings per share.

The following tables reflect the profit and share data used in the computation of basic and diluted earning per share:

	Group	
	2025 RM'000	2024 RM'000
Profit attributable to owners of the parent	20,512	6,706
Number of ordinary shares in issue at the beginning of the financial year ('000)	111,348	101,225
Effects of issuance of share capital ('000)	7366	4,919
Weighted average number of ordinary shares in issue for basic and diluted earnings per share computation ('000)	118,714	106,144
Basic and diluted earnings per share (sen per share)	17.28	6.32

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT

Group	←--- At Valuation ---→		←--- At Cost -----→			
	Freehold land RM'000	Building RM'000	Motor vehicles RM'000	Computers and network equipment RM'000	Renovation RM'000	Total RM'000
Valuation or cost						
At 1 January 2024	55,754	72,744	596	22,107	189,042	365,627
Additions	6,050	1,400	-	365	12,966	22,742
Disposals	-	-	-	(9,386)	(3,274)	(12,660)
Revaluation surplus	3,200	66	-	-	-	3,266
At 31 December 2024/ 1 January 2025	65,004	74,210	596	13,086	198,734	378,975
Additions	-	-	-	296	588	1,062
Disposals	-	-	-	-	(5)	(5)
Transfer*	-	(46,015)	-	-	-	(46,015)
Revaluation surplus	4,300	2,628	-	-	-	6,928
At 31 December 2025	69,304	30,823	596	13,382	199,317	340,945

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group (cont'd)	←--- At Valuation ---→		←--- At Cost -----→			
	Freehold land RM'000	Building RM'000	Motor vehicles RM'000	Computers and network equipment RM'000	Renovation RM'000	Total RM'000
Accumulated depreciation						
At 1 January 2024	-	45,396	149	19,769	177,699	264,242
Charge for the year (Note 11)	-	591	157	628	5,810	8,136
Disposals	-	-	-	(9,343)	(3,127)	(12,470)
At 31 December 2024/ 1 January 2025	-	45,987	306	11,054	180,382	259,908
Charge for the year (Note 11)	-	28	105	535	5,225	7,069
Transfer*	-	(46,015)	-	-	-	(46,015)
Disposals	-	-	-	-	(5)	(5)
At 31 December 2025	-	-	411	11,589	185,602	220,957
Net carrying amount						
At 31 December 2024	65,004	28,223	290	2,032	18,352	119,067
At 31 December 2025	69,304	30,823	185	1,793	13,715	119,988

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company	←--- At Valuation ---→				←--- At Cost -----→			
	Freehold land RM'000	Building RM'000	Motor vehicles RM'000	Machinery, office equipment, furniture and fittings RM'000	Computers and network equipment RM'000	Renovation RM'000	Total RM'000	
Valuation or Cost								
At 1 January 2024	55,800	74,527	813	11,611	185,015	25,890	353,656	
Additions	-	-	-	15	12,735	317	13,067	
Disposals	-	-	-	(201)	(1,916)	-	(2,117)	
Revaluation surplus	3,200	66	-	-	-	-	3,266	
At 31 December 2024/ 1 January 2025	59,000	74,593	813	11,425	195,834	26,207	367,872	
Additions	-	-	-	223	420	101	744	
Transfer	-	(46,721)	-	-	-	-	(46,721)	
Revaluation surplus	4,300	2,628	-	-	-	-	6,928	
At 31 December 2025	63,300	30,500	813	11,648	196,254	26,308	328,823	

NOTES TO THE FINANCIAL STATEMENTS

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14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company (cont'd)	←--- At Valuation ---→				←--- At Cost -----→			
	Freehold land RM'000	Building RM'000	Motor vehicles RM'000	Machinery, office equipment, furniture and fittings RM'000	Computers and network equipment RM'000	Renovation RM'000	Total RM'000	
Accumulated depreciation								
At 1 January 2024	-	46,155	811	10,297	174,135	21,740	253,138	
Charge for the year (Note 11)	-	566	-	305	5,541	950	7,362	
Disposals	-	-	-	(200)	(1,914)	-	(2,114)	
At 31 December 2024/ 1 January 2025	-	46,721	811	10,402	177,762	22,690	258,386	
Charge for the year (Note 11)	-	-	-	257	5,054	919	6,230	
Transfer*	-	(46,721)	-	-	-	-	(46,721)	
At 31 December 2025	-	-	811	10,659	182,816	23,609	217,895	
Net carrying amount								
At 31 December 2024	59,000	27,872	2	1,023	18,072	3,517	109,486	
At 31 December 2025	63,300	30,500	2	989	13,438	2,699	110,928	

* Relates to the accumulated depreciation as at the revaluation date that was eliminated against the gross carrying amount of the revalued asset.

NOTES TO THE FINANCIAL STATEMENTS

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14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Assets pledged as security

The carrying amount of property, plant and equipment pledged as securities for loans and borrowings (Note 27) are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Freehold land	69,304	65,004	63,300	59,000
Building	30,823	28,223	30,500	27,872
	100,127	93,227	93,800	86,872

Revaluation of land and building

Management determined that the freehold land and building constitute a separate class of property, plant and equipment, based on the nature, characteristics and risks of properties.

On 9 February 2026, the freehold land and building of the Group and of the Company were revalued by an independent qualified valuer, Azmi & Co Sdn. Bhd., registered with Board of Valuers, Appraisers, Estate Agents and Property Managers in Malaysia. The fair value of the properties was determined using the market comparable method.

A net gain of RM6,928,000 was recognised in other comprehensive income for the financial year ended 31 December 2025, as a result of these revaluations.

Fair value measurement disclosures for the revalued freehold land and building are disclosed in Note 37(b).

Significant unobservable valuation input

A significant increase/(decrease) in estimated price per square feet would result in a significantly higher/(lower) fair value on a linear basis.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

14. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Reconciliation of carrying amount

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 January	93,227	83,102	86,872	84,172
Additions	-	7,450	-	-
Revaluation surplus	6,928	3,266	6,928	3,266
Depreciation	(28)	(591)	-	(566)
At 31 December	100,127	93,227	93,800	86,872

If the revalued freehold land and building were measured using the cost model, the carrying amount would be, as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cost	80,130	80,130	74,509	74,509
Accumulated depreciation	(47,408)	(46,123)	(44,180)	(42,888)
Net carrying amount	32,722	34,007	30,329	31,621

15. RIGHT-OF-USE ASSETS

The Group and the Company have lease contracts for buildings, computers and network equipment with contract terms of 3 to 4 years and the lease contracts do not contain variable lease payments.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 January	6,271	7,190	5,751	6,280
Additions	4,772	3,119	4,617	3,119
Modifications	-	(150)	-	(58)
Depreciation (Note 11)	(4,037)	(3,888)	(3,672)	(3,590)
At 31 December	7,006	6,271	6,696	5,751

NOTES TO THE FINANCIAL STATEMENTS

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16. INTANGIBLE ASSETS

	Goodwill RM'000	Secured contract RM'000	Software development costs RM'000	Total RM'000
Group				
Cost				
At 1 January 2024	21,101	1,153	20,801	43,055
Additions	-	-	748	748
Written off (Note 11)	-	-	(82)	(82)
At 31 December 2024/ 1 January 2025	21,101	1,153	21,467	43,721
Addition	-	-	312	312
At 31 December 2025	21,101	1,153	21,779	44,033
Accumulated amortisation and impairment				
At 1 January 2024	16,518	1,153	6,673	24,344
Amortisation (Note 11)	-	-	2,624	2,624
Impairment (Note 11)	-	-	1,702	1,702
At 31 December 2024/ 1 January 2025	16,518	1,153	10,999	28,670
Amortisation (Note 11)	-	-	1,440	1,440
Impairment (Note 11)	-	-	225	225
At 31 December 2025	16,518	1,153	12,664	30,335
Net carrying amount				
At 31 December 2024	4,583	-	10,468	15,051
At 31 December 2025	4,583	-	9,115	13,698

NOTES TO THE FINANCIAL STATEMENTS

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16. INTANGIBLE ASSETS (CONT'D)

	Software development costs RM'000
Company	
Cost	
At 1 January 2024, At 31 December 2024 and 2025	12,398
Accumulated amortisation	
At 1 January 2024	1,959
Amortisation (Note 11)	1,796
At 31 December 2024/ 1 January 2025	3,755
Amortisation (Note 11)	927
At 31 December 2025	4,682
Net carrying amount	
At 31 December 2024	8,643
At 31 December 2025	7,716

Impairment testing of goodwill

Goodwill was derived from Inter-City MPC (M) Sdn. Bhd. arose from business combinations and has been allocated to one (2024: one) individual cash-generating units ("CGUs") for impairment testing as follows:

	Group	
	2025 RM'000	2024 RM'000
Mailing and document processing services	4,583	4,583

NOTES TO THE FINANCIAL STATEMENTS

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16. INTANGIBLE ASSETS (CONT'D)

Impairment testing of goodwill (cont'd)

The recoverable amounts of the CGUs have been determined based on value-in-use calculations using projected cash flows from financial budgets approved by management covering a five-year period. The discount rate applied to the cash flow projections and the forecast long-term growth rate used to extrapolate the cash flows beyond the five-year period are as follows:

	Mailing and document processing services	
	2025	2024
Discount rate	9%	9%
Long-term growth rate	1%	-

Sensitivity to changes in assumptions

The management believes that there is no reasonable possible change in any of the key assumptions which would cause the carrying value of the CGU's allocated to the goodwill to materially exceed their recoverable amount.

17. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025 RM'000	2024 RM'000
Unquoted ordinary shares, at cost	56,828	56,828
Less: Accumulated impairment losses	(38,859)	(38,859)
	17,969	17,969

NOTES TO THE FINANCIAL STATEMENTS

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17. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows

Name	Country of incorporation	Principal activities	Effective equity interest	
			2025 (%)	2024 (%)
Held by the Company:				
Motordata Research Consortium Sdn. Bhd.	Malaysia	Development and provision of a centralised parts pricing database for Malaysian insurance industry	60	60
Educational Trend Sdn. Bhd.	Malaysia	Development and marketing of computer aided educational software	98	100
Inter-City MPC (M) Sdn. Bhd.	Malaysia	Provision of mail processing and related services	100	100
Integrated Healthcare Solutions Sdn. Bhd.	Malaysia	Provision of a one-stop customer support service centre and consultancy service desks	100	100
HeiTech i-Solutions Sdn. Bhd.	Malaysia	Computer software development and marketing of software, contract programming services and product systems integration and other computer related services	100	100
HeiTech Next Sdn. Bhd.	Malaysia	Provision of research and development in developing, installing and supporting software for small and medium sized industries	100	100
Megacenter System Sdn. Bhd.	Malaysia	Provision of data centre management	100	100
HeiTech RE Sdn. Bhd.	Malaysia	Provision of engineering, procurement, construction and commissioning ("EPCC") services	70	70
HeiTech Defence System Sdn. Bhd.	Malaysia	Provision for information and communication technology products and services for the defence industry	100	100
PSG Data Sdn. Bhd.	Malaysia	Provision for information and communication technology products and services for the health industry	100	100
HeiTech Managed Services Sdn. Bhd.	Malaysia	Provision of consultancy service network management, local area network design and installation services	100	100
HeiTech Academy Sdn. Bhd.	Malaysia	To provide professional service as consultants, project management and training	100	100

NOTES TO THE FINANCIAL STATEMENTS

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17. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Set out below are summarised financial information before inter-company elimination of material non-controlling interests of the Group, as follows (cont'd):

(b) Summarised statements of profit or loss and other comprehensive income:

	2025		2024	
	Tekkis Sdn. Bhd. RM'000	Motordata Research Consortium Sdn. Bhd. RM'000	Tekkis Sdn. Bhd. RM'000	Motordata Research Consortium Sdn. Bhd. RM'000
Revenue	1,656	15,667	1,989	12,698
(Loss)/Profit for the year, representing total comprehensive (loss/income)	(792)	3,406	(2,702)	2,338
				828
				404

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17. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Set out below are summarised financial information before inter-company elimination of material non-controlling interests of the Group, as follows (cont'd):

(c) Summarised statements of cash flows:

	2025		2024	
	Tekkis Sdn. Bhd. RM'000	Motordata Research Consortium Sdn. Bhd. RM'000	Tekkis Sdn. Bhd. RM'000	Motordata Research Consortium Sdn. Bhd. RM'000
Net cash (used in)/from:				
Operating activities	(70)	3,001	(110)	3,197
Investing activities	-	(416)	-	(697)
Financing activities	-	(1,335)	-	(1,276)
Net changes in cash and cash equivalents	(70)	1,250	(110)	1,224
				316
				(1,014)
				(698)

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18. INVESTMENT IN AN ASSOCIATES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unquoted shares, at cost	470	470	470	470
Share of post-acquisition reserves	(470)	(470)	-	-
	-	-	470	470
Less: Accumulated impairment losses	-	-	(470)	(470)
	-	-	-	-

Details of the associate are as follows:

Name	Country of incorporation	Principal activities	Effective equity interest	
			2025 %	2024 %
PT Desa Tech Nusantara [^]	Indonesia	Provision of cooperative system	49	49

[^] Audited by firms other than SBY Partners PLT.

[#] No summarised financial information has been disclosed as the directors of the Group regarded the financial information as immaterial to the Group.

NOTES TO THE FINANCIAL STATEMENTS

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19. INVESTMENT IN JOINT VENTURES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unquoted shares-at cost	243	243	765	765

Name	Country of incorporation	Principal activities	Effective equity interest (%)	
			2025 (%)	2024 (%)
Held by the Company:				
Uji Bestari Sdn. Bhd. [#]	Malaysia	Provision of e-testing services for motor vehicle licenses.	51	51

[#] No summarised financial information has been disclosed as the directors of the Group regarded the financial information as immaterial to the Group.

In the previous year, on 27 December 2024, the Group and the Company subscribed additional equity interest in Uji Bestari Sdn. Bhd. for a total cash consideration of RM415,000.

20. OTHER INVESTMENTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unquoted equity instruments at fair value through profit or loss	3,080	3,080	2110	2110

Fair value measurement disclosures for the other investments are disclosed in Note 37(b).

Significant unobservable valuation input

A significant increase/(decrease) in the net tangible assets would result in a significantly higher/(lower) fair value on a linear basis.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

21. CONTRACT ASSETS/ (LIABILITIES)

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Contract assets	337,366	120,545	337,366	117,657
Less: Allowance for expected credit losses	(13,186)	(13,186)	(13,186)	(13,186)
	324,180	107,359	324,180	104,471
Contract liabilities	(104,157)	(11,511)	(100,422)	(6,739)

Contract assets mainly arise from system application and development, representing the Group's and the Company's right to consideration for work completed but not yet billed at the reporting date. Contract assets are transferred to receivables when the rights become unconditional.

Contract liabilities mainly arise from advance maintenance received, representing the Group's and the Company's obligation to transfer goods or services to customers for which consideration has been received from customers in advance. Contract liabilities are recognised as revenue when the Group and the Company perform their obligations under the contract.

(a) Significant changes in contract assets are explained as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Revenue recognised from system application and development	434,022	69,349	433,951	69,449

(b) Significant changes in contract liabilities are explained as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	11,511	11,642	6,739	6,311

NOTES TO THE FINANCIAL STATEMENTS

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21. CONTRACT ASSETS/ (LIABILITIES) (CONT'D)

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December 2025 are, as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Within one year	385,576	346,930	368,435	329,787
More than one year	560,437	835,427	559,946	834,864
	946,013	1,182,357	928,381	1,164,651

The remaining performance obligations expected to be recognised in more than one year relate to system application and development, and maintenance revenue. All the other remaining performance obligations are expected to be recognised within one year.

Set out below is the movement in the allowance for expected credit losses of contract assets:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
At 1 January/31 December	13,186	13,186	13,186	13,186

NOTES TO THE FINANCIAL STATEMENTS

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22. DEFERRED TAX

The components and movements of deferred tax liabilities and assets during the financial year prior to offsetting are as follows:

	Unutilised tax losses RM'000	Unabsorbed capital allowances RM'000	Revaluation reserve RM'000	Property, plant and equipment RM'000	Other temporary differences RM'000	Total RM'000
Deferred tax (liabilities)/assets of the Group:						
At 1 January 2024	1,034	2,498	(5,582)	(3,644)	17	(5,677)
Recognised in profit or loss	3,463	-	-	-	(25)	3,438
Recognised in other comprehensive income	-	-	(320)	-	-	(320)
At 31 December 2024/1 January 2025	4,497	2,498	(5,902)	(3,644)	(8)	(2,559)
Recognised in profit or loss	(1,370)	(2,665)	-	(3,276)	5,602	(1,709)
Recognised in other comprehensive income	-	-	662	-	-	662
At 31 December 2025	3,127	(167)	(5,240)	(6,920)	5,594	(3,606)
Deferred tax (liabilities)/assets of the Company:						
At 1 January 2024	987	2,498	(5,582)	(3,485)	-	(5,582)
Recognised in profit or loss	3,237	167	-	70	-	3,474
Recognised in other comprehensive income	-	-	(320)	-	-	(320)
At 31 December 2024/1 January 2025	4,224	2,665	(5,902)	(3,415)	-	(2,428)
Recognised in profit or loss	(1,370)	(2,665)	-	(3,177)	5,504	(1,708)
Recognised in other comprehensive income	-	-	662	-	-	662
At 31 December 2025	2,854	-	(5,240)	(6,592)	5,504	(3,474)

NOTES TO THE FINANCIAL STATEMENTS

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22. DEFERRED TAX (CONT'D)

At the reporting date, the Group has the following deferred tax assets, which are not recognised in the financial statements due to uncertainty in the availability of future taxable income:

	Group	
	2025 RM'000	2024 RM'000
Unutilised tax losses	53,906	54,704
Unabsorbed capital allowances	2,550	2,466
	56,456	57,170

At 31 December 2025, the Group has unutilised tax losses and unabsorbed capital allowances of RM53,906,000 and RM2,550,000 (2024: RM54,704,000 and RM2,466,000) respectively which are available to set off against future chargeable income.

The unabsorbed capital allowances are available indefinitely for offset against future taxable profits.

The amount and availability of unutilised tax losses to be carried forward up to 10 consecutive years of assessment and are subject to the agreement of the respective local tax authorities, as follows:

	Group	
	2025 RM'000	2024 RM'000
Unutilised tax losses:		
• expires by 31 December 2028	23,878	23,940
• expires by 31 December 2029	3,030	3,292
• expires by 31 December 2030	1,747	2,547
• expires by 31 December 2031	2,653	3,025
• expires by 31 December 2032	3,553	4,275
• expires by 31 December 2033	12,850	13,728
• expires by 31 December 2034	2,891	3,897
• expires by 31 December 2035	3,304	-
	53,906	54,704

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23. INVENTORIES

	Group	
	2025	2024
	RM'000	RM'000
At net realisable value		
Consumable materials	65	26

During the financial year, the amounts of inventories recognised as expense in bulk mailing processing charges of the Group were RM3,906,000 (2024: RM4,665,000). In addition, the expense recognised in profit or loss include inventories written down amounting to RM30,000 (2024: RM37,000).

24. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Non-current				
Trade receivables				
Third parties	2,037	-	-	-
Current				
Trade receivables				
Third parties	160,976	67,062	143,120	48,094
Amounts due from subsidiaries	-	-	31,511	46,517
	160,976	67,062	174,631	94,611
Less: Allowance for expected credit losses				
• Third parties	(24,765)	(25,597)	(22,931)	(23,415)
• Amounts due from subsidiaries	-	-	(21,185)	(22,458)
	(24,765)	(25,597)	(44,116)	(45,873)
Net trade receivables	138,248	41,465	130,515	48,738

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24. TRADE AND OTHER RECEIVABLES (CONT'D)

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Other receivables				
Amounts due from subsidiaries	-	-	28,453	25,273
Deposits	2,979	2,517	1,516	1,312
Sundry receivables	36,971	30,133	32,289	27,120
	39,950	32,650	62,258	53,705
Less: Allowance for expected credit losses				
• Sundry receivables	(25,884)	(25,924)	(25,428)	(25,467)
• Amounts due from subsidiaries	-	-	(20,240)	(18,686)
	(25,884)	(25,924)	(45,668)	(44,153)
Net other receivables	14,066	6,726	16,590	9,552
Total trade and other receivables	152,314	48,191	147,105	58,290

(a) Trade receivables

The normal credit terms of trade receivables granted by the Group and the Company are 90 (2024: 90) days.

The reconciliation of movement in allowance for expected credit losses in trade receivables is as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
At 1 January	25,597	24,364	45,873	44,689
Written off	(796)	-	(1,514)	-
(Reversal)/Charge for the year (Note 11)	(36)	1,233	(243)	1,184
At 31 December	24,765	25,597	44,116	45,873

(b) Amounts due from subsidiaries

Amounts due from subsidiaries represent payments on behalf, which are unsecured, interest-free and repayable on demand in cash or cash equivalents.

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24. TRADE AND OTHER RECEIVABLES (CONT'D)

(c) Other receivables

The reconciliation of movement in allowance for expected credit losses in other receivables is as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
At 1 January	25,924	23,060	44,153	41,288
Written off	(40)	-	(40)	-
Charge for the financial year (Note 11)	-	2,864	1,555	2,865
At 31 December	25,884	25,924	45,668	44,153

25. CONTRACT COSTS ASSETS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Capitalised fulfilment costs				
At 1 January	136,287	88,023	135,185	87,026
Capitalised during the year	455,130	138,661	455,100	138,447
	591,417	226,684	590,285	225,473
Recognised in profit or loss	(388,455)	(87,922)	(388,370)	(87,813)
	202,962	138,762	201,915	137,660
Impairment (Note 11)	-	(2,475)	-	(2,475)
At 31 December	202,962	136,287	201,915	135,185

Contract costs assets are classified as current assets as these amounts are expected to be realised within the normal operating cycle.

26. CASH AND BANK BALANCES

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Cash at banks and on hand	75,765	31,610	60,750	17,400
Deposits with licensed banks	30,792	20,553	27,291	17,032
Cash and bank balances	106,557	52,163	88,041	34,432

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26. CASH AND BANK BALANCES (CONT'D)

Deposits with licensed banks of the Group and of the Company amounting to RM30,792,000 (2024: RM20,553,000) and RM27,291,000 (2024: RM17,032,000) respectively are pledged as securities for loans and borrowings (Note 27).

Deposits with licensed banks earn profit at the respective deposit rates. The weighted average effective profit rate as at 31 December 2025 for the Group and for the Company was 2.46% (2024: 1.75%) per annum. The average days to maturity period at the reporting date of the Group and of the Company were 184 days (2024: 184 days).

For the purpose of the statements of cash flows, cash and cash equivalents comprise the following at the reporting date:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Cash and bank balances	106,557	52,163	88,041	34,432
Less: Bank overdrafts (Note 27)	(35,053)	(33,729)	(35,044)	(33,720)
	71,504	18,434	52,997	712
Deposits pledged as securities for bank borrowings	(30,792)	(20,553)	(27,291)	(17,032)
Cash and cash equivalents	40,712	(2,119)	25,706	(16,320)

27. LOAN AND BORROWINGS

	Maturity	Group		Company	
		2025	2024	2025	2024
		RM'000	RM'000	RM'000	RM'000
Non-current					
Secured:					
Term loan	2027 - 2044	5,839	5,775	-	-
Obligations under finance leases	2027 - 2031	2,399	-	2,399	-
		8,238	5,775	2,399	-
Current					
Secured:					
Term loan	2026	214	468	-	-
Bank overdrafts	On demand	35,053	33,729	35,044	33,720
Revolving credits	2026	25,648	24,137	25,648	24,137
Contract financing	2026	335,998	129,995	335,998	129,994
Obligations under finance leases	2026	1,935	-	1,935	-
		398,848	188,329	398,625	187,851
Total loans and borrowings		407,086	194,104	401,024	187,851

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27. LOANS AND BORROWINGS (CONT'D)

The remaining maturities of loans and borrowings as the reporting date are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Within one year	398,848	188,329	398,625	187,851
More than 1 year and less than 5 years	3,357	638	2,399	-
More than 5 years	4,881	5,137	-	-
	407,086	194,104	401,024	187,851

(a) Term loan

Term loan is secured by the following:

- First legal charge over a building of the subsidiary as disclosed in Note 14; and
- Joint and several guarantee by certain of directors.

The weighted average effective interest rate of term loan of the Group was 4.52% (2024: 4.52%) per annum. The repayment of the Group's term loan is due from 2024 to 2044.

(b) Bank overdrafts

Bank overdrafts are secured by negative pledge on all present and future unencumbered assets of the Company. The weighted average effective interest rate of bank overdrafts was 6.44% (2024: 7.11%) per annum.

(c) Revolving credits

Revolving credit is secured by the following:

- First legal charge over a freehold land and building of the Company as disclosed in Note 14;
- Deposits with licensed banks as disclosed in Note 26; and
- Negative pledge on all present and future unencumbered assets of the Company.

The weighted average interest rate of revolving credits was 0.36% (2024: 0.48%) per annum.

(d) Contracts financing

The contract financing is secured by the following:

- Facility agreement executed and stamped as the principal instruments;
- First legal charge over security deposit and letter of set off;
- The general Deed of Assignment against the contract proceeds;
- An Irrevocable Letter of Instruction ("ILI") to directly credit the contract proceeds into designated account; and
- Negative pledge on all present and future unencumbered assets of the Company.

The weighted average effective interest rate of contracts financing was 3.98% (2024: 4.28%) per annum

(e) Obligations under finance leases

The Group's and the Company's obligations under finance leases are secured by the lessor's title to the leased assets. Generally, the Group and the Company are restricted from assigning and subleasing the leased assets. The weighted average effective interest rate of obligations under finance leases was 3.6% (2024: Nil) per annum.

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28. LEASE LIABILITIES

	Maturity	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current					
Obligations under right-of-use assets	2027 - 2029	3,084	3,224	3,067	2,927
Obligations under lease receivables	2027 - 2029	11,217	23,029	11,217	23,029
		14,301	26,253	14,284	25,956
Current					
Obligations under right-of-use assets	2026	3,970	3,116	3,633	2,859
Obligations under lease receivables	2026	11,811	13,182	11,812	13,182
		15,781	16,298	15,445	16,041
Total lease liabilities		30,082	42,551	29,729	41,997

The remaining maturities of lease liabilities as at the reporting date are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Within one year	15,781	16,298	15,445	16,041
More than 1 year and less than 5 years	14,301	26,253	14,284	25,956
	30,082	42,551	29,729	41,997

The effective interest rate of lease liabilities ranging from 0.5% to 7.6% (2024: 0.5% to 7.6%) per annum.

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At 1 January	42,551	57,643	41,997	56,715
Additions	4,772	3,119	4,617	3,119
Accretion of interest (Note 10)	580	460	508	396
Modifications	-	(397)	-	(366)
Payments	(17,821)	(18,274)	(17,393)	(17,867)
At 31 December	30,082	42,551	29,729	41,997

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28. LEASE LIABILITIES (CONT'D)

The Group and the Company made the following cash outflows for leases as lessee:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Included in net cash from operating activities:				
Expenses relating to short-term leases and low-value assets	529	322	32	125
Interest expense on:				
• obligations under finance leases	951	209	951	209
• lease liabilities	580	460	508	396
Included in net cash from financing activities:				
Repayments of obligations under finance leases	2,071	-	2,071	-
Payments of principal portion of lease liabilities	17,241	17,814	16,885	17,471
	21,372	18,805	20,447	18,201

29. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current				
Other payables				
Provisions	4,703	-	4,703	-
Current				
Trade payables				
Third parties	112,357	76,992	107,019	68,885
Amounts due to subsidiaries	-	-	18,429	25,748
	112,357	76,992	125,448	94,633
Other payables				
Deposits	60	60	60	60
Provision	1,624	-	1,624	-
Accruals	20,282	8,317	17,150	8,317
Sundry payables	45,838	32,339	40,516	25,363
	67,804	40,716	59,350	33,740
Total trade and other payables	184,864	117,708	189,501	128,373

NOTES TO THE FINANCIAL STATEMENTS

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29. TRADE AND OTHER PAYABLES (CONT'D)

(a) Trade payables

The normal credit terms of trade payables granted to the Group and the Company is 30 to 90 (2024: 30 to 90) days.

(b) Provision

The provision of the Group and of the Company relates to a legal settlement. During the year, a provision of RM6,327,000 was recognised, representing the present value of the settlement sum. Further details are disclosed in Note 34(a).

30. SHARE CAPITAL

	Group and Company			
	Number of ordinary shares			
	2025 '000	2024 '000	2025 RM'000	2024 RM'000
Issued and fully paid up with no par value:				
At 1 January	111,348	101,225	136,652	117,751
Issued during the year	23,800	10,123	36,890	18,901
At 31 December	135,148	111,348	173,542	136,652

During the financial year, the issued and paid-up share capital of the Company was increased from RM136,652,000 to RM173,542,000 by way of issuance of 23,800,000 ordinary shares, at an issue price of RM1.55 per ordinary share via private placement for a total cash consideration of RM36,890,000 for working capital purposes.

In the previous year, the issued and paid up share capital of the Company was increased from RM117,751,000 to RM136,652,000 by way of issuance of 10,122,520 ordinary shares, at an issue price ranging from RM1.73 to RM2.01 per ordinary share via private placement for a total cash consideration of RM18,901,000 for working capital purposes.

The new ordinary shares issued during and previous year rank *pari-passu* in all respects with the existing ordinary shares of the Company.

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. All ordinary shares rank *pari-passu* with regard to the residual assets of the Company.

NOTES TO THE FINANCIAL STATEMENTS

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31. OTHER RESERVES

(a) Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

(b) Revaluation reserve

The revaluation reserve represents increases in the fair value of freehold land and building and decrease to the extent that such decreases relate to an increase on the same asset previously recognised in other comprehensive income.

32. LEASE RECEIVABLES

	Group and Company	
	2025 RM'000	2024 RM'000
Non-current	21,455	34,136
Current	12,852	18,578
	34,307	52,714
At 1 January	52,714	72,035
Lease payments received	(19,547)	(20,106)
Finance income (Note 7)	1,140	785
At 31 December	34,307	52,714

Lease receivables relate to sublease arrangements between the Company and its licensees. The Company entered into head lease agreement with the lessor for the computer hardware and software (the equipment) rental and sublease the equipment in accordance with respective licensing agreements for the entire head lease period. The Company has accounted the sublease arrangement as a finance lease under MFRS 16.

The following table sets out a maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date:

	Group and Company	
	2025 RM'000	2024 RM'000
Within one year	18,408	19,561
More than one year and less than five years	19,709	38,116
Total undiscounted lease payments receivable	38,117	57,677
Unearned finance income	(3,810)	(4,963)
	34,307	52,714

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33. COMMITMENTS

Capital Commitments

Capital expenditure as at the reporting date is as follows:

	Group and Company	
	2025 RM'000	2024 RM'000
Approved and contracted for:		
Property, plant and equipment	3,254	232

34. CONTINGENT LIABILITIES AND MATERIAL LITIGATIONS

(a) Pertubuhan Keselamatan Sosial ("Plaintiff") vs HeiTech Padu Berhad ("Defendant")

On 28 February 2023, the Defendant received a Writ of Summons and Statement of Claim both dated 23 February 2023, filed by the Plaintiff at the High Court. Plaintiff was claiming that the Defendant in breach of the contract for services rendered to the Plaintiff in respect of the "Merekabentuk, Membangun, Membekal, Menghantar, Memasang, Mengintegrasikan, Menguji, Melatih, Deploy, Mentauliah Dan Waranti Bagi Sistem Aplikasi Scheme Management" ("Agreement").

The reliefs sought by Plaintiff in the action are as follows:

- (i). The sum of RM8,491,377 being payments previously made by the Plaintiff to the Defendant under the Agreement;
- (ii). The sum of RM984,783 being the Liquidated Ascertained Damages ("LAD") imposed under the Agreement;
- (iii). The sum of RM16,887,208 being loss of expenses for the existing system until August 2021;
- (iv). Interest on all sums ordered to be paid by the Defendant to the Plaintiff at the rate of 5% per annum calculated from the date of judgment until the date of full settlement;
- (v). Costs; and
- (vi). Such further relief and/or orders as the Honorable Court deems fit.

The Defendant in their defence and counterclaim seeks the following relief:

- (i). The sum of RM6,615,157 for work done until the Plaintiff's unilateral termination on 25 June 2021;
- (ii). The sum of RM6,539,141 being expectation loss as a result the said termination;
- (iii). The sum of RM1,726,258 for the additional works done and supply of Hardware, Software and Services;
- (iv). General damages to be assessed by this Honourable Court, where applicable;
- (v). Pre-judgment interest on all sum ordered to be paid by the Plaintiff to the Defendant at the rate of 5% per annum calculated from the date of termination of 25 June 2021 until the date of judgement;
- (vi). Post-judgment interest on all sum ordered to be paid by the Plaintiff to the Defendant at the rate of 5% per annum calculated from the date of judgement until full settlement;
- (vii). Costs; and
- (viii). Any other reliefs that this Honourable Court deems fit and proper.

NOTES TO THE FINANCIAL STATEMENTS

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34. CONTINGENT LIABILITIES AND MATERIAL LITIGATIONS (CONT'D)

(a) Pertubuhan Keselamatan Sosial (“Plaintiff”) vs HeiTech Padu Berhad (“Defendant”) (cont’d)

A Hearing was held on 9 August 2023 in relation to Defendant’s application under Order 14A and Order 33 Rules of Court 2012: To Summarily Determine the Plaintiff’s Claim (“Application”). On 21 March 2025, the Court was of the view that as there are multiple issues, the matter should proceed to trial and did not grant the Company’s application for an Order 14A (Application for the Disposal of Case on Point of Law). The Court has scheduled the next Case Management on 11 June 2025 to update the Court on the filing of pre-trial documents and the Court has fixed the trial dates between 5 to 17 March 2026.

On 13 April 2026, the parties have reached an amicable settlement strictly without any admission of liability, through a Consent Judgment and pursuant to the Consent Judgment, a total sum of RM7,000,000 is to be paid by way of 28 instalments commencing from 28 May 2026. In this regard, the remaining trial dates fixed on 21 May 2026 and 9 June 2026 have been vacated and the matter is now resolved.

Consequently, the Group and the Company have recognised a provision of RM6,327,000 during the year, representing the present value of the settlement sum as disclosed in Note 29.

(b) Kayangan Cahaya Sdn. Bhd. (“Plaintiff”) vs HeiTech Padu Berhad (“Defendant”)

On 12 February 2026, the Defendant received a Writ of Summons and Statement of Claim, filed by the Plaintiff at the High Court. Plaintiff is claiming that the Defendant in breach of the contract for services rendered to the Plaintiff in respect of the Building Maintenance Services Agreement and associated works.

The reliefs sought by Plaintiff in the action are as follows:

- (i). The sum of RM742,219 being the outstanding due and owing under the Building Maintenance Services Agreement dated 5 April 2024;
- (ii). The sum of RM1,298,160 being the outstanding due and owing under the Purchase Orders 532 and the Outstanding Invoices;
- (iii). The sum of RM3,037,378 being the outstanding due and owing under the Purchase Orders 532 and the Outstanding Invoices;
- (iv). Contractual late payment interest at the rate of 1.5% per month; and
- (v). Post judgment interest at the rate of 5% per annum on the judgment sum from the date of the judgment until the full and final satisfaction.

During the case management held on 14 April 2026, the Court has granted an extension of time for the Defendant to file its Defence by 28 April 2026.

The Company disputes the claim and is in the process of reviewing the allegations with its solicitors and intends to defend the suit.

Based on available information and legal advice received, the management is of the view that the Company has reasonable case against Plaintiff. Therefore, no provision has been made in the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

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35. RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group or the Company if the Group or the Company has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other parties.

Related parties also include key management personnel whom are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly.

The Group and the Company have controlling related party relationships with its subsidiaries, associate, joint venture and key management personnel.

(b) Significant related party transactions

Related party transactions have been entered into in the normal course of business under normal trade terms. The significant related party transactions of the Company are shown below:

	Company	
	2025 RM'000	2024 RM'000
Transactions with subsidiaries:		
Dividend income received/receivable	600	3,050
Management fees received/receivable	344	416

(c) Compensation of key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity either directly or indirectly, including any director of the entity.

The remuneration of key management personnel during the year was as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Short-term employee benefits	3,196	4,126	3,011	3,882
Defined contribution plan	112	141	112	141
	3,308	4,268	3,123	4,024
Included in the total key management personnel is:				
Directors' remuneration (Note 9)	2,162	2,698	1,977	2,454

NOTES TO THE FINANCIAL STATEMENTS

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk and foreign currency risk.

The Board of Directors reviews and agrees policies and procedures for the management of these risks, which are executed by the Group President and management. The audit committee provides independent oversight to the effectiveness of the risk management process.

There have been no significant changes on the Group's and the Company's exposure to financial risks from the previous year. Also, there have been no changes to the Group's risk management objectives, policies and processes since the previous financial year end.

The Group's and the Company's management reviews and agrees on policies managing each of the financial risks and they are summarised below.

(a) Credit risk

Credit risk is the risk of a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligation. The exposure of the Group and of the Company to credit risk arises principally from trade receivables, contract assets and lease receivables. For other financial assets (including other investments and cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group's and the Company's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group and the Company trade only with recognised and creditworthy third parties. It is the Group's and the Company's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's and the Company's exposure to bad debts is not significant.

Exposure to credit risk

At the reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Credit risk concentration

At the reporting date, approximately 85% (2024: 81%) of the Group's and of the Company's trade receivables were due from PSG segment in Malaysia.

Trade receivables, contract assets and lease receivables

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by customer type). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. The Group and the Company does not hold collateral as security.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Credit risk (cont'd)

Trade receivables, contract assets and lease receivables (cont'd)

Set out below provides information about expected credit losses for trade receivables, contract assets and lease receivables at each reporting date:

	Gross amount			Expected credit losses RM'000	Net Carrying amount RM'000
	Trade receivables RM'000	Contracts assets RM'000	Lease receivables RM'000		
Group 2025					
Current	120,158	337,366	34,307	(13,290)	478,541
Past due:					
• 1 to 30 days	8,439	-	-	(97)	8,342
• 31 to 60 days	2,133	-	-	(157)	1,976
• 61 to 90 days	730	-	-	(25)	705
• 91 to 120 days	1,297	-	-	(64)	1,233
• Over 120 days	30,256	-	-	(24,318)	5,938
	42,855	-	-	(24,661)	18,194
	163,013	337,366	34,307	(37,951)	496,735

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Credit risk (cont'd)

Trade receivables, contract assets and lease receivables (cont'd)

Set out below provides information about expected credit losses for trade receivables, contract assets and lease receivables at each reporting date: (cont'd)

	Trade receivables		Gross amount		Expected credit losses	Net Carrying amount
	RM'000	RM'000	Contracts assets RM'000	Lease receivables RM'000		
Group (cont'd)						
2024						
Current	13,863	120,545	52,714	187,122	(13,296)	173,826
Past due:						
• 1 to 30 days	16,470	-	-	16,470	(385)	16,085
• 31 to 60 days	2,670	-	-	2,670	(50)	2,620
• 61 to 90 days	1,264	-	-	1,264	(55)	1,209
• 91 to 120 days	3,066	-	-	3,066	(59)	3,007
• Over 120 days	29,729	-	-	29,729	(24,938)	4,791
	53,199	-	-	53,199	(25,487)	27,712
	67,062	120,545	52,714	240,321	(38,783)	201,538

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Credit risk (cont'd)

Trade receivables, contract assets and lease receivables (cont'd)

Set out below provides information about expected credit losses for trade receivables, contract assets and lease receivables at each reporting date: (cont'd)

	Trade receivables		Gross amount		Expected credit losses	Net Carrying amount
	RM'000	RM'000	Contracts assets RM'000	Lease receivables RM'000		
Company						
2025						
Current	107,865	337,366	34,307	479,538	(13,252)	466,286
Past due:						
• 1 to 30 days	5,776	-	-	5,776	(47)	5,729
• 31 to 60 days	1,246	-	-	1,246	(111)	1,135
• 61 to 90 days	640	-	-	640	(13)	627
• 91 to 120 days	364	-	-	364	(61)	303
• Over 120 days	58,740	-	-	58,740	(43,818)	14,922
	66,766	-	-	66,766	(44,050)	22,716
	174,631	337,366	34,307	546,304	(57,302)	489,002

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Credit risk (cont'd)

Trade receivables, contract assets and lease receivables (cont'd)

Set out below provides information about expected credit losses for trade receivables, contract assets and lease receivables at each reporting date: (cont'd)

	Trade receivables RM'000	Gross amount Contracts assets RM'000	Lease receivables RM'000	Total RM'000	Expected credit losses RM'000	Net carrying amount RM'000
Company (cont'd)						
2024						
Current	10,225	117,657	52,714	180,596	(13,296)	167,300
Past due:						
• 1 to 30 days	14,047	-	-	14,047	(385)	13,662
• 31 to 60 days	1,553	-	-	1,553	(50)	1,503
• 61 to 90 days	693	-	-	693	(55)	638
• 91 to 120 days	969	-	-	969	(59)	910
• Over 120 days	67,124	-	-	67,124	(45,214)	21,910
	84,386	-	-	84,386	(45,763)	38,623
	94,611	117,657	52,714	264,982	(59,059)	205,923

NOTES TO THE FINANCIAL STATEMENTS

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36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group's and the Company's liquidity risk management is to maintain sufficient levels of cash to meet their working capital requirements. In addition, the Group and the Company strive to maintain available banking facilities at a reasonable level to its overall debt position. As far as possible, the Group and the Company raise funds from shareholders, capital market and financial institutions and balance their portfolio with some short-term funding so as to achieve overall cost effectiveness.

The table below summarises the maturity profile of the Group's and of the Company's non-derivative financial liabilities at the reporting date based on contracted undiscounted repayment obligations:

	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
Group				
2025				
Trade and other payables (excluding provision)	178,537	-	-	178,537
Loans and borrowings	384,256	21,195	6,533	411,984
Lease liabilities	15,946	16,933	-	32,879
	578,739	38,128	6,533	623,400
2024				
Trade and other payables	117,708	-	-	117,708
Loans and borrowings	188,334	1,877	7,016	197,227
Lease liabilities	17,715	30,405	-	48,120
	323,757	32,282	7,016	363,055
Company				
2025				
Trade and other payables (excluding provision)	183,174	-	-	183,174
Loans and borrowings	383,773	15,350	-	399,123
Lease liabilities	15,586	16,873	-	32,459
	582,533	32,223	-	614,756
2024				
Trade and other payables	128,373	-	-	128,373
Loans and borrowings	187,851	-	-	187,851
Lease liabilities	17,355	29,985	-	47,340
	333,579	29,985	-	363,564

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Company's exposure to interest rate risk arises primarily from their loans and borrowings. The Group's and the Company's policy is to manage interest expense using a mix of fixed and floating rate borrowings.

Sensitivity analysis for interest rate risk

At the reporting date, if interest rates had been 10 basis points lower/higher, with all other variables held constant, the Group's and the Company's profit for the year would have been RM306,000 (2024: RM301,000) higher/lower and RM148,000 (2024: RM143,000) lower/higher respectively, arising mainly as a result of lower/higher interest expense from floating rates loans and borrowings. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(d) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group's and Company's foreign currency exposure is as follows:

	EUR RM'000
Group and Company	
2025	
Cash and bank balances	39,160

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's and of the Company's profit for the year and equity to a reasonably possible change in the EURO ("EUR") exchange rate against the functional currency of the Group and of the Company, with all other variables including tax rate being held constant:

	Group and company 2025 RM'000
EUR/RM	
• strengthened by 10%	2,976
• weakened by 10%	(2,976)

NOTES TO THE FINANCIAL STATEMENTS

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37. FAIR VALUE OF FINANCIAL INSTRUMENTS

(a) The following are the classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Trade and other receivables	24
Loans and borrowings	27
Trade and other payables	29

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to the relatively short-term nature, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

(b) Fair value hierarchy

The following table provides the fair value measurement hierarchy of the Group's and of the Company's assets:

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
Group 2025				
Revalued property, plant and equipment:				
• Freehold land	-	-	69,304	69,304
• Building	-	-	30,823	30,823
Other investments	-	-	3,080	3,080
	-	-	103,207	103,207
2024				
Revalued property, plant and equipment:				
• Freehold land	-	-	65,004	65,004
• Building	-	-	28,223	28,223
Other investments	-	-	3,080	3,080
	-	-	96,307	96,307

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37. FAIR VALUE OF FINANCIAL INSTRUMENTS (CONT'D)

(b) Fair value hierarchy (cont'd)

The following table provides the fair value measurement hierarchy of the Group's and of the Company's assets: (cont'd)

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
Company				
2025				
Revalued property, plant and equipment:				
• Freehold land	-	-	63,300	63,300
• Building	-	-	30,500	30,500
Other investments	-	-	2,110	2,110
	-	-	95,910	95,910
2024				
Revalued property, plant and equipment:				
• Freehold land	-	-	59,000	59,000
• Building	-	-	27,872	27,872
Other investments	-	-	2,110	2,110
	-	-	88,982	88,982

38. CAPITAL MANAGEMENT

The primary objective of the Group's and the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratios in order to support their business and maximise shareholders' value.

The Group and the Company manage their capital structure and make adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group and the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended 31 December 2025 and 31 December 2024.

The Group and the Company monitor capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Group's and the Company's policy is to keep the gearing ratio at reasonable level. The Group and the Company include within net debt, loans and borrowings, lease liabilities, less cash and bank balances. Capital includes equity attributable to owners of the parent.

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38. CAPITAL MANAGEMENT (CONT'D)

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Loans and borrowings	407,086	194,104	401,024	187,851
Lease liabilities	30,082	42,551	29,729	41,997
Less: Cash and bank balances	(106,557)	(52,163)	(88,041)	(34,432)
Net debt	330,611	184,492	342,712	195,416
Equity attributable to owners of the parent, representing total capital	238,593	173,635	227,425	171,713
Capital and net debt	569,204	358,127	570,137	367,129
Gearing ratio	58%	52%	60%	53%

The Group and the Company are not subject to any other externally imposed capital requirements.

39. SEGMENT INFORMATION

The Group organised the business units based on its products and services, and has three reportable operating segments as follows:

(a) Public Sector Group ("PBG")

PBG business offerings are mainly focusing on system integration, application development and infrastructure managed services for the Public Agencies Sector.

(b) Private Sector Group ("PSG")

PSG business offerings are mainly focusing on system integration and infrastructure managed services for the Private and Government Link Company Sector.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

39. SEGMENT INFORMATION (CONT'D)

The Group organised the business units based on its products and services, and has three reportable operating segments as follows: (cont'd)

(c) Investments Group ("IG")

IG represents various offerings in different sectors like commercials, small and medium enterprises, local councils and state governments by the Group's subsidiaries. The focus offerings are other than the system integration and infrastructure managed services such as bulk mailing and outsourcing services, automotive/ insurance claims platform services, mobile application, cooperative, smart council systems, smart parking services, renewable energy and e-Driving.

In light of the evolving business landscape, the Group has undertaken a revision of its organisational structure to better reflect the decision-making processes and challenges faced by various entities within the Group. The segmentation of the Group has been redefined based on business maturity, ensuring a more streamlined approach to address distinct operational needs. Accordingly, the comparative segment information has been restated to conform with the current year's presentation.

Except as indicated above, no operating segment has been aggregated to form the above reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Group financing (including finance costs) and income taxes are managed on a group basis and are not allocated to operating segments.

Transfer prices between operating segments are at terms agreed between the parties during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

39. SEGMENT INFORMATION (CONT'D)

	PBG		PSG		IG		Adjustments and eliminations		Consolidated financial statements	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	Note	RM'000
Revenue:										
External sales	518,426	182,968	76,974	94,319	55,798	59,684	-	-		651,198
Inter-segment	6,600	788	-	-	-	1,646	(6,600)	(2,434)		-
Total	525,026	183,756	76,974	94,319	55,798	61,330	(6,600)	(2,434)		651,198
Results:										
Finance costs	(4,634)	(3,220)	(476)	(1,300)	(1,136)	(1,115)	-	5		(6,246)
Hibah income	262	221	39	114	173	217	-	-		474
Depreciation and amortisation	(5,396)	(5,769)	(5,038)	(6,004)	(2,112)	(2,904)	-	29		(12,546)
Other non-cash items	191	(155)	(189)	3,798	354	6,897	(167)	(2,266)	(a)	189
Profit/(Loss) before tax	36,315	16,344	(15,158)	356	1,195	(9,395)	309	(1,778)	(b)	22,661
Assets:										
Investments in associates	-	-	-	-	-	470	-	(470)		-
Additions to non-current assets	592	7,096	88	3,658	694	12,736	-	-	(c)	1,374
Segment assets	766,233	292,773	113,683	150,896	164,363	176,173	(68,859)	(68,845)	(d)	975,420
Liabilities:										
Segment liabilities	582,629	201,873	86,930	102,833	155,163	157,707	(94,597)	(93,674)	(e)	730,125
										368,739

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

39. SEGMENT INFORMATION (CONT'D)

Notes **Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements**

(a) Other material non-cash items consist of the following items as presented in the respective notes to the financial statements:

	Note	2025 RM'000	2024 RM'000
(Reversal of)/Allowance for impairment loss on:			
• trade receivables	11	(36)	1,233
• other receivables	11	-	2,864
• intangible assets	11	225	1,702
• contract cost assets	11	-	2,475
		189	8,274

(b) The following items are deducted from segment profit/(loss) to arrive at "profit/(loss) before tax" presented in the consolidated statement of profit or loss and other comprehensive income:

	Note	2025 RM'000	2024 RM'000
Income from inter-segment		6,079	3,364
Finance costs	10	(6,246)	(5,630)
		(167)	(2,266)

(c) Additions to non-current assets consist of:

	Note	2025 RM'000	2024 RM'000
Property, plant and equipment	14	1,062	22,742
Intangible assets	16	312	748
		1,374	23,490

(d) The following item is deducted from segment assets to arrive at total assets reported in the consolidated statement of financial position:

	2025 RM'000	2024 RM'000
Inter-segment assets	(67,518)	(67,479)
Property, plant and equipment	(1,189)	(1,214)
Right-of-use assets	(152)	(152)
	(68,859)	(68,845)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

39. SEGMENT INFORMATION (CONT'D)

Notes **Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements**

(e) The following item is deducted from segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	2025 RM'000	2024 RM'000
Inter-segment liabilities	(94,499)	(93,626)
Lease liabilities	(48)	(48)
	(94,547)	(93,674)

Geographical information

No disclosure on geographical information for revenue and non-current assets as the Group operates predominantly in Malaysia.

Information about major customers

Revenue from major customers arose from PBG segment represents 80% (2024: 60%) of the total revenue of the Group.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

40. COMPARATIVE INFORMATION

Certain comparatives figures in the statements of financial position of the Group and of the Company have been reclassified to conform to the current year's presentation:

	As previously reported RM'000	Reclassification Increase/ (Decrease) RM'000	As restated RM'000
Group 2024			
Assets			
Non-current assets			
Contract cost assets	901	(901)	-
Current assets			
Trade and other receivables	53,898	(5,707)	48,191
Prepayments	1,141	5,707	6,848
Contract cost assets	135,386	901	136,287

Company 2024

	As previously reported RM'000	Reclassification Increase/ (Decrease) RM'000	As restated RM'000
Assets			
Non-current assets			
Investments in subsidiaries	17,609	360	17,969
Current assets			
Trade and other receivables	63,997	(5,707)	58,290
Prepayments	-	5,707	5,707
Other investments	2,470	(360)	2,110

41. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 December 2025 were authorised for issue in accordance with a resolution of the directors on 20 April 2026.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Rule 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) Group Total Income and Total Assets

	Group	
	2025	2024
	RM'000	RM'000
Revenue	651,198	336,971
Other income	2,885	13,918
Total	654,083	350,889

(B) Business Activities

At the reporting date, the Group has no non Shariah compliant business activities.

(C) Component of Financial Position

(i) Cash Component

	Group	
	2025	2024
	RM'000	RM'000
Islamic Account		
Cash and bank balances	75,765	31,610
Fixed deposits with license banks	30,792	20,553
Total	106,557	52,163

(ii) Debt Component

	Group	
	2025	2024
	RM'000	RM'000
Islamic Account		
Term loan	6,053	6,243
Bank overdrafts	35,053	33,729
Revolving credits	25,648	24,137
Contract financing	335,998	129,995
Obligations under finance leases	4,334	-
Total	407,086	194,104

CHAPTER
08

**ADDITIONAL
INFORMATION**

Beyond The Horizon (The Future)

Looking ahead, HeiTech is driving future-ready digital capabilities through projects such as the National Integrated Immigration System (NIISe), healthcare ICT upgrades, and AI-cloud-enabled solutions. By building systems that evolve with the nation's needs, HeiTech aims to continue shaping a digital future that grows with the people it serves.



CORPORATE INFORMATION

Board of Directors

**YM Toh Muda Dato' Rizal Ashram
Bin Tun Dato' Seri Utama Ramli**
Independent Non-Executive Chairman

Dato' Sri Mohd Hilmey Bin Mohd Taib
Founder and Advisor/Non-Independent
Non-Executive Director

Sandraruben A/L Neelamagham
Executive Director

Datuk Mohd Jimmy Wong Bin Abdullah
Non-Independent Non-Executive Director

Hamzah Bin Mahmood
Independent Non-Executive Director

Razalee Bin Amin
Independent Non-Executive Director

Chong Seep Hon
Independent Non-Executive Director

Mohd Effendi Bin Mat Aris
Independent Non-Executive Director

Sha'arin Bin Mohd Razali
Independent Non-Executive Director

Natasha Iman Binti Iskandar
Independent Non-Executive Director

Audit Committee

Mohd Effendi Bin Mat Aris
Chairman

Hamzah Bin Mahmood
Member

Razalee Bin Amin
Member

Risk and Sustainability Committee

Chong Seep Hon
Chairman

Razalee Bin Amin
Member

Mohd Effendi Bin Mat Aris
Member

Nomination and Remuneration Committee

Sha'arin Bin Mohd Razali
Chairman

Hamzah Bin Mahmood
Member

Datuk Mohd Jimmy Wong Bin Abdullah
Member

Integrity and Whistleblowing Board Committee

Razalee Bin Amin
Chairman

Chong Seep Hon
Member

Datuk Mohd Jimmy Wong Bin Abdullah
Member

Company Secretaries

Tai Yit Chan
MAICSA 7009143
(SSM PC No. 202008001023)

Chin Chooi Wei
MAICSA 7062555
(SSM PC No. 202308000544)

Key Management Team

Sandraruben A/L Neelamagham
Executive Director

Syed Omar Albar Bin Syed Abdullah
Group Chief Executive Officer

Ahmad Nasrul Hakim Bin Mohd Zaini
Group Chief Financial Officer

Ts. Abdul Halim Bin Md Lassim
Chief Operating Officer

Ts. Wan Zailani Bin Wan Ismail
Chief Infrastructure Officer

Sazman Redza Bin Abu Bakar
Chief Systems Officer

Sum Wai Keei, Allan
Chief Risk Officer

Chu Zhi Ning
Group Finance Director

Norazima Binti Hussain
Group Corporate Planning Director

Nya'rie Binti Arepin
Group Human Capital Director

Nasrul Hata Bin Mohd Ali
Group Business Director (Public Sector)

Sivarajah A/L K. Subramaniam
Group Business Director (Private Sector)

Hasnorliza Binti Mohd Jaeh
Group Growth and Partnership Director

Tawfek Bin Mokhtar
Head of Maintenance

Ahmad Kamal Bin Mohd Kassim
Head of Internal Audit and Assurance

Shahriman Bin Kamaruzzaman
Head of Procurement

Izane Bin Ismail
Head of Governance and Integrity

Dr Mohd Amir Bin Mat Omar
Head of Strategic Communications

Helmy Bin Abu Bakar
Acting Head of Central PMO

Registered Office

Level 15, Menara Insignia,
Persiaran Kewajipan, USJ 1,
UEP Subang Jaya,
47600 Subang Jaya,
Selangor Darul Ehsan.
Tel: +603-8026 8888
Fax: +603-8024 7997

Incorporated

5th August 1994

Website Address

www.heitech.com.my

Auditor

Messrs. SBY Partners PLT
Wisma SBY,
9-C, Jalan Medan Tuanku,
Medan Tuanku,
50300 Kuala Lumpur,
Malaysia.

Principal Bankers

- Affin Islamic Bank Berhad
- Bank Islam Malaysia Berhad
- Maybank Islamic Berhad
- Citibank Berhad
- RHB Bank Berhad
- RHB Islamic Bank Berhad
- AmBank Islamic Berhad
- Bank Muamalat Malaysia Berhad
- Bank Kerjasama Rakyat Malaysia Berhad
- Bank of China (Malaysia) Berhad

Principal Solicitors

Messrs. Ahmad Deniel Ruben & Co
C3-2-10, Solaris Dutamas,
Jalan Dutamas 1,
50480 Kuala Lumpur.

Share Registrar

Tricor Investor & Issuing House Services Sdn. Bhd.
Unit 32-01, Level 32, Tower A, Vertical Business,
Suite Avenue 3, Bangsar South,
No. 8, Jalan Kerinchi,
59200 Kuala Lumpur.
Tel: +603-2783 9299
Fax: +603-2783 9222

Stock Exchange Listing

Main Market of Bursa Malaysia Securities Berhad
(Listed since 20th November 2000)
Stock Code: 5028
Stock Name: HTPADU
14th Floor Exchange Square, Bukit Kewangan,
P.O Box 11023,
50670 Kuala Lumpur.
Tel: +603-2034 7000
Fax: +603-2710 2308

AGM Helpdesk

**Syazreen Yasmin Binti Suyamin
Farah Afrina Binti Baharuddin**
Tel : +603-8601 3125
Fax: +603-8024 7997

GROUP STRUCTURE

As of 31st March 2026

HEITECH PADU BERHAD



Subsidiaries

- 100% Cinix 1 Pty. Ltd.
- 100% Educational Trend Sdn. Bhd.
- 100% HeiTech Academy Sdn. Bhd.
- 100% HeiTech Defence System Sdn. Bhd.
- 100% HeiTech Eco Energy Sdn. Bhd.
- 100% HeiTech Global Services Sdn. Bhd.
- 100% HeiTech i-Solutions Sdn. Bhd.
- 100% HeiTech Managed Services Sdn. Bhd.
- 100% HeiTech Next Sdn. Bhd.
- 100% HeiTech NX Sdn. Bhd.
- 100% HeiTech Transbiz Sdn. Bhd.
- 100% Integrated Healthcare Solutions Sdn. Bhd.
- 100% Inter-City MPC (M) Sdn. Bhd.
 - 100% Pro Office Solutions Sdn. Bhd. (by ICM)
 - 70% Tekkis Sdn. Bhd. (by ICM)
- 100% Megacenter System Sdn. Bhd.
- 100% PSG Data Sdn. Bhd.
- 100% Synergy Grid Sdn. Bhd.
- 100% Vante Sdn. Bhd.
- 70% Digital Healthcare Solutions Sdn. Bhd.
- 70% HeiTech RE Sdn. Bhd.
- 70% P.T Intercity Kerlipan
- 65% Domainedge Sdn. Bhd.
- 60% Motordata Research Consortium Sdn. Bhd.
- 51% Duta Technic Sdn. Bhd.
- 51% Uji Bestari Sdn. Bhd.

Associate and Investment

- 49% PT Desa Tech Nusantara
- 39% Peladang HeiTech Sdn. Bhd.
- 20% DAPAT Vista (M) Sdn. Bhd.
- 19% Vantage Point Consulting Sdn. Bhd.

Notes:

- The companies reflected above are active operating subsidiaries, associates and investment companies.
- Information is accurate as of 31st March 2026.

LIST OF PROPERTIES

As of 31st March 2026

Location	Land / Build-up Area	Current Usage	Land / Tenure	Valuation Amount	Date of Revaluation
HeiTech Village 2, No. 1, Jalan Astaka U8/81, Seksyen U8, Bukit Jelutong, 40150 Shah Alam, Selangor.	211,091 Sq. Ft.	HeiTech Village 2 Data Center and business premise.	Freehold	RM85.0 Million	29 December 2025
Cyberjaya	51,817 Sq. Ft.	Vacant Land	Freehold	RM8.8 Million	29 December 2025
Inter-City MPC (M) Sdn. Bhd., No. 5, Jalan Para U8/103, Metropolitan Business Park, U8 Bukit Jelutong, 40150 Shah Alam, Selangor.	Land – 12,600 Sq. Ft. Build-up Area – 9,954 Sq. Ft	Business premise	Freehold (Grant-in-Perpetuity) interest	RM7.5 Million	29 December 2025

ANALYSIS OF SHAREHOLDINGS

As of 31st March 2026

Directors' Shareholding

No.	Name	No. of Shares held			
		Direct Interest	%	Indirect Interest	%
1.	Toh Muda Dato' Rizal Ashram Bin Tun Dato' Seri Utama Ramli	-	-	-	-
2.	Sandraruben A/L Neelamagham	-	-	-	-
3.	Dato' Sri Mohd Hilmey Bin Mohd Taib	4,482,355	2.750	17,085,285 ⁽¹⁾	10.483
4.	Datuk Mohd Jimmy Wong Bin Abdullah	-	-	-	-
5.	Hamzah Bin Mahmood	-	-	200,000 ⁽²⁾	0.123
6.	Razalee Bin Amin	-	-	-	-
7.	Chong Seep Hon	-	-	-	-
8.	Mohd Effendi Bin Mat Aris	-	-	-	-
9.	Sha'arin Bin Mohd Razali	-	-	-	-
10.	Natasha Iman Binti Iskandar	-	-	-	-

Substantial Shareholders

No.	Name	No. of Shares held			
		Direct Interest	%	Indirect Interest	%
1.	Dato' Sri Mohd Hilmey Bin Mohd Taib	4,482,355	2.750	17,085,285 ⁽¹⁾	10.483
2.	Padujade Corporation Sdn. Bhd.	17,077,785	10.478	-	-
3.	MY E.G. Capital Sdn. Bhd.	27,545,875	16.901	-	-
4.	Zetrix AI Berhad (f.k.a MY E.G. Services Berhad)	-	-	27,545,875 ⁽³⁾	16.901
5.	Wong Thean Soon	1,574,000	0.966	27,545,875 ⁽⁴⁾	16.901
6.	Rosetta Partners Sdn. Bhd.	38,486,000	23.613	-	-
7.	Mfivesouthsea Sdn. Bhd.	-	-	38,486,000 ⁽⁵⁾	23.613
8.	KDYMM Sultan Muhammad V Tengku Muhammad Faris Petra Ibni Al-Marhum Sultan Ismail Petra	-	-	38,486,000 ⁽⁶⁾	23.613

⁽¹⁾ Deemed interest by virtue of his substantial shareholdings in Padujade Corporation Sdn. Bhd. and his daughter's direct shareholdings in the Company pursuant to Section 8(4) & 59(11)(c) of the Companies Act 2016 ("the Act").

⁽²⁾ Deemed interest by virtue of his substantial shareholdings in Gerbang Mahligai Sdn. Bhd. pursuant to Section 8(4) of the Act.

⁽³⁾ Deemed interest by virtue of MY E.G. Capital Sdn. Bhd. being a wholly-owned subsidiary of Zetrix AI Berhad (f.k.a. MY E.G. Services Berhad) pursuant to Section 8(4) of the Act.

⁽⁴⁾ Deemed interest by virtue of his substantial shareholdings in Zetrix AI Berhad (f.k.a. MY E.G. Services Berhad), the holding company of MY E.G. Capital Sdn. Bhd. pursuant to Section 8(4) of the Act.

⁽⁵⁾ Deemed interest by virtue of Rosetta Partners Sdn. Bhd. being a wholly-owned subsidiary of Mfivesouthsea Sdn. Bhd. pursuant to Section 8(4) of the Act.

⁽⁶⁾ Deemed interest by virtue of his substantial interest in Mfivesouthsea Sdn. Bhd., the holding company of Rosetta Partners Sdn. Bhd. pursuant to Section 8(4) of the Act.

Analysis by Size of Holdings

Size of Shareholdings		No. of Shareholders/ Depositors	Holder Percentage	No. of Shares/ Securities	Holding Percentage
1	-	99	20.765	20,432	0.012
100	-	1,000	16.306	189,174	0.116
1,001	-	10,000	45.856	4,726,836	2.900
10,001	-	100,000	12.978	11,557,457	7.091
100,001	-	Less than 5% of issued shares	3.960	63,407,721	38.904
	-	5% and above of issued shares	0.133	83,082,660	50.975
Total		3,005	100.00	162,984,280	100.00

Top Thirty (30) Shareholders

No.	Name	Shares	Percentage
1.	Rosetta Partners Sdn. Bhd.	38,486,000	23.613
2.	Padujade Corporation Sdn. Bhd.	17,077,785	10.478
3.	TA Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For MY E.G. Capital Sdn. Bhd.	15,470,625	9.492
4.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For MY E.G. Capital Sdn. Bhd. (7005843)	12,075,250	7.408
5.	Citigroup Nominees (Tempatan) Sdn. Bhd. Urusharta Jamaah Sdn. Bhd. (2)	7,900,000	4.847
6.	Lim Kok Han	4,410,625	2.706
7.	Forever Famous Sdn. Bhd.	3,975,900	2.439
8.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Upayapadu (M) Sdn. Bhd.	2,834,375	1.739
9.	TA Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Chok Pui Woon	2,501,750	1.534
10.	HSBC Nominees (Asing) Sdn. Bhd. Societe Generale Paris	2,494,875	1.530
11.	Dato' Sri Mohd Hilmey Bin Mohd Taib	1,608,105	0.986
12.	Dato' Sri Mohd Hilmey Bin Mohd Taib	1,600,000	0.981
13.	Amsec Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account – Ambank (M) Berhad For Wong Thean Soon (Smart)	1,500,000	0.920
14.	CIMB Group Nominees (Tempatan) Sdn. Bhd. M&A Value Partners Asset Management Malaysia Sdn. Bhd. For Numoni Malaysia Sdn. Bhd.	1,500,000	0.920
15.	Lee May Lin	1,456,250	0.893
16.	HLB Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Agrobulk Holdings Sdn. Bhd.	1,375,000	0.843

No.	Name	Shares	Percentage
17.	CIMB Group Nominees (Tempatan) Sdn. Bhd. CIMB Commerce Trustee Berhad For M & A Value Partners IPO Equity Fund	1,234,000	0.757
18.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account For Tan Kok Chin (MP0400)	1,214,250	0.745
19.	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Mohd Hillmey Bin Mohd Taib	1,084,250	0.665
20.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Chong Wan Fun (6000627)	1,030,150	0.632
21.	TA Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Arifin Bin Tobias	765,000	0.469
22.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account For Seah Ley Hong (MY2221)	746,625	0.458
23.	Lim Yat Kim	641,875	0.393
24.	Public Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Ling Su You (E-KKU/BFT)	638,125	0.391
25.	HLIB Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Edisi Firma Sdn. Bhd. (MG0065-195)	624,375	0.383
26.	Alliancegroup Nominees (Tempatan) Sdn. Bhd. Pledged Securities Account For Seah Ley Hong (7003445)	591,500	0.362
27.	CGS International Nominees Malaysia (Asing) Sdn. Bhd. Exempt An For CGS International Securities Singapore PTE. LTD. (Retail Clients)	557,500	0.342
28.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account For Ng Hong Sing	534,525	0.327
29.	Splendid Pixel Sdn. Bhd.	522,475	0.320
30.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. Pledged Securities Account For Ng Kok Weng (MY2166)	500,000	0.306
	Total	126,951,190	77.879



HeiTech®

HeiTech Padu Berhad

[Registration No: 199401024950 (310628-D)]
(Incorporated in Malaysia)

Notice of Thirty-First Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Thirty First Annual General Meeting ("31st AGM") of HeiTech Padu Berhad ("the Company") will be held at Ballroom 3, Level 1, KLGCC Convention Centre, 1A, Jalan Bukit Kiara 1, Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia on Thursday, 25th June 2026 at 10:30 a.m. for the following purposes:-

Ordinary Business

1.	To receive the Audited Financial Statements for the financial year ended 31 st December 2025, together with the Reports of Directors and the Auditors thereon.	Please refer to the Explanatory Note 1
2.	To approve the payment of Directors' Fees up to an amount of RM600,000 for the period from 26 th June 2026 until the next Annual General Meeting of the Company.	Resolution 1
3.	To approve the payment of Directors' benefits for the financial year ended 31 st December 2026 until the next Annual General Meeting of the Company.	Resolution 2
4.	To re-elect the following Directors who are retiring by rotation in accordance with Clause 82 of the Company's Constitution:- (i) Mr. Sandraruben A/L Neelamagham; and (ii) Datuk Mohd Jimmy Wong Bin Abdullah.	Resolution 3 Resolution 4
5.	To re-elect the following Directors who are retiring in accordance with Clause 85 of the Company's Constitution:- (i) Encik Sha'arin Bin Mohd Razali; (ii) Encik Mohd Effendi Bin Mat Aris; and (iii) Cik Natasha Iman Binti Iskandar.	Resolution 5 Resolution 6 Resolution 7
6.	To re-appoint Messrs. SBY Partners PLT ("SBY") as Auditors for the ensuing year and to authorise the Directors to fix their remuneration.	Resolution 8
Special Business:		
To consider and, if thought fit, to pass the following Resolutions with or without modifications:-		
7.	Ordinary Resolution Authority to Allot and Issue Shares pursuant to Sections 75 and 76 of the Companies Act, 2016 "THAT pursuant to Sections 75 and 76 of the Companies Act, 2016 ("Act"), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and subject to the approvals of the relevant governmental/regulatory authorities, the Directors be and are hereby authorised to issue shares of the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares to be issued does not exceed 10% of the total issued capital of the Company for the time being THAT the Directors be and also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad AND THAT such authority shall continue in force until the conclusion of the next AGM of the Company. THAT the existing shareholders of the Company hereby waive their pre-emptive rights to be offered new shares ranking equally to the existing issued shares in the Company pursuant to Section 85 of the Act, read together with Clause 6 of the Constitution of the Company arising from any issuance of new shares of the Company pursuant to Sections 75 and 76 of the Act. AND THAT the Directors of the Company be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the mandate."	Resolution 9
8.	To transact any other business of which due notice shall have been given in accordance with the Act.	

By Order of the Board**HEITECH PADU BERHAD****TAI YIT CHAN (MAICSA 7009143) (SSM PC No. 202008001023)****CHIN CHOOI WEI (MAICSA 7062555) (SSM PC No. 202308000544)**

Company Secretaries

Selangor
30th April 2026

Notes:

- Please refer to the Administrative Guide for the procedures to register, participate and vote at the meeting.
- Only depositors whose names appear in the General Meeting Record of Depositors or Register of Members as at 18th June 2026 shall be entitled to attend, participate, speak and vote at the meeting.
- A member of the Company shall be entitled to appoint another person(s) as his/her proxy(ies) to exercise all or any of his/her rights to attend, participate, speak and vote at a meeting of members of the Company, in accordance with Section 334(1) of the Companies Act 2016 (Act).
- A member may appoint not more than two (2) proxies to attend the same meeting. Where a member appoints two (2) proxies, the appointment shall be invalid unless he/she specifies the proportion of his/her holding to be represented by each proxy. A proxy may but need not be a member of the Company and a member may appoint any person to be his/her proxy without limitation. There shall be no restriction as to the qualification of the proxy.
- Where a member of the Company is an authorised nominee as defined under the SICDA, it may appoint up to two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account and the number of shares to be represented by each proxy must be clearly indicated.
- Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (Omnibus Account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. Where an exempt authorised nominee appoints more than one proxy in respect of each Omnibus Account, the appointment shall not be valid unless the exempt authorised nominee specifies the proportion of the shareholding to be represented by each proxy. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of the SICDA.
- Where the appointment is executed by a corporation, it must be either under its Common Seal or the hand of its officer or attorney duly authorised.
- The proxy form must be signed by the appointor of the proxy, or its attorney duly authorised in writing. In the case of a corporation, the proxy form shall be executed under its common seal or signed by its attorney duly authorised in writing or by a duly authorised officer on behalf of the corporation.
- The appointment of proxy may be made in a hardcopy form or by electronic means as specified below and must be received by the Company not less than forty-eight (48) hours before the time appointed for the holding the 31st AGM, or in the event the 31st AGM is adjourned, not less than twenty-four (24) hours before the time appointed for the taking of the poll at the adjourned 31st AGM:
 - In hard copy form**
In the case of an appointment made in hard copy form, the proxy form must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, Tricor Drop-in Box located at Unit G-2, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.
 - By electronic form**
The proxy form can be electronically lodged with the Share Registrar of the Company via Vistra SRMY Portal at <https://smy.vistra.com>. Kindly refer to the Procedure for Electronic Submission of Form of Proxy.

- Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.
- Last date and time for lodging the proxy form is Tuesday, 23rd June 2026 at 10.30 a.m.
- Any authority pursuant to which such an appointment is made by a power of attorney must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, Tricor Drop-in Box located at Unit G-2, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia not less than forty-eight (48) hours before the time appointed for holding the AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
- Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the Resolutions set out in this Notice will be put to the vote by way of a poll. Independent Scrutineers will be appointed to conduct the polling process and to verify the results of the poll.

Explanatory Notes to the Agenda

- This Agenda item is meant for discussion only, as the provision of Section 340(1)(a) of the Act does not require a formal approval of the shareholders for the Audited Financial Statements and Reports for the financial year ended 31st December 2025. Hence, this Agenda is not put forward for voting.
- The estimated Directors' fees in Ordinary Resolution 1 are calculated based on the current Board size. The Directors' fees will be paid to Directors on a monthly basis. This resolution is to facilitate the payment of Directors' fees for the period from 26th June 2026 until the next AGM to be held in 2027. In the event that the proposed amount is insufficient due to enlarged Board size, approval will be sought at the next AGM for the shortfall.

Following market research on the Directors' Fee, the increasing fiduciary duties and time commitment of the Directors and the abolishment of meeting allowance, the Nomination and Remuneration Committee had proposed to increase the Directors' Fee of the Board Chairman and Board Committee Chairman by RM15,000 per annum and other Non-Executive Directors who are not Board Chairman or Board Committee Chairman by RM20,000 per annum.

- Resolution 2 on the payment of Directors' benefits for the period from 1st January 2026 until the next AGM of the Company, sets out in the manner below:-

Special Allowances	Monthly
Chairman ¹	RM15,000.00
Founder / Advisor	RM80,000.00
NINED ²	RM5,000.00
Board Chairman / Board Committee Chairman ³	RM2,500.00

Special Allowances	Yearly
Medical Benefits Coverage ⁴	RM1,500.00

The benefits payable to the Directors also has been reviewed by the Nomination and Remuneration Committee and the Board of Directors of the Company, which recognises that the benefits payable is in the best interest of the Company. The benefits concern comprises of special allowances, medical benefits and other benefits payable in favour of the Directors.

The meeting allowances payable to the Non-Executive Directors are abolished effective from 26th June 2026. Details on the changes to the benefits payable to the Directors, save for the special allowance for the Founder/Advisor, are stipulated as follows:-

1. The Chairman's monthly allowance of Toh Muda Dato' Rizal Ashram Bin Tun Dato' Seri Utama Ramli is revised from RM10,000 to RM15,000, effective from 26th June 2026 until the conclusion of the next AGM of the Company. The payment of the monthly allowance is subject to shareholders' approval at the AGM for the payment of Directors' benefits.
2. Datuk Mohd Jimmy Wong Bin Abdullah, the Non-Independent Non-Executive Director ("NINED") of HeiTech Padu Berhad is entitled to a fixed monthly allowance of RM5,000 effective from 1st January 2026 until the conclusion of the next AGM of the Company. The payment of the monthly allowance is subject to shareholders' approval at the AGM for the payment of Directors' benefits.
3. The Non-Executive Directors ("NEDs") of HeiTech Padu Berhad who holds Chairmanship in Board and Board Committee are entitled to a fixed monthly allowance of RM2,500 effective from 26th June 2026 until the conclusion of the next AGM of the Company. The payment of the monthly allowance is subject to shareholders' approval at the AGM for the payment of Directors' benefits.
4. The NEDs of HeiTech Padu Berhad are entitled to a fixed yearly medical benefit coverage of RM1,500, effective from 26th June 2026 until the conclusion of the next AGM of the Company, subject to shareholders' approval at the AGM for the payment of Directors' benefits.

No payments have been made to the above-mentioned Directors from the effective date, and payment will only be disbursed upon shareholders' approval.

The Company had entered into a service agreement for the special allowance for Dato' Sri Mohd Hilmey Bin Mohd Taib as Founder and Advisor. The service agreement was renewed and was effective from 1st March 2026 till 28th February 2027, and he is entitled to a fixed monthly allowance of RM80,000 under the agreement. The payment of the Founder and Advisor allowance from 26th June 2026 onwards is subject to shareholders' approval at the AGM for the payment of Directors' benefits.

4. Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act, 2016

The proposed Ordinary Resolution 9, if approved, will authorise the Directors to issue shares (other than bonus or rights issue) in the Company up to an aggregate amount of not exceeding 10% of the issued capital of the Company without convening a general meeting. The approval is sought to avoid any delay and costs involved in convening a general meeting for such issuance of shares. The authority will expire at the next AGM of the Company.

The purpose of the renewal of the general mandate is for possible fundraising exercise, including but not limited to further placement of shares for the purpose of funding current and/or future investment projects, working capital and/or acquisitions and/or as consideration for acquisitions. If there should be a decision to issue new shares after the general mandate is obtained, the Company will make announcement in respect thereof.

By approving the allotment and issue of the Company's shares pursuant to the Mandate which will rank equally with the existing issued shares in the Company, the shareholders of the Company are deemed to have waived their pre-emptive rights pursuant to Section 85 of the Act and Clause 6 of the Constitution of the Company to be first offered the Company's Shares which will result in a dilution to their shareholdings percentage in the Company.

The Company did not allot and issue any shares pursuant to the general mandate granted by the shareholders at the previous AGM.



HeiTech®

HeiTech Padu Berhad

[Registration No: 199401024950 (310628-D)]
(Incorporated in Malaysia)

Administrative Guide

For the 31st Annual General Meeting ("31st AGM") of HeiTech Padu Berhad ("HeiTech" or "the Company")

Date : Thursday, 25th June 2026

Time : 10.30 a.m.

Venue : Ballroom 3, Level 1, KLGCC Convention Centre, 1A, Jalan Bukit Kiara 1, Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia

Registration

1. Registration will start at **8.30 a.m.** The shareholders are requested to be punctual.
2. Please produce your **ORIGINAL Identity Card ("IC")** or **Passport (for foreigners)** during registration for verification. **No photocopies of ICs or Passports will be accepted.**

After registration and signing on the Attendance List, please vacate the registration area and proceed to the meeting hall.

3. You will be given a wristband. If you are attending the Meeting as a shareholder as well as a proxy, you will be registered once and will only be given one wristband. No person will be allowed to enter the meeting hall without wearing the wristband.

There will be no replacement in the event that you lose or misplace the wristband.

4. Please note that you will not be allowed to register on behalf of another person, even with the original IC or Passport of that other person.

Entitlement to Attend

1. For the purpose of determining which shareholders shall be entitled to attend the Meeting, the Company will request Bursa Malaysia Depository Sdn. Bhd. to issue a Record of Depositors ("ROD") as at 18th June 2026.

Appointment of Proxy

Only members whose names appear on the Record of Depositors as at **18th June 2026** shall be eligible to attend, speak and vote at the AGM or appoint a proxy(ies) and/or the Chairman of the Meeting to attend and vote on his/her behalf.

Shareholders who appoint proxy(ies) to participate in the 31st AGM must ensure that the duly executed Form of Proxy are deposited in a hard copy form or by electronic means to Tricor no later than **Tuesday, 23rd June 2026 at 10:30 a.m.**

The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner: -

(i) In hard copy form

In the case of an appointment made in hard copy form, the proxy form must be deposited with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd., Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or alternatively, Tricor Drop-in Box located at Unit G-2, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

(ii) By electronic form

The proxy form can be electronically lodged with the Share Registrar of the Company via Vistra SRMY Portal at <https://smy.vistra.com>. Kindly refer to the procedures below for the electronic lodgement of the proxy form.

Procedure	Action
i. Steps for Individual Shareholders	
a) Register as a User at The Portal	<ol style="list-style-type: none"> 1. Visit the website at https://smy.vistra.com. 2. Click "Register" and select "Individual Holder", and complete the New User Registration Form. 3. For guidance, you may refer to the tutorial guide available on the homepage. 4. Once registration is completed, you will receive an email notification to verify your registered email address. 5. After verification, your registration will be reviewed and approved within one (1) working day. A confirmation email will be sent once approved. 6. Once you receive the confirmation, activate your account by creating your password. <p>If you are an existing user with The Portal or our TIIH Online portal previously, you are not required to register again.</p>
b) Proceed with submission of proxy form	<ol style="list-style-type: none"> 1. After the release of the Notice of Meeting by the Company, login with your email address and password. 2. Select the corporate event: "HEITECH PADU BERHAD 31ST AGM – Submission of Proxy Form" 3. Navigate to the 3 dots at the end of the corporate event and choose "SUBMISSION OF PROXY FORM". 4. Read and agree to the Terms and Conditions and confirm the Declaration. 5. Indicate the total number of shares assigned to your proxy(ies) to vote on your behalf. 6. Appoint your proxy(ies) and insert the required details of your proxy(ies) or appoint the Chairman as your proxy. 7. Indicate your voting instructions – FOR or AGAINST or ABSTAIN. 8. Print the proxy form for your record.
ii. Steps for Corporation or Institutional Shareholders	
a) Register as a User at The Portal	<ol style="list-style-type: none"> 1. Visit the website at https://smy.vistra.com. 2. Click "Register" and select "Representative of Corporate Holder" and complete the New User Registration Form. 3. Complete the registration form with your personal details. 4. Once registration is completed, you will receive an email notification to verify your registered email address. 5. After verification, your registration will be reviewed and approval within two (2) working days. A confirmation email will be sent once approved. 6. Once you receive the confirmation, activate your account by creating your password. <p>Note: The representative of a corporation or institutional shareholder must register as a user in accordance with the above steps before he/she can subscribe to this corporate holder electronic proxy submission. Please contact Tricor if you need clarification on the user registration.</p>
b) Proceed with submission of proxy form	<ol style="list-style-type: none"> 1. Login to https://smy.vistra.com with your email address and password. 2. Select the corporate event: "HEITECH PADU BERHAD 31ST AGM – Submission of Proxy Form" 3. Navigate to the icon ">" at the end of the corporate event. 4. Read and agree to the Terms and Conditions and confirm the Declaration. 5. Select the corporate holder's name. 6. Proceed to download the submission file. 7. Prepare the file for the appointment of proxy(ies) by inserting the required data. 8. Proceed to upload the duly completed proxy appointment file. 9. Select "Confirm" to complete your submission. 10. Print the confirmation report of your submission for your record.

Help Desk

1. The registration counters will only handle verification of the identity of the shareholder/proxy and his/her shareholding. If you have other queries or need clarification relating to registration, please proceed to the Help Desk.
2. The Help Desk will also handle revocation of proxy appointments.

Poll Voting

1. The voting at the 31st AGM will be conducted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed Tricor as Poll Administrator to conduct the poll by way of electronic voting (e-voting) and Scrutineer Solutions Sdn. Bhd. as the Scrutineers to verify the poll results.
2. Upon completion of the voting session for the 31st AGM, the Scrutineers will verify the poll results followed by the Chairman's declaration on whether the resolutions are duly passed.

No Recording or Photography

Unauthorised recording and photography are strictly prohibited at the 31st AGM of the Company.

Parking

1. Parking is complimentary.

Door Gift

1. There will be no door gift given to shareholders who attend the Meeting.

Refreshment

1. Breakfast/Coffee Break will be given on a "free flow" basis.

Enquiry

If you have any enquiries on the above, please contact the following persons during office hours on Mondays to Fridays from 9:00 a.m. to 5:30 p.m. (except on public holidays): -

Tricor Investor and Issuing House Services Sdn. Bhd.

General Line	: +603-2783 9299
Email	: is.enquiry@vistra.com
Contact persons	: Mohamad Khairudin +603-2783 7973 Mohamad.Khairudin@vistra.com
	: Nurul Ainee +603-2783 9265 Nurul.Ainee@vistra.com

HeiTech Padu Berhad

Company Secretary's email	: cosec@heitech.com.my
Contact person	: Puan Syazreen Yasmin Binti Suyamin +603-8601 3129



HeiTech Padu Berhad
 [Registration No: 199401024950 (310628-D)]
 (Incorporated in Malaysia)

FORM OF PROXY

CDS Account No.	
No. of Shares Held	

I/We _____ (NRIC No.: _____)
 of _____
 being a member of HeiTech Padu Berhad, hereby appoint _____
 _____ (NRIC No.: _____)
 of _____
 or failing him/her _____ (NRIC No.: _____)
 of _____

or failing him/her, *Chairman of Meeting* as my/our proxy to attend and vote for me/us on my/our behalf at the Thirty First Annual General Meeting of the Company to be held at Ballroom 3, Level 1, KLGCC Convention Centre, 1A, Jalan Bukit Kiara 1, Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia on Thursday, 25th June 2026 at 10.30 a.m. or any adjournment thereof.

My/our proxy is to vote as indicated below.

No.	Agenda				
1.	To receive the Audited Financial Statements for the financial year ended 31 st December 2025 together with the Reports of Directors and the Auditors thereon.				
No.	Ordinary Business	Ordinary Resolution	For	Against	Abstain
2.	To approve the payment of Directors' Fees up to an amount of RM600,000 for the period from 26 th June 2026 until the next Annual General Meeting of the Company.	1			
3.	To approve the payment of Directors' benefits for the period from 1 st January 2026 until the next Annual General Meeting of the Company.	2			
4.	To re-elect Mr. Sandraruben AVL Neelamagham who is retiring by rotation in accordance with Clause 82 of the Company's Constitution.	3			
5.	To re-elect Datuk Mohd Jimmy Wong Bin Abdullah who is retiring by rotation in accordance with Clause 82 of the Company's Constitution.	4			
6.	To re-elect Encik Sha'arin Bin Mohd Razali who is retiring in accordance with Clause 85 of the Company's Constitution.	5			
7.	To re-elect Encik Mohd Effendi Bin Mat Aris who is retiring in accordance with Clause 85 of the Company's Constitution.	6			
8.	To re-elect Cik Natasha Iman Binti Iskandar who is retiring in accordance with Clause 85 of the Company's Constitution.	7			
9.	To re-appoint Messrs. SBY Partners PLT (SBY) as Auditors for the ensuing year and to authorise the Directors to fix their remuneration.	8			
10.	Authority to Allot and Issue Shares pursuant to Section 75 and 76 of the Companies Act, 2016.	9			

Please indicate with an "X" in the space provided, how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his discretion.

Dated this _____ day of _____ 2026

 Signature / Common Seal

For the appointment of two (2) proxies, the number of shares and percentages of shareholding to be represented by each proxy:

Name	No. of Shares	% of shareholding
Proxy 1:		
Proxy 2:		
Total		100%

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Notes:

1. Please refer to the Administrative Guide for the procedures to register, participate and vote at the meeting.
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5. Where a member of the Company is an authorised nominee as defined under the SICDA, it may appoint up to two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account and the number of shares to be represented by each proxy must be clearly indicated.
6. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (Omnibus Account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. Where an exempt authorised nominee appoints more than one proxy in respect of each Omnibus Account, the appointment shall not be valid unless the exempt authorised nominee specifies the proportion of the shareholding to be represented by each proxy. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of the SICDA.
7. Where the appointment is executed by a corporation, it must be either under its Common Seal or the hand of its officer or attorney duly authorised.
8. The proxy form must be signed by the appointor of the proxy, or its attorney duly authorised in writing. In the case of a corporation, the proxy form shall be executed under its common seal or signed by its attorney duly authorised in writing or by a duly authorised officer on behalf of the corporation.

Please fold here to seal

STAMP

**SHARE REGISTRAR
TRICOR INVESTOR & ISSUING HOUSE SERVICES SDN. BHD.**

Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3,
Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

Please fold here to seal

9. The appointment of proxy may be made in a hardcopy form or by electronic means as specified below and must be received by the Company not less than forty-eight (48) hours before the time appointed for the holding the 31st AGM, or in the event the 31st AGM is adjourned, not less than twenty-four (24) hours before the time appointed for the taking of the poll at the adjourned 31st AGM:
 - i. **In hard copy form**
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 - ii. **By electronic form**
The proxy form can be electronically lodged with the Share Registrar of the Company via Vistra SRMY Portal at <https://srmv.vistra.com>. Kindly refer to the Procedure for Electronic Submission of Form of Proxy.
10. Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.
11. Last date and time for lodging the proxy form is Tuesday, 23rd June 2026 at 10:30 a.m.
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13. Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the Resolutions set out in this Notice will be put to the vote by way of a poll. Independent Scrutineers will be appointed to conduct the polling process and to verify the results of the poll