ACCELERATE THE FUTURE

ANNUAL REPORT 2024

GREATECH

What's Inside
This Report

Accelerate the FUTURE

Rationale

Greatech dedicates itself to accelerating the future through the pace of our growth which will definitely bring about a brighter future. We are devoted to improving the growth rate of our Group through our innovations, inventions and production capabilities. By innovating our methods of managing our business operations, constantly inventing new technologies that will fascinate customers and improve our production capabilities, such advancements will increase the pace of our development and ensure that we stay ahead in the race for our customers. Greatech always look into the future before anyone does, set goals ahead of time and work towards these goals, Greatech is leading towards a future where innovations, technological advancements and ameliorated lifestyles thrive.

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For more information, visit our website
www.greatech-group.com

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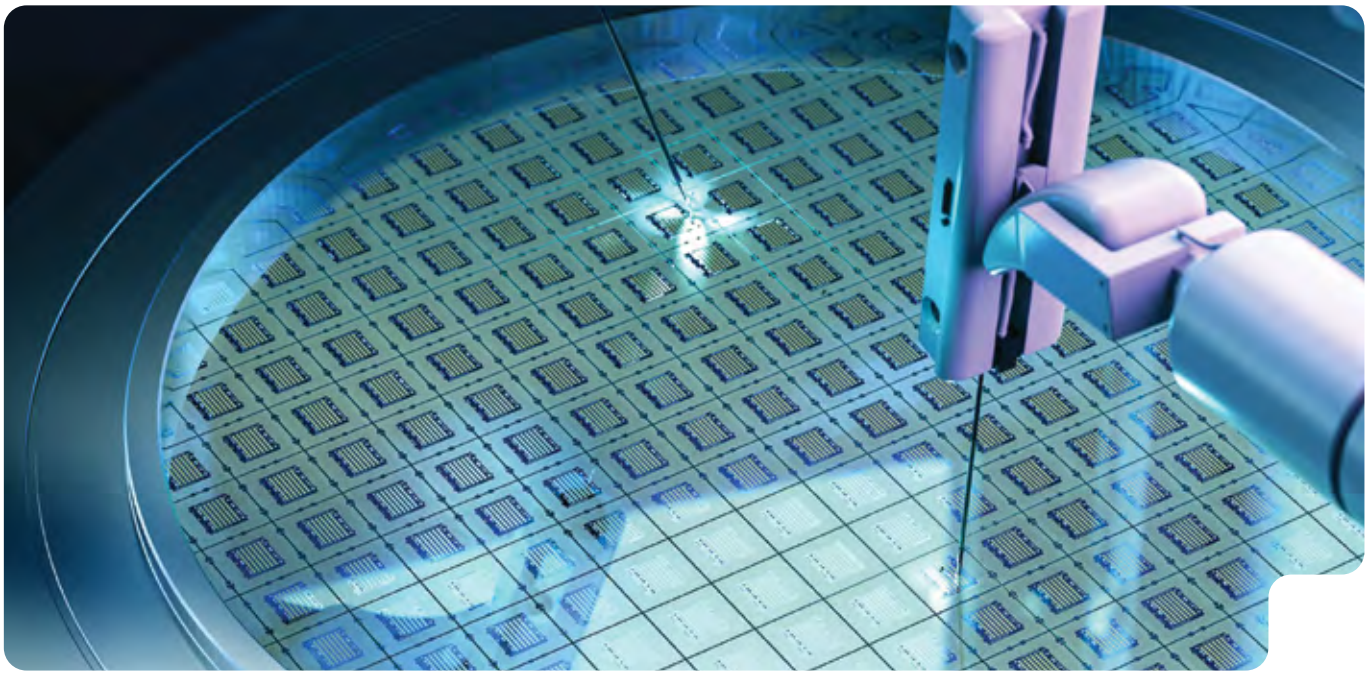
Vision, Mission & Core Values



VISION

We are dedicated to be a market leader in factory automation by delivering cutting edge automation solutions.

MISSION

We are committed to deliver excellent value to our customers by providing talent, technology solutions and world class services support.

Vision, Mission & Core Values

CORE VALUES

These core values have developed into a company culture in Greatech that encourage us to continue striving for Greatness.

Integrity
Accountable to being Ethical

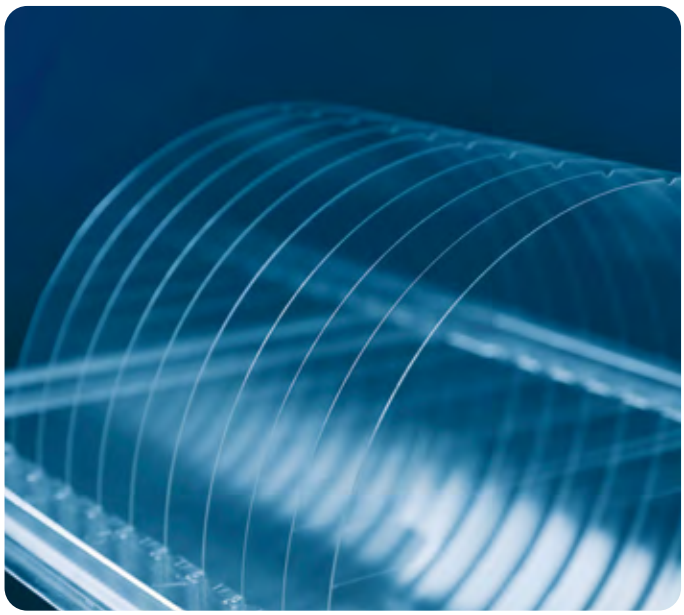
Innovation
Distinctive Technology and Services

Customer - Oriented
Partnership for Success

Commitment
Manufacturing Excellence

Performance Driven
Continuous Improvement

Care & Respect
People and Teamwork



Corporate Information

ABOUT US

Greatech Technology Berhad ("Greatech" or the "Company"), established in 2018, along with its subsidiaries (the "Group" or "Greatech Group"), was listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 13 June 2019. The Company successfully completed its transfer to the Main Market of Bursa Securities on 28 December 2020. As a prominent automation solutions provider headquartered in Penang, Malaysia, Greatech specialises in the design, development, and manufacturing of systems, machinery and equipment tailored to various manufacturing processes. Additionally, we offer value-added services such as parts supply, training and comprehensive after-sales support.

The Greatech Group serves a broad range of clients across various industries, including solar, e-mobility, life sciences, semiconductor and consumer electronics. Our machinery and equipment are utilised worldwide, with installations in countries such as India, Singapore, Thailand, Vietnam, United States of America and several European Union nations.

The Group places significant emphasis on manifesting its values in daily operations and fosters a culture of continuous improvement by actively engaging its employees in the pursuit of excellence.

Solar

Electronic Device

Semiconductor

Life Science

Energy Storage

Glass Substrate

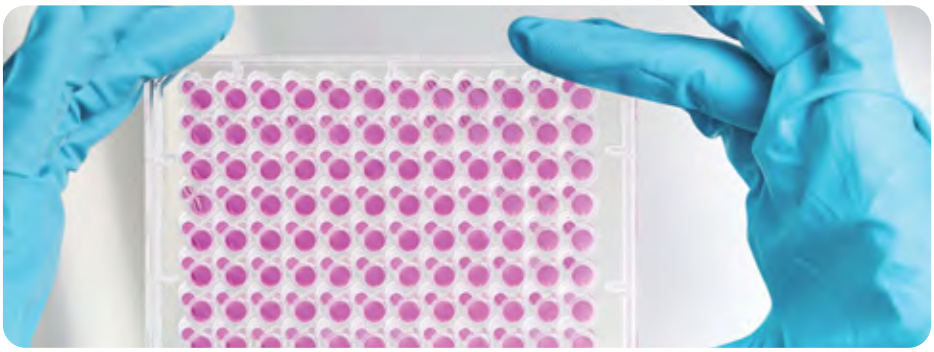
FINANCIAL HIGHLIGHT FY2024

REVENUE	EMPLOYEES	RETURN ON EQUITY
RM752.37 million (14.2% increase from FY2023)	1,591	16.9%

ECONOMIC VALUE DISTRIBUTED	NET CASH & CASH EQUIVALENTS
RM495.93 million (Employees, Government, Suppliers, Capital Providers and Communities)	RM232.82 million

Corporate Information

2024 MILESTONES



QUARTER 1
1 JANUARY - 31 MARCH

MARCH

Greatech successfully established a wholly owned subsidiary in Singapore, enhancing strategic presence in the Asia-Pacific region.

QUARTER 2
1 APRIL - 30 JUNE

MAY

Celebration for reaching 1,500 Greatechies with a special event themed "CEO Buys You Lunch 2.0", just 20 months after surpassing 1,000 Greatechies in 2022.

JUNE

Maintain in both the FTSE4Good Bursa Malaysia Index and the FTSE4Good Bursa Malaysia Shariah Index for 2024.

QUARTER 3
1 JULY – 30 SEPTEMBER

AUGUST

Recognised in Forbes Asia's "Best under a Billion 2024" for the third consecutive year, which highlights our consistent growth and performance among 200 public companies across the Asia-Pacific region with revenues under USD 1 billion.

SEPTEMBER

Bonus shares listed on the Main Market of Bursa Securities.

Achieved the top spot for the highest return-on-equity ("ROE") over three years within the technology category at the 15th Edition of The Edge Billion Ringgit Club for the second consecutive year.

Officially establish a new operational base in Singapore.

Achieved two prestigious accolades at the National Corporate Governance & Sustainability Awards ("NCGSA"), among the assessed 854 public listed companies in Bursa's Main Market and Ace Market. The awards include:

- Industry Excellence Award 2024 – Technology
- Excellence Award 2024 TOP 50 – Ranked 39

QUARTER 4
1 OCTOBER – 31 DECEMBER

DECEMBER

Greatech proudly host our inaugural Family Day, Mega Mania Fiesta, featuring the tagline "Great in Unity, Care for Society". This event aims to foster community spirit and camaraderie among employees and their families, with proceeds directed towards supporting selected community initiatives.

Awarded the Penang Green Incentives at The Green Pinang Awards 2024 organised by Penang Green Council.

Corporate Information

BOARD OF DIRECTORS

DATO' OOI BOON CHYE
Independent Non-Executive Chairman

DATO' SERI TAN ENG KEE
Chief Executive Officer
Executive Director

KHOR LEAN HENG
Chief Project Officer
Re-designated from Chief Operating Officer to Chief Project Officer with effect from 1 March 2024
Executive Director

DATO' OOI HOOI KIANG
Independent Non-Executive Director

DATO' SERI WONG SIEW HAI
Independent Non-Executive Director

DR. MICHAEL DOMINIC KIRK
Independent Non-Executive Director

DR. KONG SIEW MUI
Independent Non-Executive Director
Appointed with effect from 23 February 2024

AUDIT AND RISK MANAGEMENT COMMITTEE

DATO' OOI HOOI KIANG
Chairman
Re-designated from member to Chairman with effect from 25 May 2024

DATO' SERI WONG SIEW HAI
Member

DR. MICHAEL DOMINIC KIRK
Member
Appointed as member on 25 May 2024

DR. KONG SIEW MUI
Member
Appointed as member on 25 May 2024

REMUNERATION COMMITTEE

DR. KONG SIEW MUI
Chairman
Appointed on 25 May 2024

DATO' OOI HOOI KIANG
Member
Re-designated from Chairman to member with effect from 25 May 2024

DATO' SERI WONG SIEW HAI
Member

NOMINATING COMMITTEE

DATO' SERI WONG SIEW HAI
Chairman

DATO' OOI HOOI KIANG
Member

DR. KONG SIEW MUI
Member
Appointed on 25 May 2024

COMPANY SECRETARIES

YEOW SZE MIN
SSM PC No. 201908003120
(MAICSA 7065735)

LOW SEOW WEI
SSM PC No. 202008000437
(MAICSA 7053500)

REGISTERED OFFICE

Suite 18.05, MWE Plaza
No. 8, Lebuh Farquhar
10200 George Town
Pulau Pinang
Tel : (604) 263 1966
Fax : (604) 262 8544
Email: info@sshsb.com.my

PRINCIPAL PLACE OF BUSINESS

Plot 287(A)
Lengkok Kampung Jawa Satu
Bayan Lepas Free Industrial Zone Phase 3
11900 Bayan Lepas
Pulau Pinang
Tel : (604) 646 3260
Fax : (604) 646 3261

SHARE REGISTRAR

Securities Services (Holdings) Sdn Bhd
(Registration no. 197701005827 (36869-T))
Suite 18.05, MWE Plaza
No. 8, Lebuh Farquhar
10200 George Town
Pulau Pinang
Tel : (604) 263 1966
Fax: : (604) 262 8544
Email: info@sshsb.com.my

AUDITORS

BDO PLT
(201906000013 (LLP0018825-LCA & AF 0206))
51-21-F, Menara BHL
Jalan Sultan Ahmad Shah
10050 Pulau Pinang
Tel : (604) 222 0288
Fax : (604) 222 0299

PRINCIPAL BANKER

CIMB Bank Berhad

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock name : GREATEC
Stock code : 0208

Corporate Structure

Profile of Directors

DATO' OOI BOON CHYE DSPN

Chairman
Independent Non-Executive Director

Gender Male **Nationality** Malaysian **Age** 71

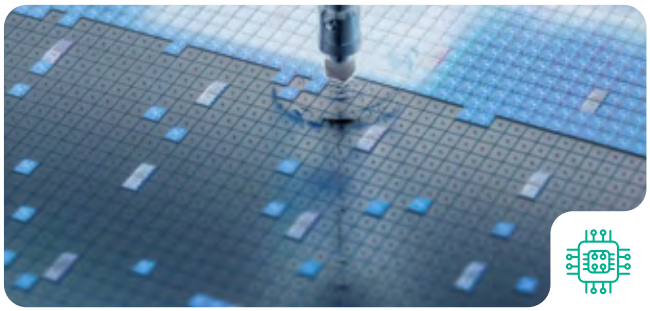
No. of Board Meetings attended in Financial Year 2024 ("FY2024") 4/4

Membership of the Board Committee: None

Dato' Ooi Boon Chye, is our Group's Independent Non-Executive Chairman. He was first appointed to the Board as an Independent Non-Executive Director on 15 May 2023 and was subsequently re-designated as Chairman on 25 August 2023.

Dato' Ooi was a former Senior Vice President ("SVP") of Global Operations at Broadcom Limited (previously known as Avago Technologies (Malaysia) Sdn Bhd). He was responsible for managing its worldwide manufacturing, manufacturing engineering, outsourcing, procurement, logistics, central planning and quality programmes during his tenure there. He retired in 2021 after 12 years with the company.

Prior to joining Broadcom Limited, Dato' Ooi had served as a SVP of Worldwide Operations and Business Process Re-engineering at Xilinx, Inc from 2003 to 2009. Dato' Ooi has more than 25 years of experience at Intel Corporations ("Intel") and has served as its Vice President ("VP") of the Systems Original Equipment Manufacturer ("OEM") Products Group, Corporate Technology Group, and its Director of Operations. His experiences at Intel included Intel Technology Sdn Bhd ("Intel Penang") from 1976 to 1980 and from 1984 to 1986. He was also the General Manager ("GM") for Intel Barbados Limited ("Intel Barbados") from 1980 to 1983. He had served in several operational management positions, Assembly Operations Manager, Plant Manager and GM during his stint with Intel.



In 1986, Dato' Ooi moved to the United States of America ("USA"), where he served Intel Corporation as its Assistant GM of worldwide logic components fabrication sort ("Fab Sort") and assembly/test ("Assy/Test") manufacturing; Director of Component Planning and Plant Manager for A4/T11 in Chandler, Arizona. He had also served as the GM for worldwide systems manufacturing, with Intel plants in Puerto Rico, Ireland, Washington, Malaysia and Oregon in 1990.

Other than our Company, Dato' Ooi does not hold any other directorship in public companies or public listed companies in Malaysia.

Dato' Ooi is an affiliate member of Chartered Management Accountants, UK and also holds a Bachelor Degree in Business Administration from the University of Phoenix, Arizona.

Profile of Directors

DATO' SERI TAN ENG KEE DSPN, DGPN

Chief Executive Officer
Executive Director

Gender Male **Nationality** Malaysian **Age** 55

No. of Board Meetings attended in FY2024 4/4

Membership of the Board Committee: None

Dato' Seri Tan Eng Kee, is our Group's Chief Executive Officer and Executive Director. He was appointed to our Board on 14 May 2018. Dato' Seri Tan is one of Greatech's founding shareholders since the incorporation of Greatech Integration (M) Sdn Bhd in 1997 and is currently responsible for the overall management and operation of the Group. As one of the founders, Dato' Seri Tan sets the vision, mission and core values of the Group. He drives business development, building and executing the strategic directions and expansion plans for the growth and development of the Group, including sourcing for investment opportunities to uphold the Group's business growth. He has more than 30 years of experience in managing companies, marketing strategy planning and business development. Dato' Seri Tan has and continues to be, instrumental to our Group's continuous success and growth.

Dato' Seri Tan also served as a Director of Penang Tech Centre since 22 February 2024.

Dato' Seri Tan holds a Certificate in Mechanical Engineering from Politeknik Sultan Abdul Halim Mu'adzam Shah, Kedah.

Profile of Directors

KHOR LEAN HENG

Chief Project Officer
Executive Director

Gender Male **Nationality** Malaysian **Age** 55

No. of Board Meetings attended in FY2024 4/4

Membership of the Board Committee: None

Khor Lean Heng, is our Chief Project Officer and Executive Director of the Group. He was appointed to our Board on 14 May 2018. He was our Chief Operating Officer since appointment to the Board and was subsequently re-designated to Chief Project Officer on 1 March 2024.

Mr Khor is also a co-founder of the Group and brings with him over 30 years of experience in precision machining, sheet metal manufacturing and automation equipment business.

Currently, Mr Khor is tasked with overseeing the project management, field service and facility management functions of our Group. His responsibilities include leading project initiatives, improving operational efficiency and ensuring the successful execution of key projects in line with the Group's strategic objectives.

Mr Khor also served as a Director of Heng Ee School Board Berhad since 18 January 2024.

Mr Khor holds a Sijil Pelajaran Malaysia Vokasional from SMV Lorong Batu Lanchang, Pulau Pinang.

Profile of Directors

DATO' OOI HOOI KIANG DSPN

Independent Non-Executive Director

Gender Female **Nationality** Malaysian **Age** 56

No. of Board Meetings attended in FY2024 4/4

Dato' Ooi Hooi Kiang, was appointed to the Board as an Independent Non-Executive Chairman on 20 August 2018 and was re-designated as an Independent Non-Executive Director on 25 August 2023. She was re-designated as Chairman of the Audit and Risk Management Committee on 25 May 2024. She serves as a member of Remuneration Committee and Nominating Committee of the Company.

Dato' Ooi has more than 31 years of working experience in a wide range of industries such as auditing, brokerage institutions, property development, mining and manufacturing, including cross border working experience in Abu Dhabi, Singapore, Korea, Vietnam and Russia encompassing finance operations, accounting, financial management, corporate finance, tax planning and merger & acquisition.

Dato' Ooi currently serves as Director/Principal Consultant – Corporate Strategies of WCoach Sdn Bhd which provides advisory services. She was the Group Chief Financial Officer ("CFO") overseeing the finance division of PG Automotive Holdings Pte Ltd ("PGA") from November 2018 to January 2022. Before joining PGA, she was the CFO of Anchor Resources Limited, a company listed on the Singapore Stock Exchange from 2014 to 2018. Dato' Ooi started her career with Coopers & Lybrand LLP (now known as PricewaterhouseCoopers) in 1995 as an Audit Assistant. Her other notable past working experience includes assuming the role of Senior Corporate Finance Manager of Olympia Industries Berhad and CFO of JWPK Sdn Bhd in 2012 and 2013 respectively and holding senior positions in several local brokerage institutions and foreign companies.

Dato' Ooi currently exploits her commercial experience in supporting and delivering the Group's strategy in non-executive roles.

Other than our Company, Dato' Ooi does not hold any other directorship in public companies or public listed companies in Malaysia.

Dato' Ooi holds a Master in Accounting from the University of Florida, USA and is a member of the Malaysian Institute of Accountants.

Profile of Directors

DATO' SERI WONG SIEW HAI DSPN, DMPN, DGPN, DPPN

Independent Non-Executive Director

Gender Male **Nationality** Malaysian **Age** 74

No. of Board Meetings attended in FY2024 4/4

Dato' Seri Wong Siew Hai, was appointed to the Board as Independent Non-Executive Director on 8 May 2020. He serves as Chairman of the Nominating Committee and member of Audit and Risk Management Committee and Remuneration Committee.

Dato' Seri Wong is an electronics industry veteran, with nearly 30 years of semiconductor manufacturing experience in electrical and electronics ("E&E") industry covering Malaysia, Asia Pacific and global regions. He had held several senior positions in world renowned technology companies including Vice President and Managing Director of Dell's Asia Pacific Customer Centre, Vice President of Technology and Manufacturing Group ("TMG") and General Manager of Assembly and Test Manufacturing ("ATM") of Intel Penang and Managing Director of Intel Malaysia. In his 27-year tenure with Intel, he covered a wide range of areas including managing and leading Intel's global assembly and test factories until his retirement in year 2004. Dato' Seri Wong is widely known in the business community for his comprehensive network and strong rapport with Malaysia SMEs and E&E industry. He remains active in the industry and corporate business community.

Contributing his global experience to advancing the E&E industry, Dato' Seri Wong is today, the Chairman of the E&E Productivity Nexus ("EEPN") and President of Malaysia Semiconductor Industry Association ("MSIA"). He was the Chairman of the Malaysian American Electronics Industry ("MAEI") and an industry committee of the American Malaysian Chamber of Commerce ("AMCHAM") for the last 15 years. He is an Independent Non-Executive Director of MTT Shipping and Logistics Berhad and a Director of Penang Tech Centre. He is also a member of PEMUDAH, a special task force to address public-private delivery services.

Dato' Seri Wong serves as the Board of Governor for various educational institutes in Malaysia. In February 2024, he was appointed as Adjunct Professor of University Malaysia Perlis. He is also President of the Penang Welfare Association for Neurodiverse Children and Charter President of Kiwanis Club of Penang Central, a charity organisation.

Dato' Seri Wong had 12 years' experience of operating in a highly regulated environment as Board member of the Malaysian External Trade Development Corporation ("MATRADE"), under the Ministry of International Trade and Industry ("MITI"). He had corporate governance experience in his role as the MATRADE's Audit Committee Chairman. He was also a committee member of the Third Industrial Master Plan ("IMP3") in 2004, contributing to Malaysia's Industrial Master Plan.

He also served as Independent Non-Executive Chairman of Nationgate Holdings Berhad, a company listed on the ACE Market of Bursa Malaysia Securities Berhad.

In 2015, he was awarded the ASEAN Outstanding Engineering Achievement Award by the ASEAN Federation of Engineering Organisations in recognition for his contributions and services as an outstanding engineer and industry leader who has devoted constantly to the society and community in Malaysia and also as an outstanding professional whose contributions have made great beneficial impact to the country.

Dato' Seri Wong holds a Bachelor of Science in Mechanical Engineering from University of Leeds, England and a Master of Science in Management Science from Imperial College of Science & Technology, University of London, England. He had also been awarded the Outstanding Award in the Management Development Program under Asian Institute of Management, Philippines.

Profile of Directors

DR. MICHAEL DOMINIC KIRK PHD

Independent Non-Executive Director

Gender Male **Nationality** American **Age** 62

No. of Board Meetings attended in FY2024 4/4

Dr. Michael Dominic Kirk, was appointed to the Board as Independent Non-Executive Director on 14 May 2022. He was subsequently appointed as a member to the Audit and Risk Management Committee of the Company on 24 May 2024.

Dr. Kirk was formerly a Co-founder of Park Scientific Instruments, a scanning probe microscope company, where he served as a Vice President ("VP") of Research and Development and Chief Technology Officer. He spent 9 years in a variety of management, marketing, and technical operations roles leading its business until its acquisition by Thermoelectron in 1997, before moving to KLA Corporation ("KLA"), formerly known as KLA-Tencor, a company listed on the NASDAQ stock exchange, as Director of Strategic Marketing for Wafer Inspection Group.

Dr. Kirk held several different senior VP positions at KLA from 1997 to 2020. He was the Senior VP of the Surfscan Division responsible for dramatically growing its revenue and profitability. He was also an Executive VP responsible for the Wafer Inspection Group product development, business performance and strategic planning. In addition to these responsibilities, he also managed KLA's world-wide manufacturing and operations for all of KLA's products. During his tenure at KLA, Dr. Kirk managed KLA's world-wide sales and services groups and later became Executive VP of Strategic Corporate Business Development of KLA managing 5 company acquisitions in 2 years.

Dr. Kirk has extensive understanding of operating in senior business leadership positions in the USA as well as international business, sales and marketing, mergers and acquisitions ("M&A"), product management and innovation experience. During his career with KLA, he has successfully grown numerous new businesses, has strategic experience of operating in large industrial groups across a variety of geographies, developed and ran a global capital equipment business.

Dr. Kirk currently is a business consultant in relation to M&A, business operations and strategic planning. He is also a Board member of SIMCO Electronics in San Jose, California since 2007 and is a volunteer tutor of Physics and Calculus to underserved students in California.

Other than our Company, Dr. Kirk does not hold any other directorship in public companies or public listed companies in Malaysia.

Dr. Michael Dominic Kirk holds degrees in physics and applied mathematics from the University of California at Berkeley, California and master's degree and Ph.D in applied physics from Stanford University, California.

Profile of Directors

DR. KONG SIEW MUI DBA

Independent Non-Executive Director

Gender Female **Nationality** Malaysian **Age** 66

No. of Board Meetings attended in FY2024 during her tenure in office 3/3

Dr. Kong Siew Mui, was appointed to the Board as Independent Non-Executive Director on 23 February 2024. She was subsequently appointed as the Chairman of the Remuneration Committee and member of Audit and Risk Management Committee and Nominating Committee of the Company on 25 May 2024.

Dr. Kong began her professional career with Intel Technology ("Intel") in Penang. In that time, she cut her teeth in Human Resources Department and moved into manufacturing operations. She then spent the greater part of her career in the electronic manufacturing services industry, first with Solectron Technology Sdn Bhd ("Solectron Penang") and then Flex Penang (previously known as Flextronics). Over more than 30 years, Dr. Kong has covered multiple portfolios ranging from healthcare & life sciences, consumer products, automotive and industrial electronics. Her responsibilities grew from managing local manufacturing sites to multiple regional sites. Dr. Kong has special strengths in operations, lean manufacturing, quality assurance, supply chain management and human resources. As the site lead, Dr. Kong enabled Solectron Penang to play a key role in winning the prestigious Malcolm Baldrige National Quality Award in 1997 over many other participating multinational companies. As Vice President of Global Business Excellence, Dr. Kong used Lean and Six Sigma transformation techniques to inculcate Continuous Business Process Improvements to Flex manufacturing sites in 30 countries worldwide.

Other than our Company, Dr. Kong does not hold any other directorship in public companies or public listed companies in Malaysia.

Dr. Kong graduated with a Bachelor's degree in Social Science from Universiti Sains Malaysia ("USM"), Penang. Through an Intel sponsorship programme, she gained a Master degree in Business Administration from the University of East Asia, Macau. Upon acquiring her Doctor's degree in Business Administration from USM, she is currently an Industry Fellow of the Graduate School of Business in USM. On graduation Dr. Kong won the Dean's Award as well as the Gold Medal for Best Student 2020/2021.

Profile of Directors

Notes to Directors' Profiles:

1. Family Relationship

None of the Directors have any family relationship with any Director and/or major shareholder of the Company.

2. Directors' Shareholdings

Details of Directors' shareholdings can be found in the "Analysis of Shareholdings as at 2 April 2025" section of this Annual Report.

3. Conviction of Offences

None of the Directors have been convicted of any offence, other than traffic offences, if any, within the past five (5) years.

4. Conflict of Interest

None of the Directors have any conflict of interest or potential conflict of interest, including any interest in any competing business with the Company or its subsidiaries.

5. Public Sanction or Penalty Imposed by Relevant Regulatory Bodies

None of the Directors have been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2024.

Profile of Key Senior Management Team

KOAY LIN LIN

Gender Female
Nationality Malaysian
Age 52

Koay Lin Lin, is our Group's Chief Financial Officer ("CFO"). Ms Koay joined the Group in April 2000 and was appointed as the Group's CFO in January 2018. She oversees financial management, corporate finance, tax, information technology ("IT"), environmental, social and governance ("ESG") matters. Additionally, she manages risk and internal control, supervising the finance and accounting, environment, health & safety ("EHS") and management information system ("MIS") functions of the Group.

With over 20 years of extensive experience in auditing, finance, accounting, tax, treasury and human resource management, Ms Koay brings a wealth of knowledge to her position. Prior to her tenure with the Group, she gained valuable experience as an Audit Senior at PricewaterhouseCoopers.

Ms Koay holds a National Vocational Qualification in Accounting from the Association of Accounting Technicians (UK) ("AAT"), obtained in 1994. She has further enhanced her qualifications with a Certificate in International Auditing and a Certificate in Sustainability for Finance from the Association of Chartered Certified Accountants ("ACCA"). She is a fellow member of the ACCA ("FCCA") and a member of the Malaysian Institute of Accountants ("MIA").

Tan Huat Tatt, is our Group's Operation Director. He joined the Group in May 2022 and is responsible for overseeing the manufacturing operations of the Group. Prior to this position, Mr Tan served as the Focus Factory Manager at Plexus Manufacturing Sdn Bhd ("Plexus") from 2018 to 2022. His initial tenure at Plexus included a role as Operation Department Manager from 2004 to 2016, where he managed high-level assemblies within the contract manufacturing services business. Before re-joining Plexus in 2018, he held the position of Work Cell Manager at Jabil Circuit Sdn Bhd from 2016 to 2018.

Mr Tan's career began in various operational roles at multinational corporations in Penang including Penang Seagate Industries (M) Sdn Bhd, Silitek Corporation (M) Sdn Bhd and Celestica Malaysia Sdn Bhd. With over 20 years of experience in operational management and business leadership experience, he has demonstrated expertise in driving operational performance and implementing strategic improvements within the high-tech global electronics manufacturing services industry.

Mr Tan holds a Bachelor's Degree of Management in Organisation with Honours from the Universiti Sains Malaysia and a National Technical Certificate in Precision Engineering from the Institute of Technical Education Singapore. Additionally, he has been awarded a Craftsman Certificate from Economic Development Board of Singapore.

TAN HUAT TATT

Gender Male
Nationality Malaysian
Age 54

Profile of Key Senior Management Team

Loo Kim Hai, Martin, currently serves as the Business Unit Manager for the Life Science and Laboratory Division of the Group. He was appointed as our Group's Business Unit Manager in October 2019, initially overseeing the E-Mobility division. His role encompasses a wide range responsibilities, including team management, project planning, execution, monitoring, risk management, issue resolution and achieving target. In October 2024, he transitioned to lead the Life Science and Laboratory Division.

With 19 years of management and machine design experience in the LED and semiconductor industry, Mr Martin Loo began his career as a Mechanical Design Engineer at Genetec Technology Berhad in April 2004. He subsequently joined Multiled Technology Sdn Bhd in August 2005 as a Project Manager. Prior to his current role, he held the position of Senior Mechanical Design Manager at a public listed entity specialising in high-tech automation systems. During his 12-year tenure there, he led the Engineering Department in designing and developing a diverse range of custom-designed machine and standard back-end automation equipment for the LED and semiconductor industry. His involvement spanned conceptual design, machine development, project management and technical support.

Mr Martin Loo holds a Bachelor's Degree in Mechanical Engineering from the University of Malaya and a Master of Business Administration with distinction from the University of Science, Malaysia.

Tan Eng Seng, currently holds the position of Business Unit Manager for Life Science division of the Group. In this role, he is responsible for managing teams and projects, overseeing planning, execution, monitoring, risk management, issues resolution and targets achievement. Mr Tan joined the Group in 2014, initially managing project and team operations before being promoted to Business Unit Manager of Battery division in January 2018. He transitioned to lead the Life Science division in November 2019.

Prior to joining the Group, Mr Tan served as an Engineer at STEC Technology Sdn Bhd, which was later acquired by HGST Technologies Malaysia Sdn Bhd, from 2011 to 2014. He possesses 19 years of experience in software programming and development within the automation systems of semiconductor and hard disk drive industries. Mr Tan started his career as a Field Staff at Manpower Staffing Services (M) Sdn Bhd in 2005, subsequently advancing to roles as a Software Development Engineer at Micro View Technologies Sdn Bhd in 2007 and at Micro Modular System Sdn Bhd in 2008.

Mr Tan holds a Bachelor's Degree in Computer Science with Honours from the University Tunku Abdul Rahman.

Profile of Key Senior Management Team

YEAP HAN KEOW

Gender Male
Nationality Malaysian
Age 40

Yeap Han Keow, currently holds the position of Business Unit Manager for the Thin Film Solar and Semicon Automation division of the Group. His responsibilities include managing teams and projects, overseeing planning, execution, monitoring, risk management, issues resolution and target achievement. In October 2024, he was assigned additional responsibilities of overseeing the Semicon Automation division.

Mr Yeap joined the Group in August 2005 as an Electrical Assembly Technician and has since advanced within the organisation. He was promoted to Software & Control Engineer and later to Assistant Software Manager, where he managed and supervised the software department starting in January 2015. He assumed the role of Business Unit Manager in January 2018, leveraging his extensive experience in management, project execution, control systems design, software programming and technical support.

Mr Yeap holds a Diploma in Electrical Engineering from Institut Teknologi dan Pengurusan Lebuh Victoria, Penang.

Chuah Soo Hoong, currently serves as the Business Unit Manager for the E-Mobility division of the Group. His responsibilities encompass managing teams and projects, as well as overseeing planning, execution, monitoring, risk management, issues resolution and target achievement.

Mr Chuah joined the Group in January 2016 as a Senior Mechanical Designer and has progressed through various roles. In January 2017, he was promoted to Assistant Technology and Development Manager, where he led a team of engineers in designing automated equipment. He then took on the role of Business Unit Manager for the Solar and Semiconductor Wafer division in January 2018. In November 2020, he transitioned to lead the E-Mobility division. With 17 years of experience in management and machine design within the semiconductor and solar industries, Mr Chuah has developed a robust skill set in these fields.

Mr Chuah holds a Diploma in Mechanical Engineering from the Polytechnic Sultan Abdul Halim Mu'adzam Shah, Kedah.

CHUAH SOO HOONG PJK

Gender Male
Nationality Malaysian
Age 43

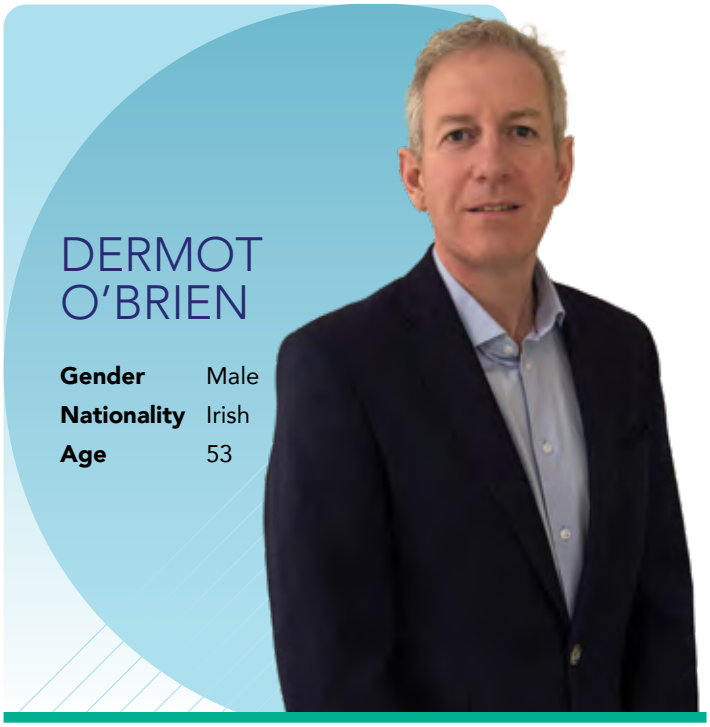
Profile of Key Senior Management Team

Loo Khai Tien, is our Human Resources & Admin Department Manager. She has over 14 years of experience in the manufacturing industry, including multinational corporations. She joined the Group in May 2017 as an Assistant Human Resources & Admin ("HRA") Manager and was promoted to HRA Department Manager in May 2018. In February 2022, her role expanded to include overseeing the Environment, Health & Safety ("EHS") department.

As the HRA Department Manager, Ms Loo is responsible for managing and overseeing all aspects of HRA and EHS, including organisation planning. Her strong foundation in the manufacturing industry, coupled with extensive experience from her previous roles at Tong Heer Fasteners Sdn Bhd, Southern Steel Berhad and JA Solar (M) Sdn Bhd, enables her to effectively address the complex needs of the organisation and the unique challenges of the industry. Her expertise in Human Resources Management and her experience in multinational corporations make her well-equipped to handle the complex needs of the organisation.

In March 2024, the organisation entrusted Ms Loo with additional responsibilities, tasking her with overseeing the Purchasing and Sourcing Department.

Ms Loo holds a Bachelor's Degree of Science in Human Development and Management with First Class Honour from Universiti Putra Malaysia.



Dermot O'Brien is the Managing Director of Greatech Integration (Ireland) Limited. In his current role, he focuses on building strong relationships and developing business opportunities in the medical devices and pharmaceutical sectors.

Mr O'Brien co-founded Allied Automation Limited ("AAL") in 1998, which was subsequently acquired by Greatech Group in November 2023. AAL specialised in the design and manufacture of production lines for numerous blue-chip multinational companies in the medical device and pharmaceutical industries, targeting markets in Ireland, mainland Europe and the United States.

Mr O'Brien began his career as a Mechanical Design Engineer with BW Design in 1995. After co-founding of AAL, he served as Technical Director, engaging in mechanical design, PLC programming and electrical design. In the mid-2000's, he shifted his focus to sales and business development, successfully steering AAL's strategic shift from the automotive sector to the life sciences sector. In August 2022, he was appointed Managing Director of AAL.

Mr O'Brien holds a Bachelor's Degree in Production Management from the University of Limerick, Ireland. He has also completed a Business Development Programme with the Irish Management Institute and a Post-Graduate Diploma in International Sales from the Technical University Dublin, which specifically targeted the Swiss market.

Profile of Key Senior Management Team

Notes to Key Senior Management Team Profiles:

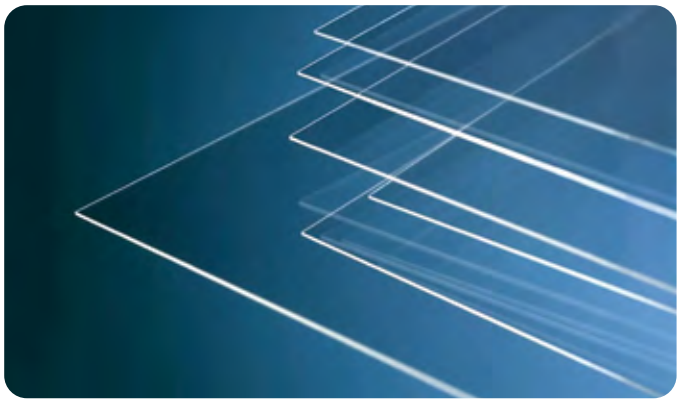
1. **Directorship in Other Public/Public Listed Companies**
   None of the key senior management personnel hold any directorship in public companies and public listed companies in Malaysia.

2. **Family Relationship**
   None of the key senior management personnel have any family relationship with any Director and/or major shareholder of the Company.

3. **Conviction of Offences**
   None of the key senior management personnel have been convicted of any offence other than traffic offences, if any, within the past five (5) years.

4. **Conflict of Interest**
   None of the key senior management personnel have any conflict of interest or potential conflict of interest, including any interest in any competing business with the Company or its subsidiaries.

5. **Public Sanction or Penalty Imposed by Relevant Regulatory Bodies**
   None of the key senior management personnel have been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2024.



Chairman's Statement

Dear Shareholders,

I am pleased to report that Greatech Technology Berhad ("Greatech" or "Company") and its subsidiaries ("Group") has achieved another set of record-breaking results, surpassing a significant revenue milestone of RM752.37 million. This accomplishment is especially noteworthy considering the prevailing geopolitical tensions, rising inflation and challenging business landscape. Our robust growth underscores the substantial value our products and services deliver to our customers, all driven by our purpose-driven strategy. These results are a testament to the exceptional leadership, agility and entrepreneurial spirit demonstrated by our team.

REVENUE

RM752.37 million

CASH AND CASH EQUIVALENTS

RM232.82 million

PROFIT AFTER TAX

RM155 million

Greatech's 2024 Performance

In recent years, our strategic emphasis on both organic growth and acquisition has yielded positive outcomes, as reflected in the notable expansion of Group revenue and earnings, despite a challenging business environment. In 2024, we achieved significant financial milestones, with Group revenue soaring by 14.2% surpassing RM750 million for the first time. This remarkable growth was primarily driven by the successful recognition of sizeable order books carried over from the financial year ended 2023 ("FY2023"). While our profit after taxation experienced a modest year-on-year increase of 0.4%, reaching RM155 million, this growth was partially offset by higher taxation rates and currency fluctuations, particularly the impact of a weaker US dollar.

The Group's financial position remains resilient, categorised by low gearing ratios. As of December 31, 2024 ("FY2024"), the cash position is notably healthy, reflecting prudent cash management practices. Cash and cash equivalents increased to RM232.82 million, up from RM187.36 million in FY2023, driven by improved operating free cash flow and a reduction in capital expenditure payments.

Chairman's Statement

Greatech's 2024 Performance (Cont'd)

Favourable conditions in the global energy sector positively impacted the Group's business development activities during the first half of FY2024. However, this momentum slowed in the latter half of FY2024, primarily due to geopolitical conflicts, trade tensions and associated political developments, which resulted in delays in customers' final investment decisions. As a result, the Group experienced a decrease in new orders for FY2024. Despite this, the order book carried forward into FY2025 remains strong at RM785 million, with the majority of orders still active rather than cancelled.

Reflecting on the challenges faced in 2024, it is evident that a cautious approach among our customers, coupled with a sluggish industrial economy, has posed obstacles. Nonetheless, the Group has made commendable strides in diversifying its revenue streams, supported by multiple sources across various markets. This diversification has led to promising growth, enabling us to build on our initial successes while exploring new opportunities.

The Board and I recognise the critical importance of continuously assessing and refining our strategic progress, particularly in the context of a rapidly evolving market landscape. We remain fully committed to adapting our strategies to ensure growth and resilience in the face of future challenges.

Strategic Update

Our growth strategy, supported by well-defined capital allocation priorities, positions the Group to deliver sustainable, long-term value to shareholders. We are actively advancing a robust pipeline of projects that present opportunity for expansion into adjacent or complementary markets. A key component of our strategic vision is to enhance our footprint in growth areas where we have historically been underrepresented.

Significant progress has been made with the acquisition of Greatech Integration (Ireland) Limited ("GII") in December 2023. GII is a leading automation company based in Ireland, not only complements our existing automation offerings but also strategically enhances our growth potential. This acquisition provides us with essential capabilities to advance our medical automation solutions portfolio, further reinforcing our competitive advantage in this key sector.

On 27 January 2025, the Group established Greatech Mechatronics (M) Sdn Bhd ("GMM"), aimed at enhancing our business portfolio over time. GMM is dedicated to serving as a contract manufacturer for clients across a diverse range of industries.

Further reinforcing our strategic direction, we have concluded a sale and purchase agreement with Manz AG to acquire the entire stake of Manz Slovakia s.r.o. ("MSK") on 28 February 2025 for a cash consideration of €1,000,000 which paid from the Group's existing financial resources. MSK is a prominent local equipment contract manufacturer, and this acquisition marks a pivotal move towards realising our ambitions within the vital European contract manufacturing market. MSK's competitive service offerings and its proximity to customers provide an excellent foundation for driving further growth in the region. Their strategic focus on the semiconductor segment aligns seamlessly with our strategic objectives, enhancing our local production capabilities.

The combination of MSK's solid market position, our industry-leading expertise, and the international reach of our brands will create a compelling growth platform in Central Europe, positioning us for sustained success in this dynamic market.

Following the acquisition, MSK was renamed to Greatech Mechatronics (Slovakia) s.r.o. ("GMS").

Embedding Sustainability

Sustainability remains a key focus for the Board. While we will continue to monitor and report on our progress in minimising our negative environmental impact, we are equally excited about the opportunities for the Group to contribute to and drive the transition to a green economy.

Greatech is uniquely positioned to leverage the positive impact our products and services can have on both people and the planet, by addressing critical global challenges. However, we acknowledge our responsibility to mitigate the adverse effects of our operations. We have continued to integrate our sustainability strategy across the Group's operations, empowering our business units to identify both the strategic opportunities and risks that sustainability presents. This includes setting internal targets, developing action plans to reduce emissions and focusing on sustainable product design. In the coming year, we plan to broaden our reporting activities to encompass all subsidiaries abroad. We recognise the importance of thoroughly understanding the feasibility of our commitments before establishing net-zero targets, as we are dedicated to upholding our promises.

Our focus will remain on investing in our global talent pool and enhancing skills, alongside prioritising safety and well-being within our operations. Additionally, we will continue to reassess our business model and evaluate emerging technologies to ensure alignment with our mission and vision.

Chairman's Statement

Corporate Governance

The Board is fully dedicated to upholding the highest standards of corporate governance, extending this dedication beyond the Board to every level of the Group. Each Director has a clear understanding of the regulatory framework within which the Company operates, their individual roles and responsibilities as a Director, governance best practices and future developments. Greatech provided the governance training that begins with a comprehensive Director's induction and onboarding plan, and continues throughout their tenure with regular updates from the Company Secretary and Management. This training covers the rules of procedure for both the Non-Executive and Executive Boards, details of transactions requiring approval and other key documents related to corporate governance within the Group.

The Corporate Governance Overview Statement of this Annual Report outlines the Board's approach to governance practices and includes a report from the Audit and Risk Management Committee ("ARMC"), highlighting the key matters discussed and addressed by the Board Committees throughout the year. During the year, we conducted an internal evaluation of the Board and its Committees. A summary of the findings from this review is presented in the Corporate Governance Overview Statement of this Annual Report.

Board and Committee Changes

Effective 25 May 2024, our Board underwent several leadership transitions as part of our ongoing commitment to fostering leadership continuity and ensuring robust governance to support the Group's growth and strategic objectives. Dato' Ooi Hooi Kiang assumed the role of Chairman of the ARMC, stepping down as Chairman of the Remuneration Committee ("RC") while continuing as a member of the Nominating Committee ("NC"). Dr. Kong Siew Mui has taken on the responsibilities of Chairman of the RC and joined both the NC and ARMC as a member. Additionally, Dr. Michael Dominic Kirk has been appointed as a member of the ARMC. I am pleased to report that the succession and onboarding has been very smooth and they have embedded well into their roles and brought fresh ideas to the board room.

We also bid farewell to the esteemed Dato' Seri Wong Siew Hai, who has decided not to seek re-election and will be retiring at the 2025 Annual General Meeting of the Company after five years of dedicated service. With his retirement from the Board, he will also be stepping down as Chairman of the NC, as well as a member of the RC and ARMC. On behalf of the Board, I would like to express our sincere thanks for his valuable contributions to Greatech.

Looking ahead

While we remain mindful of market conditions and broader economic and geopolitical challenges, we are confident in the Group's growth prospects, driven by positive market factors that present expanding opportunities. Our strategy is to capitalise on these market opportunities by leveraging our expertise and investments we have already made in our capabilities. The strategic progress achieved during the year further strengthens the Board's confidence in our future. We are committed to delivering sustained value to all of our stakeholders.

Appreciation

On behalf of the Board, I would like to express our sincere gratitude to our shareholders, employees, customers and all stakeholders for your unwavering dedication and support throughout the year. Your commitment has been instrumental in our significant strategic advancements, and I am confident that the Group is well-positioned to continue delivering value to all.

I would also like to extend my heartfelt appreciation to our Chief Executive Officer, Dato' Seri Tan Eng Kee, and his leadership team for their exemplary guidance over the last 12 months. Their relentless hard work and dedication have been instrumental in steering Greatech Group toward success in an ever-evolving market landscape.

DATO' OOI BOON CHYE
Chairman
25 April 2025

Management Discussion & Analysis

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS

Greatech Technology Berhad ("Greatech" or "Company") and its subsidiaries ("Group") stand as a global leader in the design and construction of customised factory automation solutions and system integration for the advanced manufacturing sector, where strict adherence to quality standards is paramount. Our mission is to empower customers to remain at the forefront of innovation, serving diverse industries such as solar energy, electric vehicles ("EVs"), batteries, semiconductors, medical devices and smart technologies.

At Greatech, we specialise in the design, development and delivery of high-quality systems tailored to meet the specific production requirements of each client. Our solutions prioritise flexibility, precision, sustainability and efficiency, enabling our customers to adapt seamlessly to the dynamic demands of modern manufacturing.

With a robust presence in key markets such as United States of America ("USA"), Europe and Asia, Greatech plays a pivotal role in automating customer operations and processes, thereby fostering sustainable development across various sectors. Headquartered in Penang, Malaysia, Greatech operates subsidiaries in the USA, Ireland, Slovakia, China, the Philippines and Singapore. Our extensive network of agents across Europe and Asia strategically positions our subsidiaries to effectively serve key markets, enhancing customer confidence and providing valuable regional insights.

Greatech's factory automation solutions are primarily developed in-house, with additional support from strategic manufacturing partners who bring specialised expertise and cutting-edge technologies. This integrated approach allows Greatech to deliver added value to our customers by simplifying their experience, reducing the complexity of managing multiple contracts, and providing high-quality, comprehensive solutions.

In 2024, the Group navigated a landscape marked by both challenges and opportunities. Despite a challenging market environment, our steadfast commitment to executing our growth strategy enabled us to deliver strong performance. We faced persistent pressures, such as elevated component costs from the previous year and the continued investment in hiring young graduates to secure future talent, which impacted our margins. Nevertheless, by staying closely connected with our customers and leveraging our core strength in innovation, we drove sustainable growth. As a result, we achieved record performance in financial year ended 31 December 2024 ("FY2024"), including an all-time high in revenue as well as significant milestones in product sustainability. By remaining agile and responsive to market conditions, we were able to meet our customers' needs while continuing to expand our business.

On a positive note, Greatech Integration (Ireland) Limited ("GII") has built a talented team, secure new customers and created significant opportunity to expand our target market. The revenue contribution from GII in its first year under Greatech ownership has been highly promising. The progress achieved to date is encouraging, and we are making substantial strides in unlocking operational synergies, positioning ourselves to fully realise its potential in the medium term.

Key Achievements

Forbes Asia's Best Under A Billion 2024

Greatech is proud to have secured a place on Forbes Asia's Best Under A Billion list, marking our 3rd recognition with this prestigious accolade. Among the eleven (11) Malaysian companies featured, Greatech stood out as one of the 54 returnees from the previous year, highlighting our sustained success and resilience.

Management Discussion & Analysis

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (CONT'D)

Key Achievements (Cont'd)

The Edge Billion Ringgit Club 2024

In 2024, Greatech was honoured with The Edge Billion Ringgit Club award for the Highest Return on Equity over Three (3) Years, marking our second consecutive year receiving this prestigious recognition. This accolade underscores our sustained financial performance and strategic excellence.

National Corporate Governance & Sustainability Awards 2024

Greatech is honoured to be ranked 39th in the National Corporate Governance & Sustainability Excellence Award 2024 ("NACGSA") by the Minority Shareholders Watch Group ("MSWG"). We also received the Industry Excellence Award in the Technology sector. This recognition reflects our strong commitment to corporate governance, sustainability and transparency, aligning with the Securities Commission Malaysia's Corporate Governance Strategic Priorities. Greatech remains dedicated to upholding ethical practices and fostering long-term value creation, further reinforcing our leadership in governance and sustainability.

The Penang Green Incentives Award at The Green Pinang Awards 2024

In 2024, Greatech was honored with the Penang Green Incentives Award at the Green Pinang Awards 2024, organised by Penang Green Council. The award recognises and rewards organisations that have made significant efforts to reduce their environmental footprint. Greatech received this accolade for organising a month-long environmental movement theme "Clean & Lean" in May 2024, aimed at promoting awareness about waste segregation among our employees. The initiatives were designed to enhance the knowledge of waste sorting and disposal, while providing practical experience in sustainable practices.

Management Discussion & Analysis

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (CONT'D)

Key Achievements (Cont'd)

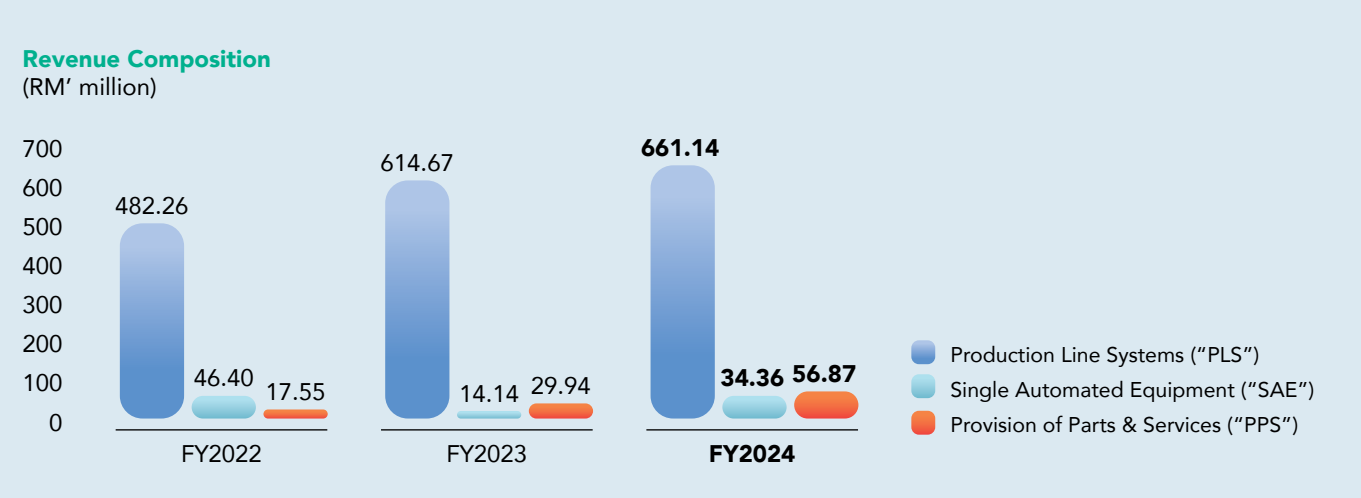
FTSE4Good Bursa Malaysia Index ("F4GBM") and FTSE4Good Bursa Malaysia Shariah Index ("F4GBMS") 2024

In 2024, Greatech remains included in the F4GBM Index and the F4GBMS Index. Based on the latest review, we continue to maintain a 4-star ESG rating, placing us in the top 25% public listed companies ("PLC") in the FTSE Bursa Malaysia EMAS index, as assessed by FTSE Russell. This ongoing recognition reinforces our commitment to upholding the highest standards of environmental, social and governance ("ESG") practices, demonstrating our dedication to sustainable growth and responsible corporate governance.

Key Markets

The Group manages the business into three (3) categories, namely Production Line Systems ("PLS"), Single Automated Equipment ("SAE") and Provision of Parts & Services ("PPS"), and across three (3) regions, namely North America, Europe and Asia.

The revenue by businesses for FY2022, FY2023 and FY2024 is tabulated as below:



FY2024 was another strong year for Greatech, characterised by solid momentum and significant progress across our business. We are encouraged by the resilience of our business model and the strategic progress made, despite challenges in certain industrial markets. Consolidated revenue from ongoing activities grew by 14.2% to RM752.37 million (2023: RM658.75 million), which includes RM34.34 million in revenue from products associated with the GII acquisition. Our organic revenue growth stands at 9.7%, while acquisition-driven revenue growth accounts for 4.5%.

We have seen continued strong contribution from new products of our life sciences business unit during the year as well as competitive success in the market. In FY2024, revenue from our equipment business namely PLS and SAE, accounted for 92.4% (2023: 95.5%) of total revenue, increasing by RM66.69 million from the previous financial year, to RM695.50 million (2023: RM628.81 million). The PPS segment accounted for the remaining 7.6% (2023: 4.5%) of the Group's revenue amounting to RM56.87 million (2023: 29.94 million). This increase was driven by higher sales of parts and services from Solar industry, propelled by a rise in the number of installed equipment.

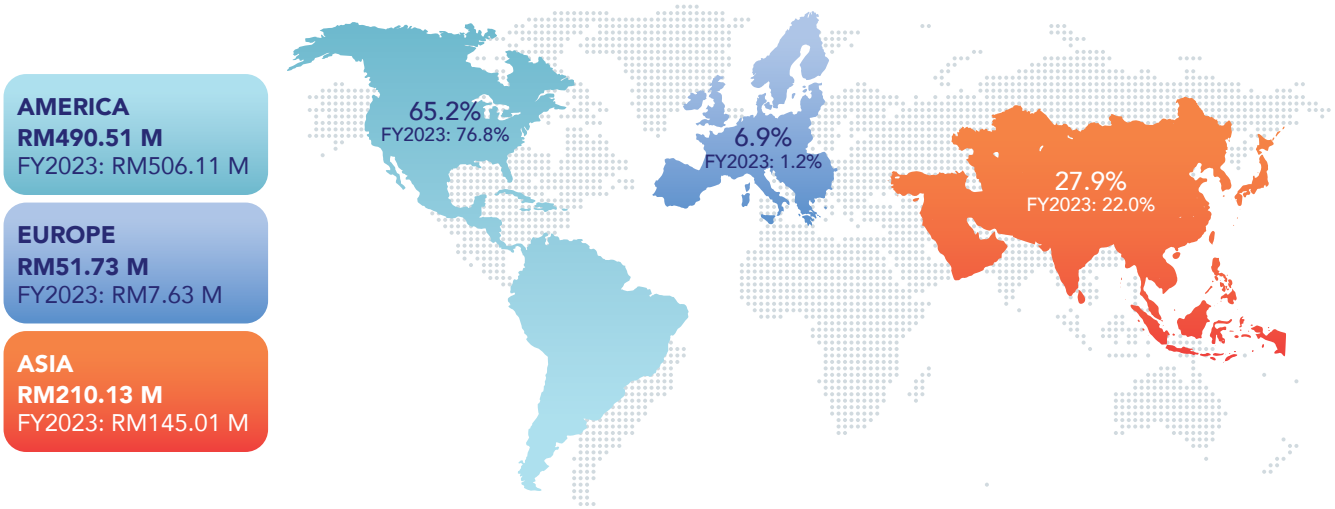
Overall, there was a notable increase across the PLS, SAE and PPS business, achieving a growth of 7.6%, 143.0% and 90.0% respectively. This revenue growth was primarily supported by a contribution from life science sector, as well as increases in semiconductor sector. Revenue from SAE amounted to RM34.36 million (2023: 14.14 million), reflecting strong demand for our products and services.

Management Discussion & Analysis

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (CONT'D)

Key Markets (Cont'd)

The revenue by regions for FY2024 is illustrated below:



America: Overall revenue contribution from America decreased by 11.6% from 76.8% in FY2023 to 65.2% in FY2024. This decline reflects a slower growth rate compared to the exceptionally strong performance of the previous year. The decrease was primarily attributed to the timing of project acceptance from our major client, which revenue would be recognised in the next fiscal year.

Asia: Overall revenue contribution from Asia increased by 5.9%, rising from 22.0% in FY2023 to 27.9% in FY2024. This growth was primarily driven by strong performance in Malaysia, which helped offset the decline in revenue from the America. Malaysia's significant performance improvements were largely attributed to new business wins and expansion deals. Additionally, this growth is supported by a strategic shift, with businesses relocating operations from China to more cost-effective countries such as Vietnam, Malaysia and Mexico. This shift is response to evolving geopolitical dynamics, persistent cost pressure, and supply chain challenges within the increasingly competitive Chinese market.

Europe: Overall revenue contribution from Europe increased by 5.7%, rising from 1.2% in FY2023 to 6.9% in FY2024. This growth was driven by the acquisition of our Irish subsidiary, as well as the market opportunities generated by our expanded footprint in the region.

Order Prospects

As of 20 February 2024, the Group commenced the year with an order book valued at RM1.04 billion. However, by 20 February 2025, this figure has decreased to RM785 million. Notably, order entries during the first half of 2024 have surpassed those from the same period in the previous year. Nevertheless, projections indicate a weaker performance in the latter half of 2024. This fluctuation has resulted in an overall decline in order book of 24.5% between February 2024 and February 2025, compared to the record high achieved order book in the prior year.

This decrease is primarily attributed to reduced orders from the E-Mobility and Solar markets, with customers adopting a more cautious approach to investment and spending, particularly following several large EV and Solar projects in FY2023. Additionally, uncertainties surrounding the 2024 US presidential election have further influenced decision-making. On a more positive note, the life sciences sector continues to show resilience, supported by contributions from the GII acquisition and organic growth. With 92.4% of our revenue coming from equipment sales, we anticipate a rebound in order intake as the demand for automation persists. We remain focused on cost management and will make the necessary operational adjustments to navigate these evolving market dynamics effectively.

Management Discussion & Analysis

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (CONT'D)

Investing in Growth

The post-acquisition integration of GII has continued to progress smoothly, with a heightened focus on expanding our market presence and solidifying our position as a leading industry player. Throughout 2024, we have significantly ramped up our marketing initiatives and support activities to promote our expanded product offerings and enhanced customer portfolio. As we enter new markets, a critical part of our strategy has been increasing awareness of Greatech as a proven and reliable technological partner, emphasising our commitment to delivering innovative solutions and reinforcing our reputation for quality and performance.

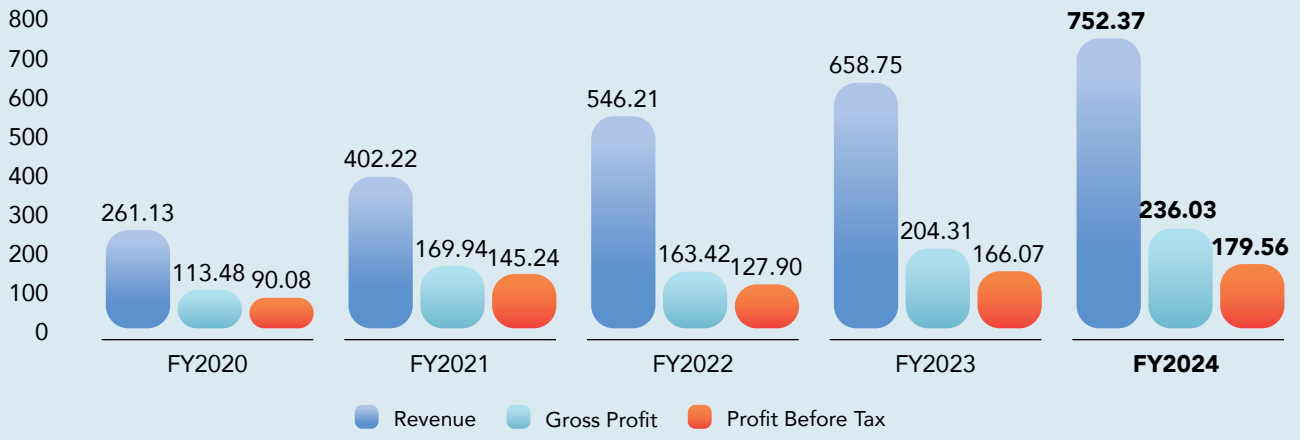
Our key priorities in 2024 include growing our customer base, identifying new business opportunities and driving the expansion of our opportunity pipeline. In support of these objectives, we have been enhancing our sales channel network to ensure we are well-positioned to capture new leads, foster strong customer relationships, and ultimately drive sustainable revenue growth. The integration of GII's resources and expertise allows us to leverage complementary capabilities, creating synergies that strengthen our market offering and competitive edge.

To further support our growth strategy, we have identified a strategic opportunity for expansion with the factory building located next to the GII facility. This location offers an ideal opportunity for us to enhance production capacity, streamline operations, and strengthen our market position. After thorough evaluation, we have concluded that purchasing this facility would be a wise investment in our long-term growth strategy. The acquisition of factory building, finalised in Q1 2025, will provide an additional 23,495 square feet of space, enabling us to scale operations, support increased demand, and fostering further innovation. This facility is expected to be a key asset as we position ourselves for future growth and capitalise on emerging opportunities in both existing and new markets.

On 27 January 2025, the Group is set to broaden its operational scope by offering contract manufacturing services through its wholly owned subsidiary, Greatech Mechatronics (M) Sdn Bhd ("GMM"), located in Penang. GMM is set to establish itself as a key player in the contract manufacturing sector. This new venture aims to cater to a diverse clientele across various industries, strategically position itself to mitigate the impacts of industry-specific demand fluctuations and enhance the Group's market offerings.

FINANCIAL HIGHLIGHTS

5 Years Financial Performance
(RM' million)



Solid Revenue Growth
Revenue increased steadily since FY2020 and recorded highest revenue of RM752.37 million in FY2024.

Management Discussion & Analysis

FINANCIAL HIGHLIGHTS (CONT'D)

Financial Performance

The Group demonstrated robust financial performance in FY2024, achieving a remarkable 14.2% increase in revenue, totaling RM752.37 million, compared to RM658.75 million in FY2023. This growth was bolstered by the strategic acquisition of GII, enabling the Group to reach a historic revenue high, underpinned by a resilient order book as it entered 2024.

The Group's gross profit ("GP") grew by RM31.72 million, marking a 15.5% increase from RM204.31 million in FY2023 to RM236.03 million in FY2024. The GP margin improved marginally from 31.0% to 31.4%.

The Group's Profit Before Tax ("PBT") for FY2024 reached RM179.56 million, reflecting an increase of RM13.49 million or 8.1% compared to RM166.07 million in FY2023. This growth in PBT was primarily driven by revenue growth achieved organically and through acquisition, with a favourable product mix compared to FY2023.

Other income decreased by RM13.36 million or 48.1% in FY2024, primarily due to the absence of realised gain on foreign exchange of RM13.59 million in FY2023, which was driven by the strengthening of the Malaysian Ringgit against US Dollar.

The Group's effective tax rate for FY2024 was 13.7% (2023: 7.0%) which is higher compared to prior year. This increase was mainly due to the expiration of pioneer status on 28 March 2023 for certain products, which resulted in statutory income being subject to tax. The current provision of income tax is in respect of certain non-business income and non-tax exempted income generated from non-pioneer products.

The basic and diluted earnings per share increased from 6.16 sen to 6.18 sen and 6.14 sen to 6.17 sen in FY2024 respectively.

Financial Position

The Group's financial position has been further strengthened, reporting net assets of RM909.29 million for FY2024 (FY2023: RM751.38 million). The Group concluded the year with cash and cash equivalent amounting to RM232.82 million, an increase from RM187.36 million in the previous year.

Total assets reached RM1.11 billion as of 31 December 2024, compared to RM998.30 million in FY2023. This growth is primarily attributed to an increase in property, plant and equipment by RM43.62 million, inventory by RM15.93 million, contract assets by RM24.50 million, and cash and bank balances by RM38.23 million. However, this overall increase was partially offset by a decline in trade and other receivables, which decreased by RM11.49 million.

Throughout FY2024, the Group invested approximately RM62.32 million for the purchase of property, plant and equipment. Additionally, as at 31 December 2024, the Group has committed another RM0.99 million in capital assets. This investment primarily supports the development of Batu Kawan 4th operational facility ("BK IV") located at Batu Kawan Industrial Park. The capital expenditures encompass a range of essential assets, including electrical installations, furniture and fittings, computer systems, motor vehicles, plant and machinery, renovations, office equipment as well as various tools and equipment.

Total liabilities decreased to RM202.98 million in FY2024 from RM246.92 million in FY2023. This reduction was primarily driven by a RM34.40 million decline in trade and other payables, along with an RM11.53 million decrease in contract liabilities. However, this was partially offset by a RM4.59 million increase in deferred tax liabilities.

Total equity has increased to RM909.29 million as compared to RM751.38 million in FY2023. Net asset value per share rose to 36.21 sen as at 31 December 2024 as compared to 29.95 sen* as at 31 December 2023.

** Included in the denominator for number of shares for FY2023 for the calculation of Net Asset Value per share is the retrospective effect of bonus issue of 1,254,855,150 bonus shares listed on 11 September 2024.*

Cash Flows

The Group concluded its financial year with a robust net cash from operating activities amounting to RM108.22 million. This performance was largely influenced by notable fluctuations in inventory levels, trade receivables, contract assets, trade payables and contract liabilities, although it was partially offset by tax payments totaling RM19.91 million.

In terms of investing activities, the Group utilised RM55.37 million, primarily for the acquisition of property, plant and equipment, as our commitment to enhancing operational capacity.

Net cash used in financing activities primarily comprised repayments of lease liabilities and term loan repayments to financial institutions.

After adjusting for the effect of foreign exchange rate changes, cash and cash equivalent increased from RM187.36 million to RM232.82 million as of 31 December 2024. This growth in liquidity positions the Group favourably, providing the necessary financial flexibility to support future growth initiatives and strategic investments.

Management Discussion & Analysis

CORPORATE STRATEGY

The Group's corporate strategy has consistently focused on delivering long term shareholder value through a targeted approach. By investing in areas that enhance our design and build capabilities for customised solutions and concentrating on high-growth structural markets, we have achieved remarkable results over the past five years. During this period, the Group's revenue and underlying profit has more than tripled since our initial public offering in June 2019, highlighting the strength of our business model and strategic direction. We have established a globally recognised engineering equipment business, renowned for our robust design and build capabilities and expanding international presence. We remain fully committed to this strategy, with an unwavering focus on our key priorities as we continue to drive sustainable long-term growth.

Our growth strategy is built upon 6 key pillars

Revenue Growth

The continuous evolution of technological advancements and the global push for decarbonisation have significantly driven the demand for automation. We focus on four key markets that are shaped by megatrends and align with UN Sustainable Development Goals. Our in-depth analysis shows that 94.8% of our revenue comes from three primary markets – Solar, E-Mobility and Life Sciences. Each of these markets is underpinned by strong sustainability forces and presents high potential for structural growth.

To drive revenue growth, we prioritise building a robust pipeline of design-and-build projects and fostering long-term customer partnerships that provide stable, predictable revenue streams and strong margins. This pipeline is carefully monitored and managed to ensure consistent opportunities. By collaborating closely with customers, we tailor our expertise and solutions to help them achieve their business goals while effectively navigating industry challenges. Our customers are leveraging our automation solutions to develop greener, more sustainable alternatives, further contributing to a more sustainable future.

In FY2024, we achieved a milestone revenue of RM752.37 million for the first time. Historically, most of our revenue growth has been organic. The Group's total revenue grew by 14.2% in 2024, with 4.5% of this growth driven by acquisitions. The key markets we are targeting are experiencing overall growth, presenting us with excellent opportunities to expand profitably. We are focused on reaching new potential customers while continuing to strengthen our relationship with existing clients, where we already have a solid presence. Our customer references are strong, and we have a deep understanding of both expressed and underlying customer needs, allowing us to focus on value creation through tailor-made solutions.

Talent Management

People are at the core of Greatech's growth strategy. Greatech's leadership approach centers on empowering the employees and is consistently applied across the Group, providing clear guidance and direction for our managers. We expect our leaders to foster new ideas, promote initiatives, build trust and collaboration, communicate transparently and lead by example. Strengthening leadership capabilities is essential to building an attractive company culture and is a focus across all functional groups.

We are committed to nurturing our employees by setting clear goals, providing continuous feedback through regular performance and development reviews. By fostering an inclusive and supportive culture, we aim to attract, develop and retain top talent, ensuring diverse voices and experiences are represented within our leadership teams.

This year, we increased our investment in the professional development of both managers and employees, with a particular focus on management training. Our leadership programmes emphasise conduct and sharing of best practices. These investments in skills development not only enhance our people but also contribute to Greatech's long-term sustainability and growth.

Management Discussion & Analysis

CORPORATE STRATEGY (CONT'D)

Talent Management (Cont'd)

In 2024, we set a Group-wide goal focused on employee engagement, measured through an annual survey that gathers insights into our employees' views of Greatech as an employer. We are dedicated to motivating and developing our workforce by maintaining an open, inclusive culture, where innovation, growth and recognition are key priorities. To secure our future success, it is essential that we attract younger generations from diverse backgrounds to pursue careers in our industry.

We hosted our inaugural Family Day event named "Mega Mania Fiesta", with the tagline "Great in Unity, Care for Society". The goal of the event was to provide a platform for our employees and their families to engage in Corporate Social Responsibility initiatives and encourage them to make a positive impact on our communities.

7 December 2024, Saturday, **Great in Unity Care for Society**

Management Discussion & Analysis

CORPORATE STRATEGY (CONT'D)

Talent Management (Cont'd)

By continuing to offer and promote these opportunities, we strengthen our team and reinforce Greatech's position as an attractive employer. We believe that ongoing training and development are critical to maintaining and enhancing our competitiveness. Recruitment, especially of engineers, remains a challenge across many of our markets. To address this, we actively encourage young people to pursue engineering careers through various initiatives. By expanding the talent pool, we not only help secure the engineers of tomorrow but also contribute to creating a more diverse and inclusive electrical and electronics ("E&E") industry.

Regional Presence

In addition to actively pursuing acquisitions, Greatech is driving its growth strategy by expanding into new geographical markets or adjacent segments that complement our existing business. This approach provides us with unique access to high-volume customers. Our customer-centric model is being implemented across key regions, from the US to Europe, positioning us to capture emerging growth opportunities.

While we remain confident in the long-term expansion prospects of the Asian market, we have initiated the closure of our Philippines subsidiary as part of the portfolio repositioning. At the same time, we continue to seize opportunities across Asia, particularly in the life sciences sector. To further support this, we have expanded our design capabilities in Singapore, a market offering promising business prospect for the Group. In March 2024, we incorporated Greatech Integration (Singapore) Private Limited ("GIS"), a wholly owned subsidiary strategically aligned with our growth objectives. Subsequently in September 2024, we officially launched and established a new operational base in Singapore. GIS will enable us to scale operations in one of our key focus countries, diversify our resources and enhance our technological capabilities. This new addition will also help strengthen our relationships with customers in the region, following capacity expansion in recent years.

Research and Development ("R&D")

At Greatech, we recognise the vital role of R&D in driving innovation, creating value for our customers and fueling long-term growth. Our commitment to R&D is backed by strategic investments that help us stay at the forefront of technological advancements and provide market leading solutions across key sectors.

Our R&D strategy is focused on high-growth opportunities, particularly within the E-Mobility and Life Sciences sectors. These markets present significant potential for expansion, driven by rapid technological advancements and evolving customer demands. By capitalising on these trends, we aim to fortify our position in these industries and drive sustained growth.

We also remain dedicated to delivering tailored solutions that meet the specific needs of our customers. The Group's business and product development are guided by a customer-centric approach, ensuring that each solution is designed to address the challenges and opportunities faced by our customers. Our design teams have demonstrated extensive experience in successfully developing complex PLSs in collaboration with customers, leading to new product sales and strengthened business relationships.

Our collaboration with customers, local universities and strategic market-leading partners enables us to develop specialised solutions across the entire value chain. By introducing new products, enhancing the functionality of existing products and creating concepts that directly address customer needs, we drive innovation and enhance our market presence.

We are also focused on expanding our addressable market by increasing share among existing customers and attracting new customers. Through ongoing R&D investments, we continuously enhance the functionality of our products, providing solutions that help customers achieve their business goals while maintaining a competitive edge in the industry.

In FY2024, the Group committed approximately RM6.54 million to R&D (2023: 4.20 million). These investments are focused on developing innovative products that meet the evolving needs of our customers and address the technical challenges faced in sectors such as e-mobility, solar energy and medical applications.

Operational Efficiency

In 2024, our focus remains on enhancing our cost base, flexibility and agility across operations – key imperatives for the continued success of Greatech. At the same time, we are accelerating the digitalisation of our internal processes and workflows to drive efficiency and innovation. The expansion of our global value chain is also playing a significant role in improving our cost structure, while enabling us to better leverage our global resources to stay competitive.

To better serve our customers, we are investing over RM202.85 million to the development of the BK IV, which represents our largest facility to date. The inauguration of this state-of-the-art facility took place in April 2024, making a significant milestone in our growth strategy. The Group remains dedicated to investing in new capacities that will drive sales volumes growth along with enhanced operational efficiency. Any future investment decisions will be carefully evaluated, taking into account our financial position and prevailing market conditions.

Management Discussion & Analysis

CORPORATE STRATEGY (CONT'D)

Operational Efficiency (Cont'd)

In conjunction with this investment, we have successful implemented Phase 2 of our Enterprise Resource Planning ("ERP") system, which includes critical upgrades and the integration of a Manufacturing Execution System ("MES") at our Penang facility during the latter half of the year. This advancement positions us for greater operational flexibility. Moving forward, our strategic focus will shift towards bolstering our project execution capabilities. We are actively aligning our project management, engineering, operations and supply chain teams to facilitate quicker and more efficient project delivery, thereby reinforcing our commitment to operational excellence.

These improvements will enable us to respond even more nimbly in today's volatile economic environment while strengthening our resilience during times of crisis. To track our progress and ensure we meet our objectives of shorter lead times and on-time delivery, we are closely monitoring key performance indicators, including on-time delivery, project cost overruns and resource utilisation.

Acquisition Strategy

A core element of our growth strategy is targeted acquisitions, focusing on companies within the same industry that share similar operations. Our objective is to achieve 100% ownership of these businesses, thereby strengthening our market position and creating synergies that unlock significant value. As a long-term owner, Greatech provides robust support to acquired subsidiaries, ensuring that their existing management teams remain intact. We empower them with financial stability, resources and tools that facilitate efficient business development and sustained growth.

The acquisition of GII at the end of 2023 has notably enhanced our offerings and solidified our presence in the Irish market, particularly in machine development. It broadens our customer portfolio, strengthened our manufacturing footprint in Ireland and increases our expertise in automation, aligning seamlessly with the Group's long-term strategy.

Following the acquisition, we initiated a structured integration process aimed at driving profitable growth, improving customer satisfaction and ensuring employee engagement. Key integration actions included establishing financial reporting systems, implementing key performance monitoring and standardising terms and conditions with joint suppliers. In addition, we have filled critical positions and expanded our engineering and design teams, particularly in response to promising growth opportunities in the life sciences sector. While we are focused on harmonising and streamlining operations, we recognise that the integration process is typically a multi-year journey.

From an investment standpoint, we have successfully acquired a strong business in the past year, complemented by a robust pipeline of new growth opportunities. This momentum has been further enhanced by a second acquisition in the first quarter of 2025. Our focus on strategic, selective acquisitions continues with our largest acquisition to date: Manz Slovakia s.r.o ("MSK"), a Slovakian provider of contract manufacturing services across industries such as semiconductor, medical and packaging sectors. We are observing a growing trend among Original Equipment Manufacturers ("OEM") who are looking to streamline their supply chains by consolidating multiple needs with a single partner. The acquisition of MSK positions us strategically to address this demand for simplified supply chains. As customers increasingly seek trusted experts to navigate manufacturing and design challenges, our global manufacturing and engineering capabilities enable us to meet their needs, position us as a reliable outsourcing partner for key activities.

Acquisitions remain a key element of our strategy and we are continuously engaged in discussions with potential candidates. However, our focus remains on identifying companies that will strategically strengthen our position in existing markets and complement our offerings. With these two acquisitions, we have significantly expanded our footprint in the European market, which is critical for both our business growth and customer relationships.

Management Discussion & Analysis

RISK MANAGEMENT

Technology Obsolescence

Technological obsolescence is an inherent challenge in our nature of business, particularly in this fast-paced tech-driven era where customer demands change rapidly. To maintain our competitive edge and sustain growth, it is critical that we continue to deliver top-notch products. Recognising this, we are fully committed to continuous innovation and proactive investment in research and development.

As part of our long-term growth strategy, we have developed a comprehensive medium-term technology and product roadmap. This plan ensures that we remain agile and response to emerging trend and customer needs.

Additionally, we place a strong emphasis on ongoing staff training to ensure our team is equipped with the latest skills and expertise in the field. By fostering a culture of continuous improvement and staying ahead of technological advancements, we aim to keep delivering cutting-edge automation solutions that not only meet but exceed our customers' evolving expectations.

Foreign Exchange Risk

The Group's global operations expose it to foreign exchange risks, particularly from transactions denominated in foreign currencies, with a primary focus on the US Dollar. To manage and mitigate this risk, the Group regularly assesses its exposure to fluctuations in exchange rates.

One of the key strategies employed by the Group is the alignment of the timing for settling sales and purchase invoices to create natural hedges. This approach helps reduce the impact of currency fluctuations on the Group's financial performance. Additionally, the Group continuously evaluates the need for forward contracts to hedge any significant forecasted exposure, further reducing the risk from unpredictable currency movements.

In line with best practices, the Group also employs a natural hedge strategy for financing overseas investments. This involves utilising foreign currency receipts to offset foreign exchange risks arising from transactions with its foreign subsidiaries. By leveraging this strategy, the Group is able to manage currency fluctuations more effectively, ensuring that the risks from its global operations are minimised and that its financial performance remains stable despite external market fluctuations.

Overall, this proactive approach to managing foreign exchange risks ensures that the Group remains well-positioned to handle any challenges arising from currency volatility while safeguarding the value of its operations and profitability.

Dependent on Certain Major Customers

The Group's business model is heavily reliant on project-based orders, often tied to large-scale capital projects initiated by customers. Since the timing and scope of these projects are beyond our control, they introduce several risks, including potential cost overruns, delays, and the possibility that revenue from a small number of customers could account for a significant portion of our overall income. Furthermore, project timelines may extend beyond the forecasted financial period, and the loss of a key customer or a downturn in their financial health could significantly impact the Group's performance.

To mitigate these risks, we have implemented a proactive strategy focused on closely monitoring key customer relationships. Dedicated key account management teams are in place to ensure that we are continuously engaged with our major customers and stay on top of their needs. Regular project progress reviews help us track timelines, budgets, and any potential issues, allowing for early intervention when necessary.

In addition to these efforts, we have diversified our revenue streams across four key sectors: Solar, E-mobility, Life Sciences, and Semiconductors. This strategic approach ensures that no single sector becomes overly dominant, reducing the potential impact of disruptions in any one area on our overall performance. By balancing our focus across these high-growth sectors, we can weather fluctuations in individual markets and continue driving sustainable growth.

Moreover, we remain committed to ongoing investments in product development, marketing, and operational efficiency improvements. These investments not only help strengthen our offerings but also position us to respond more effectively to evolving customer demands and industry trends.

Finally, we are actively pursuing growth opportunities in emerging markets to further diversify our customer base. By expanding into new regions and industries, we aim to solidify our long-term market position and reduce reliance on any single customer or market segment. This approach enhances the Group's resilience and ensures that we remain well-positioned to continue our growth trajectory.

Management Discussion & Analysis

RISK MANAGEMENT (CONT'D)

Climate Change

We recognise that climate change is a critical global issue that is intricately linked to various sustainability areas such as the economy, health, safety, water, energy, and emissions. As such, it poses a long-term threat to the Group's assets and operations. Given the far-reaching implications of climate change, we take proactive steps to assess both the risks and opportunities it presents.

Based on our analysis, we develop robust plans aimed at mitigating the risks while simultaneously seizing opportunities that align with our long-term sustainability goals. Our approach is not only about managing the immediate impact of climate change, but also about creating long-term strategies that position the Group for success in a future where sustainability and environmental responsibility are key drivers of business performance.

Our business model and overall strategy are built to remain resilient in the face of climate change. We prioritise sustainability and integrate it into all aspects of our operations, from product development to supply chain management. By doing so, we ensure that Greatech remains well-positioned for continued growth, while also contributing positively to the environment and society. This commitment to sustainability is not just a risk management tool but a key driver of innovation and opportunity within our business.

DIVIDEND

The Group does not have an explicit dividend policy, and the Board did not propose any dividend for FY2024. This remains unchanged from the previous year.

OUTLOOK

The global shift towards a low carbon economy is catalysing a profound energy transformation and electrification. As nations increasingly distance themselves from fossil fuels, there is a significant increase in investments in renewable energy, the circular economy and sustainable business practices. This transition is driving the demand for smarter energy solutions, fossil-free transportation and more resource-efficient machinery and processes, highlighting the critical role of industrial automation in this evolving landscape.

Decarbonisation efforts are accelerating the adoption of cleaner energy alternatives, with solar energy expected to see a surge demand in the coming decades as countries strive to meet net zero emissions targets. Additionally, government initiatives, including tax rebates and incentives for solar panel installations are expected to bolster this trend. This confluence of policy support and market demand underscores the pivotal role of renewable energy investments in shaping a sustainable future.

Electrification is also creating entirely new markets, particularly in the electric vehicles sector. Automotive manufacturers are increasingly integrating electric drive systems into their vehicles, driving substantial investments in the expansion of battery cell production capacity.

In parallel, the life sciences industry is experiencing a surge in demand for electronic medical devices, driven by the rising prevalence of chronic diseases, an aging population and improve access to healthcare. These technological advancements play a critical role in enhancing patient care, refining diagnostics processes and facilitating minimally invasive surgical procedures.

Recent geopolitical tensions, conflicts and economic uncertainties have slowed global trade and mobility, prompting a notable reshoring of manufacturing back to Western nations. This strategic shift, driven by the need for redundancy, shorter supply chains and reduced transportation costs, collective fuel a growing demand for automation solutions. As manufacturers in Western markets ramp up investments in reshoring and localising production, they are actively seeking way to improve efficiency, sustainability and cost effectiveness.

Long-term growth in our target markets - solar, e-mobility and life sciences are being driven by global megatrends, including the accelerating need for industrial automation, an ageing affluent population, the transition to renewable energy and the electrification of transport. These trends present a substantial opportunity for us to develop innovative solutions that align with the rising demand for a sustainable and electrified future.

Greatech's strategic focus on these markets has delivered strong organic growth, with significant increases in revenue and orders from America, Europe and other parts of Asia. With a robust presence in these critical regions, the Group has continued to make targeted investments to capitalise on emerging trends, positioning us for sustained growth.

With a strong order intake and a healthy order book, the Group is poised for continued success and growth in the year ahead. This solid foundation not only provides clear visibility but also ensures that we are well-positioned to capitalise on emerging opportunities across various sectors. By maintaining a robust pipeline and executing on business improvement initiatives, we are confident in our ability to deliver significant progress in 2025.

This positive momentum, fueled by a mix of strategic investments and a strong customer base, gives us the flexibility to expand operations and enhance our capabilities. As we build on the work done in previous years, our focus on innovation, operational efficiency, and market diversification will further drive sustainable growth, enabling the Group to meet and exceed its goals for the upcoming year.

Sustainability Report

About this Report

This Sustainability Report ("Report") reflects Greatech Technology Berhad ("Greatech" or "Company") and its subsidiaries' ("the Group", "we", or "our") efforts and performance in managing its material economic, environmental, social risks and opportunities, in the manner prescribed by Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

Reporting Framework

This Report is prepared in accordance with the Global Reporting Initiative ("GRI") Standards and complies with the MMLR of Bursa Securities, with reference to Bursa Malaysia Sustainability Reporting Guide ("SRG") as its reporting framework.

This Report has also been prepared with reference to the following:

- United Nations Sustainable Development Goals ("UNSDGs");
- FTSE4Good Bursa Malaysia ("F4GBM") Index & FTSE4Good Bursa Malaysia Shariah ("F4GBMS") Index; and
- Task Force on Climate-related Financial Disclosure ("TCFD")*

** Following the publication of the inaugural ISSB Standards — IFRS S1 and IFRS S2—the Financial Stability Board has asked the IFRS Foundation to take over the monitoring of the progress on companies' climate-related disclosures from the TCFD - from 2024.*

In addition to this Report, the Company provide comprehensive details on various aspects of our sustainability programme throughout the Annual Report and Corporate Governance Report, which outline our approach to governance, risk management and sustainability initiatives.

Reporting Scope

Greatech reports its sustainability performance annually. This report covers the period from 1 January to 31 December 2024, aligning with Greatech's financial year. It encompasses the Group within our business sector for the financial year ending 31st December 2024 ("FY2024", "the year", or "Reporting Period").

The majority of our operations are conducted through our Malaysian subsidiaries, specifically, Greatech Integration (M) Sdn Bhd. This Malaysian entity hosts our largest manufacturing facilities in Penang, which include seven factories within the state. Approximately 96% of our workforce is based at this Malaysian subsidiary, which remains under our direct organisational control. Therefore, this Report will primarily refer to our Malaysian operations, which are within our direct control. Where the disclosure pertains to a specific subset of our operations such as factory locations, we have indicated this within the report. Other foreign subsidiaries are not included in this report, as they are relatively small in terms of both factory space and employee numbers.

Where relevant, we will also present data from previous years to track progress and to provide context. This report highlights our approach to addressing key sustainability matters that impacts our business and our ability to create long-term value for all stakeholders.

Assurance Statement

In strengthening the credibility of this Report, data for each corresponding material topic has undergone review by our internal auditors to ensure key information disclosed is free from any material error or omission. After a preliminary review by the Audit and Risk Management Committee ("ARMC"), the Board of Directors ("Board") reviewed and approved the Report.

Sustainability Report

SUSTAINABILITY AT GREATECH

Our Approach to Sustainability

Recognising the shifting global corporate sentiment, Greatech acknowledges both the opportunity and responsibility it holds in contributing to a more sustainable world. The Company's sustainability strategy goes far beyond financial performance, with a steadfast commitment to creating enduring value for our stakeholders while addressing the pressing environmental challenges of our time. At Greatech, we are driven by the belief that long-term success is intertwined with responsible stewardship of the planet and its resources.

We are dedicated to pioneering positive change within the markets we serve, actively supporting the transition to a low-carbon economy and advancing initiatives that build resilience across industries. By integrating sustainability into the core of our operations, we aim to lead by example, cultivating innovative solutions that not only meet today's challenges but also pave the way for a more sustainable tomorrow.

Since 2019, Greatech has focused on three core sustainability values: People, Planet and Profit – integrating them into all aspects of our business. We track progress, refine strategies and develop action plans as needed. Our efforts are supported by strong governance, policies and procedures to effectively manage risks and seize opportunities, ensuring long-term value for all stakeholders.

Strong governance, clear policies and robust processes

People

Healthy People

Promotes a safe, stimulating and empowering environment where talent can thrive

Planet

Environment and Climate

Take responsibility to minimise its environmental impact and actively support the green transition by responsibly managing resources

Profit

Sustainable Finance

Profitability enables Greatech to offer products that promote sustainability, support community development and education, and ensure long-term security of our employees

Materiality Analysis and Stakeholder Engagement

Greatech's sustainability materiality analysis underpins our efforts, identifying key risks, opportunities and areas for meaningful impact. We review and update the most material sustainability issues annually, ensuring alignment with stakeholder interests. Regular engagement with stakeholders through various channels allows us to gather valuable input and strengthen relationships with those who have a vested interest in our operations.

The most recently materiality analysis, conducted in 2023, centred on our three-core sustainability value and serves as the foundation for our ongoing strategy. This analysis is reviewed annually to ensure its continued relevance and alignment with global standards. In this year's review, we further refined our assessment to address key ESG issues that could impact the Group's business or influence stakeholder decisions, in line with Bursa Securities' Common Sustainability Matters. Our approach includes analysing global megatrends, assessing our corporate strategy, evaluating material business risks and opportunities across our value chain and aligning with GRI standards.

We also actively seek feedback from key stakeholders such as customers, employees, investors and the community while engaging the Board, executive management, and the Sustainability Working Group ("SWG") for strategic insights. The insights are then incorporated into our sustainability strategy, which defines our key focus areas. These focus areas are continuously refined to ensure alignment with evolving requirements and industry standards. In 2024, we did not identify any significant changes to the Group's material ESG matters, further validating the robustness of our current focus areas.

Sustainability Report

SUSTAINABILITY AT GREATECH (CONT'D)

Stakeholders Engagement Framework

We have identified the primary stakeholders based on our value chain, including those who either influence or are impacted by our environmental, social and business ethics activities, as well as those who rely on Greatech's sustainability information. Our key stakeholders include our customers, employees, investors, shareholders, suppliers, governments, media, universities, non-governmental organisations ("NGOs") and affected communities. The table below outlines the topics of dialogue, frequency of engagement and channels used.

Stakeholder	Topic of Dialogue	Frequency of Engagement	Engagement Channels
Investors/ Shareholders	• Company business development • Growth opportunities • Strategy • Corporate governance • Sustainability • Regulatory compliance	• Monthly, quarterly, annually	• Press releases and Bursa Securities submission • Roadshows and conferences • Investors calls and analysts' meetings • Website information • Quarterly announcement and annual reports • Annual General Meeting ("AGM") and circulars • Sustainability reporting • Executive meetings, presentations and operational tours
Customers	• Product quality and safety • Sustainable technologies • Product energy efficiency and price competitiveness • Best practices • Compliance • Service excellence	• Daily, weekly, monthly, annually	• Audits • Greatech after-sales activities • Compliance certification • Customer surveys • Joint development with customer • Proprietary company events and meetings • Global, regional and local industry events, exhibitions and conferences • Training and development
Suppliers and Business Partners	• Product quality and safety • Fair and transparent procurement procedures • Occupational health and safety • Training and education • Compliance with Greatech and industry's standards • Long-term partnership	• Daily, weekly, monthly, annually	• Supplier evaluations and audits • Due diligence • Procurements and invitations to biddings/ quoting • Meetings • Emails • Purchasing policies/principles • Training and development
Employees	• Health and safety • Career advancement opportunities • Company's growth plan and direction • Training opportunities • Workplace culture • Compensation and benefits • Work-life balance • Diversity & equal opportunities • Compliance with Greatech standards	• Daily, weekly, monthly, annually	• Intranet, newsletter and email • Townhall meetings • Performance review • Employee engagements and activities • Employee surveys • Staff meetings • Internal publications, policies and procedures • Talent management programme
Governments/ Regulators	• Regulatory compliance • Survey, statistical requests by local and national authorities • Anti-corruption • Occupational health and safety • Scheduled waste disposals	• Monthly, quarterly, annually	• Formal and informal bilateral meetings with public officials at all levels of government • Reports to regulatory bodies in compliance with applicable laws and regulations • Participation in conferences, forums and events • Announcements • Correspondences

Sustainability Report

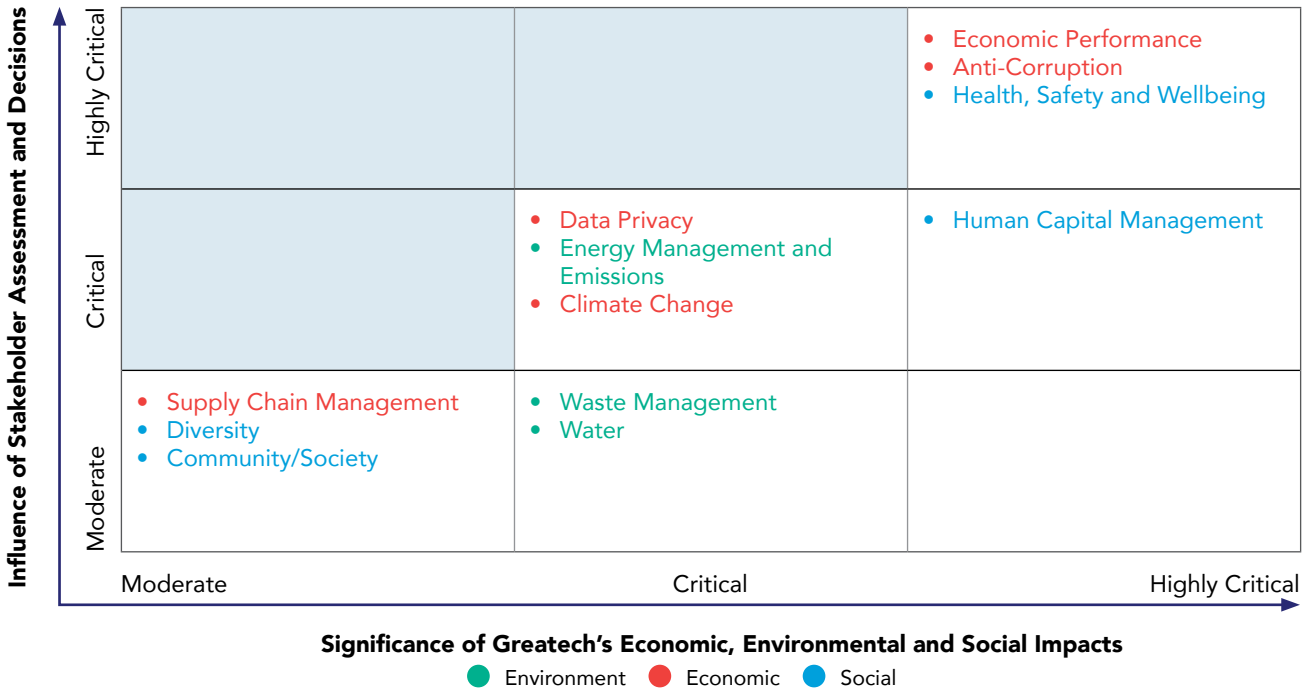
SUSTAINABILITY AT GREATECH (CONT'D)

Stakeholder	Topic of Dialogue	Frequency of Engagement	Engagement Channels
Universities, Institutions and NGOs	• Collaborations and partnerships on shared industry, social and environmental interests • Networking of industry and research • Recruitment	• On an as needed basis and driven by events	• Meetings • Collaborations with academia • Research projects • Educational fairs, events and conferences • University group visits • Internship
Media Representatives	• Innovation and technologies • Greatech's employer branding • Sustainability • Financial position	• On an as needed basis and driven by events	• Interviews • Press releases
Community	• Collaboration and social investments • Environment • Innovation and technology promotion	• On an as needed basis and driven by events	• On-going dialogues on charitable projects and organisations • Donations and sponsorships • Employee volunteerism • Meetings • Participation in CSR activities, initiatives, events and conferences

Materiality Matrix

The relevant sustainability areas for Greatech are illustrated in the materiality matrix below. A comprehensive list of 12 material ESG matters is plotted against the x-axis, which shows the importance of each matter to the business, and against the y-axis, which shows how critical each matter is to influence the stakeholder's decision on our business engagements.

FY2024 Materiality Matrix



Moving forward, the Group will continue to review its material sustainability matters against the dynamic business environment, stakeholder opinions, as well as emerging local and global trends on an annual basis.

Sustainability Report

SUSTAINABILITY AT GREATECH (CONT'D)

Alignment with UNSDGs

Greatech is also committed to support the UNSDGs. Therefore, we have identified 8 Sustainability Goals which we believe are most relevant to our business and where we can contribute to the Economic, Environmental and Social ("EES") sustainability in Malaysia.

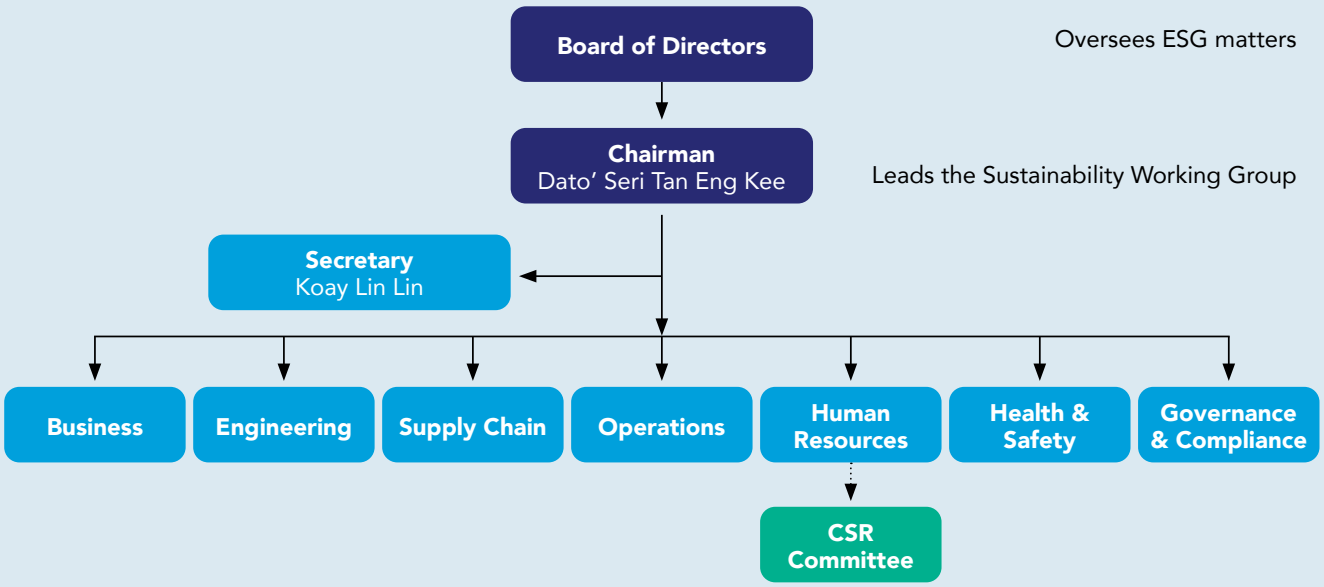
The table below provides an overview of the Sustainability Goals adopted by Greatech in measuring our sustainability performance and it has been categorised according to the EES pillars:

Pillars	Material Sustainability Matters	GRI Reference	UNSDGs
Environmental	1. Energy Management and Emissions	GRI 302: Energy 2016 GRI 305: Emissions 2016	
	2. Water	GRI 303: Water and Effluents 2018	
	3. Waste Management	GRI 306: Waste 2020	
Social	1. Diversity	GRI 405: Diversity and Equal Opportunity 2016	
	2. Human Capital Management	GRI 401: Employment 2016 GRI 404: Training and Education 2016	
	3. Health, Safety and Wellbeing	GRI 403: Occupational Health and Safety 2018	
	4. Community/Society	GRI 203: Indirect Economic Impacts 2016 GRI 413: Local Communities 2016	
Economic	1. Economic Performance	GRI 201: Economic Performance 2016 GRI 207: Tax 2019	
	2. Anti-Corruption	GRI 205: Anti-corruption 2016	
	3. Data Privacy	GRI 418: Customer Privacy 2016	
	4. Supply Chain Management	GRI 204: Procurement Practices 2016 GRI 308: Supplier Environmental Assessment 2016	

Sustainability Report

SUSTAINABILITY AT GREATECH (CONT'D)

Sustainability Governance



The Sustainability Working Group ("SWG") monitors and evaluates sustainability activities and performance. The relevant functions implement sustainability initiatives.

The Board oversees the sustainability including potential impacts to our business from ESG issues, both directly and through its committees. The Group Chief Executive Officer ("CEO") and executive management are ultimately responsible for the effective governance of sustainability within the Group. The CEO leads the SWG, which focuses on integrating sustainability into the Group's overall strategy. However, the Group Chief Financial Officer ("CFO"), designated by the Board, takes the lead in managing sustainability initiatives across the organisation, focusing on key areas such as responsible business practices, environmental impact and social responsibility.

Each head of a functional department is accountable for setting internal targets, driving actions and reporting results within their respective areas. The SWG, which includes field experts and department representatives, ensure cross-departmental collaboration, monitor progress and facilitates the sharing of best practices to support the Group's sustainability goals.

In conjunction with the annual business strategy review, the Board reviews and approves the sustainability strategy proposed by executive management. In 2024, Greatech's management team provided updates on ESG topics, including climate risk, renewable energy sourcing, human capital management, corporate governance, ESG ratings and related public disclosures. The Board is also responsible for approving the annual statutory Sustainability Report with updates on sustainability efforts and progress being presented throughout the year.

The ARMC and the Board are regularly updated on developments related to regulated sustainability reporting, including the National Sustainability Reporting Framework ("NSRF") and the IFRS Sustainability Disclosure Standard issued by ISSB. Over the course of the year, both the Board and the ARMC closely monitored the Company's effort to ensure future compliance with the NSRF.

Sustainability Report

ENVIRONMENTAL

At Greatech, we recognise the importance of environmental sustainability and are committed to driving sustainability across our operations and product offerings. We actively reduce our environmental impact through sustainable practices, including cleaner technologies, responsible waste management and energy-efficient machinery. The Group's automation solutions help customers enhance productivity, minimise waste and lower carbon emissions, contributing toward a net-zero future.

Environmental management systems and supporting initiatives/programmes are established and maintained to support pollution prevention, resource conversation and waste minimisation. Other than the newly constructed 4th facility in Batu Kawan ("BK 4") which we aim to achieve this accreditation by 2025, our key production sites in Penang are each certified to the international recognised standards, including:

		Percentage of Certified Operating Sites		
Certification	**Operating Sites**	**FY2024**	**FY2023**	**FY2022**
ISO 9001:2015, Quality management system	Penang, Malaysia	6* out of 7 (85.7%)	6 out of 6 (100%)	5 out of 5 (100%)
ISO 14001:2015, Environmental management system	Penang, Malaysia	6* out of 7 (85.7%)	6 out of 6 (100%)	5 out of 5 (100%)
ISO 45001:2015, Occupational health and safety assessment system	Penang, Malaysia	6* out of 7 (85.7%)	6 out of 6 (100%)	5 out of 5 (100%)
ISO 13485:2016, Medical equipment	Penang, Malaysia	6* out of 7 (85.7%)	6 out of 6 (100%)	5 out of 5 (100%)

Note: * Excludes a newly constructed BK IV site, Penang during FY2024.

We take a thorough, risk-focused approach to evaluate and reduce our environmental impact in key areas such as energy, water, hazardous waste and CO_2 emissions. We set clear objectives for improvement with assigned responsibilities, and progress is regularly tracked and reported in management reviews. This process promotes awareness and sustained engagement across organisation, helping us consistently achieve or surpass our environmental goals. To ensure our environmental management system is effectively maintained, we conduct internal and external environmental audits annually.

We evaluate performance data from both absolute value and intensity perspectives to identify improvement opportunities. These opportunities are integrated into our key performance indicator ("KPI") setting process to drive continuous improvement and minimise the environmental impact of our operations.

In 2024, the Group incurred a RM2,000 compound for untimely notifying the Department of Environment ("DOE") within the stipulated 30-day period regarding the disposal of a container contaminated with chemical waste (SW409). This oversight posed potential environmental harm, which we take seriously. We have learned valuable lessons from this incident and have since implemented stronger measures to ensure compliance and prevent recurrence, reaffirming our commitment to environmental responsibility and continuous operational improvement.

	FY2024	FY2023	FY2022
Number of instances on any non-compliances to environmental laws and regulation	1	0	0

Energy Management

As a technology company, we rely heavily on energy to power our operations and support the machines testing processes. We are acutely aware of the broader impact of climate change, including potential disruptions to power supply due to extreme weather events and the risks to coal and natural gas mining operations that Malaysia depends on for power generation. In response, we are committed to improving energy efficiency across our operations and ensuring sustainability of our energy use. Most of our facilities are located in industrial zones, utilising utilities supplied by external municipal sources. Our reporting on electricity, fuel and waste addresses the materiality issues identified through our assessment, considering both stakeholders concerns and business risks.

Sustainability Report

ENVIRONMENTAL (CONT'D)

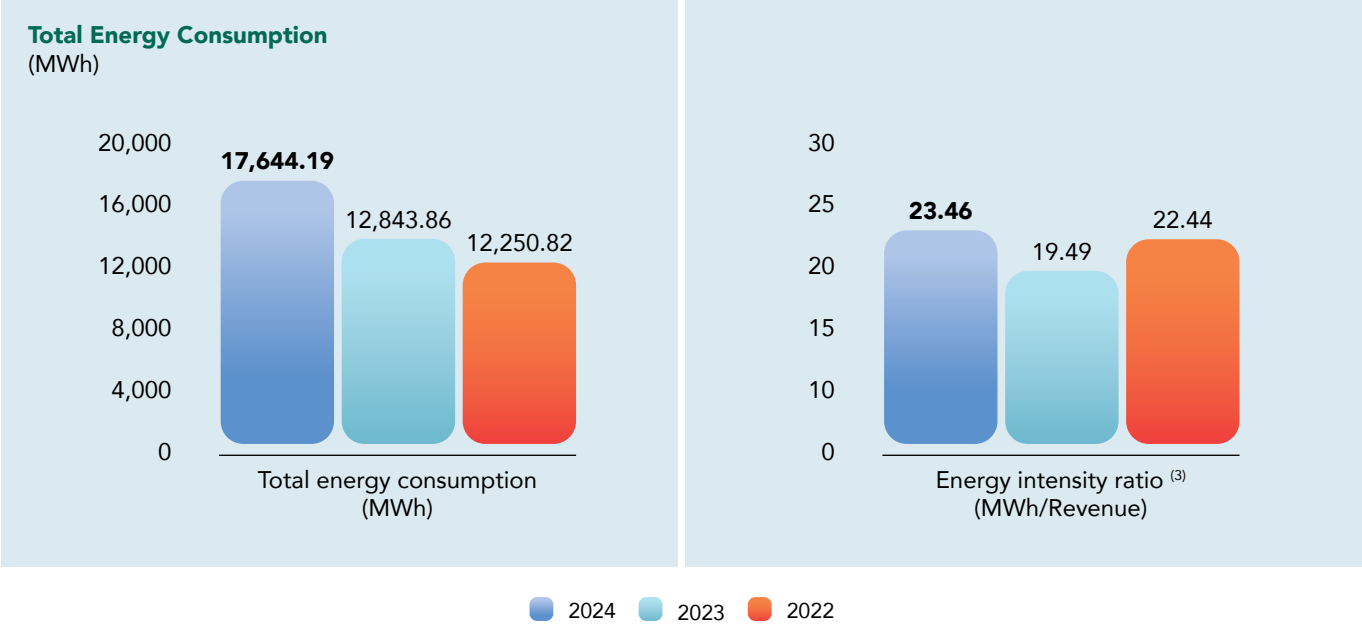
Energy Management (Cont'd)

A summary of our energy consumption is as follows:

Total Energy Consumption	Unit	FY2024	FY2023	FY2022
Electricity consumption [1]				
Total electricity consumption	**MWh**	17,427.97	12,642.04	12,080.33
Fuel consumption				
Diesel [2]	**MWh**	216.22	201.83	170.50
Total fuel consumption	**MWh**	216.22	201.83	170.50
Total energy consumption	**MWh**	17,644.19	12,843.87	12,250.83
Total energy consumption	**GJ**	63,519	46,238	44,103
Revenue	**RM' million**	752	659	546
Energy intensity ratio [3]	**MWh/Revenue**	23.46	19.49	22.44
Renewable energy	**MWh**	1,767	580	-
Percentage of renewable energy (of total energy consumed)	**%**	10.0%	4.5%	0%

Notes:
1. Consumption of electricity is measured based on direct meter reading per site.
2. The energy (in MWh) of diesel is calculated using conversion factor from Sustainability Exchange UK.
3. Energy intensity ratio is calculated based on total energy consumption (in MWh) divided by total revenue per RM1 million.

The total energy consumption has increased significantly over the last year. This is driven by a full year of reporting at our new BK IV site and an increased in business volume, which contributed to the higher energy consumption.



Sustainability Report

ENVIRONMENTAL (CONT'D)

Energy Management (Cont'd)

The Group remains committed to improving energy management and reducing Green House Gases ("GHG") across our operations through various initiatives:

- Investment in energy-efficient measures: The Group has invested in energy-efficient technologies including air compressors with energy-saving inverter systems, LED lighting across all operations, centralised air-conditioning, and double-glazed glass to improve insulation. A key achievement during the year was the complete transition from fluorescent lighting to 100% LED lighting. To further reduce energy consumption, we suspend air compressor operations after working hours, over weekends and during holidays when not in use. Additionally, we conduct preventive maintenance on air compressor piping to minimise leakage and optimise energy efficiency.

- Expansion of energy efficiency programmes: Building on the success of our pilot energy efficiency programme at Batu Kawan Plant I ("BK I"), we have implemented energy monitoring systems for real-time tracking of energy usage, enabling the identification of inefficiencies and supporting data-driven decisions to reduce consumption. Additionally, we are raising employee's awareness through initiatives like shutting down laptops at the end of the day, turning off monitors and lights, and promoting fuel-efficient driving, all aimed at fostering energy-saving behaviours and share best practices across our operations.

- Power reduction in workplace lighting: To minimise power consumption, lighting and air-conditioning in areas such as restrooms and pantry are kept off and activated only when in use. Motion sensors are installed in spaces with infrequent occupancy to prevent unnecessary lighting, and programmable timers are used to automatically adjust lighting based on occupancy schedules.

- Set point management: Our earlier energy audit identified the ventilation and air-conditioning ("VAC") systems as a major contributor to its carbon footprint. To address this, we implemented set point management for our VAC systems during the year. This approach optimises temperature settings to reduce energy consumption while maintaining operational efficiency and comfort, significantly improving energy efficiency and lowering our overall environmental impact.

Renewable Energy

The share of renewable sources in our total energy consumption increased from 4.5% in 2023 to 10.0% in 2024.

As part of our decarbonisation strategy, we are committed to promoting renewable energy growth by switching to sustainable sources wherever feasible. Solar systems installed at BK I in Penang, Malaysia contributed 1,767 MWh to our renewable energy capacity in 2024. We aim to expand renewable energy sourcing at other sites to further mitigate GHG emissions. To achieve our ambitious goal of tripling our current renewable energy generation capacity by the end of the decade, we are actively advocating for increased investment in renewable energy initiatives. This strategic focus not only enhances our sustainability efforts but also aligns with global trends towards cleaner energy solutions.

Given government rebates under the Net Energy Metering ("NEM") scheme and the high emission factor of grid electricity, we continue to invest in solar PV systems for both financial and environmental benefits. These initiatives align with Malaysia's goal to reduce carbon intensity by 45% by 2030.

Greenhouse Gas Emissions Management

Our commitment to emissions reduction is evident in the ongoing improvements we are making to our operations and in our disclosures.

Ongoing strategies to reduce GHG emissions include the substitution of Scope 1 emissions contributors and energy efficiency improvements along with increased renewable energy sourcing to reduce Scope 2 emissions. We have gradually phased out our traditional fuel-powered forklifts in favour of more environmentally friendly, battery-operated models. These new forklifts produce zero exhaust emissions and operate more quietly, improve air-quality within our facilities and surrounding areas, while also contributing to a safer and more pleasant working environment for our employees. We continue to minimise our use of fossil fuels through regular vehicle maintenance and efficient operation of our vehicles. Additionally, our vehicle policy prioritises low-emission options, such as hybrid/electric vehicles to further reduce our environmental impact.

In addressing growing expectations from our stakeholders, we have expanded our discussion on GHG emissions and our Net Zero approach - which can be found in the metrics and target section of our climate report.

Sustainability Report

ENVIRONMENTAL (CONT'D)

Scope 3 Emissions

This year, we strengthened our efforts to identify and calculate Scope 3 emissions, focusing on business travel and employee commuting at our Malaysia site (Categories 6 and 7 under the GHG Protocol). In alignment with the GHG Protocol, we regularly review our reporting to account for changes in business structure, calculation methods and data accuracy or availability. Given the inherent uncertainties in Scope 3 calculation, we have adopted an ongoing approach to refine our processes and will disclose any updates or adjustments transparently and promptly.

A summary of our emissions profile is as follows:

GHG Emissions	Unit	FY2024	FY2023	FY2022
Direct Emissions (Scope 1) [1]	tCO_2	59	55	45
Indirect Emissions (Scope 2) [2]	tCO_2	13,594	9,861	8,384
Total Scope 1 & 2 Emissions	tCO_2	13,653	9,916	8,429
Business Air Travel (Scope 3) [3]	tCO_2	1,106	901	-
Employee Communing (Scope 3) [4]	tCO_2	3,703	-	-
Total Scope 3 Emissions	tCO_2	4,809	901	-
GHG Emissions Intensity Ratio [4]				
Revenue	RM' million	752	659	546
Scope 1	tCO_2 / Revenue	0.08	0.08	0.08
Scope 2	tCO_2 /Revenue	18.08	14.97	15.35
Scope 3	tCO_2 / Revenue	6.39	1.37	-

(1) Scope 1, direct CO_2 emissions: CO_2 emissions come mainly from the consumption of diesel for vehicles i.e., lorries, forklifts and back-up generators owned by the Group, calculated based on the reported fuel quantities for our principal manufacturing sites in Malaysia. The emissions data of energy (in MWh) of diesel is calculated using the conversion factor from the Malaysian Green Technology Corporation.

(2) Scope 2, indirect CO_2 emissions: Electricity that we consumed for our principal manufacturing sites in Malaysia accounts for approximately 99% of the energy we use at Greatech. It is primarily used for manufacturing of our system, machinery and equipment from assembly to testing, lighting, office equipment, VAC systems and production machine, are derived from reported energy quantities. The emissions conversion factor used is from the Malaysian Green Technology Corporation.

(3) Scope 3, limited to business air travel of our employees: We initiated the collection of Scope 3 emissions (business air travel) in FY2023. The emission data for business air travel comes mainly from business-related air travel, where the emission data is calculated using the International Air Transport Association ("IATA")'s simplified version of the IATA CO_2Connect CO_2 footprint calculator.

(4) Scope 3, employee commuting: We initiated the collection of Scope 3 emissions for Employee Commuting in FY2024. The emission data was gathered through a survey, where employees estimated their fuel consumption commuting between their homes and primary work offices five days per week. The survey received about a 46% response rate.

(5) Our GHG intensity ratio is calculated based on GHG emissions (in metric tonnes) divided by revenue (in RM million).

Sustainability Report

ENVIRONMENTAL (CONT'D)

Water Management

Greatech recognises the importance of responsible water management in our operations. While our water withdrawal may not be substantial compared to other manufacturing companies, we remain committed to monitoring and minimising our water usage as part of our broader water conservation efforts.

Water usage in our operations primarily occurs within our fabrication processes and in building support areas, including drinking water, washrooms, pantries, and sprinkler systems. Our production activities are not water-intensive, which means our overall water consumption has a limited environmental impact.

Our current water consumption does not significantly impact water availability in the regions where we operate, and there is no immediate threat of water scarcity at our manufacturing sites. In FY2024, we assess and understand our potential impact on water resources using the Aqueduct Water Risk Atlas from the World Resources Institute. Based on this assessment, the overall water risk in the regions where we operate, including Penang, Malaysia, and other key locations, is classified as low.

	FY2024	FY2023	FY2022
Number of water stress/water scarce locations which we operate in:	0	0	0

Apart from usual maintenance/repair and enhancements to our water related fixtures, we did not incur any other cost as a result of water related risks. This includes costs associated with disruption of water by local authorities. However, in order to mitigate any potential impact of water disruption in the future and to reduce our water withdrawal from treated sources, we have invested in rainwater harvesting and storage systems at our Bayan Lepas and Batu Kawan facilities in Penang.

Our water withdrawal is solely from the public grid maintained by the local water authorities and rainwater collected through our rainwater harvesting. Our used water is then discharged to off-site treatment plants via sewerage system maintained by local authorities. An overview of our water withdrawal, water discharge and water intensity ratio are as follows:

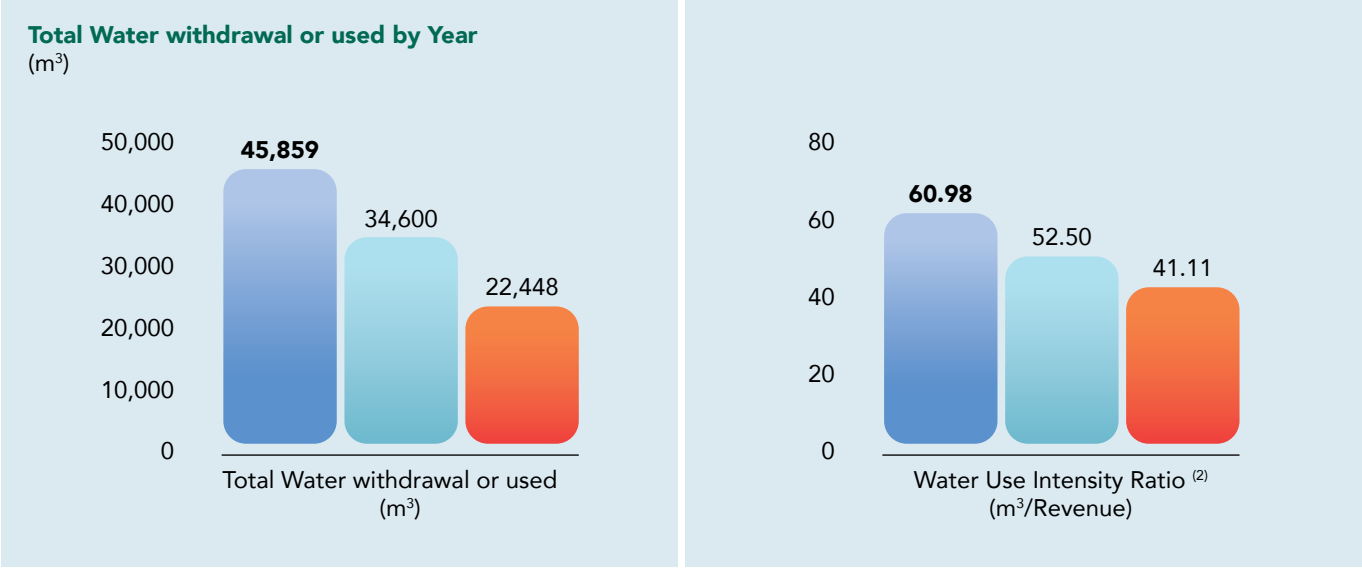
Total Water Withdrawal[1], by Source:	Unit	FY2024	FY2023	FY2022
Municipal Potable Water Supply	m^3	45,791	34,551	22,405
Harvested rainwater	m^3	68	49	43
Surface water from rivers, lakes and natural ponds	m^3	0	0	0
Groundwater from wells, boreholes	m^3	0	0	0
Used quarry water collected in the quarry	m^3	0	0	0
External wastewater	m^3	0	0	0
Sea water, water extracted from the sea or the ocean	m^3	0	0	0
Total Water withdrawal or used	m^3	45,859	34,600	22,448
	ML	45.9	34.6	22.4
Revenue	RM' million	752	659	546
Water Use Intensity Ratio [2]	m^3/Revenue	60.98	52.50	41.11

Notes:
[1] The withdrawal of water is measured based on supplier statements and meter readings.
[2] Water use intensity is calculated as a percentage of water withdrawal (in m3) divided by total revenue in (RM).

Sustainability Report

ENVIRONMENTAL (CONT'D)

Water Management (Cont'd)



During the year, Greatech's total water withdrawal across all our Malaysian sites increased to 45.9 megalitres, representing an increase of 32% compared to the previous year. The significant increase in water withdrawal can be attributed to the addition of new facility and the corresponding rise in business activity during the reporting period. The size of our workforce also increased, leading to increased demand for drinking water and the use of welfare facilities. Notwithstanding, our water withdrawal/use ratio continues to be within our targeted range.

Total Water Discharge, by Destination	Unit	FY2024	FY2023	FY2022
Off-Site water treatment total discharge	m^3	45,859	34,600	22,448
Ocean total discharge	m^3	0	0	0
Surface water discharge	m^3	0	0	0
Subsurface/well total discharge	m^3	0	0	0
Beneficial/other use total discharge	m^3	0	0	0
Total discharge	m^3	45,859	34,600	22,448

The wastewater generated during our operations is discharged into publicly owned treatment plants and treated at municipal sewerage facilities, in full compliance with local requirements outlined by the DOE. There were no spills or unauthorised discharged into water sources, and we maintained strict adherence to water quality standards and regulations, with no instances of non-compliance.

In consideration, our water consumption is well within our targets which takes into account the level of business activity (e.g. work orders, employee headcounts). Our target is based on maintaining an acceptable range on our monthly water use intensity ratio. Any departure would prompt a query from the CFO to the operational managers. Further investigation will be undertaken in order to obtain assurance that there is no water wastage as a result of human activity or poor maintenance leading to leakages. This represents our commitment to minimise our water withdrawal and optimise our water usage in our business.

Sustainability Report

ENVIRONMENTAL (CONT'D)

Water Management (Cont'd)

We maintain production efficiency through our planning and project management framework – in order to optimise our water usage and ensure appropriate consumption levels. Additionally, we conduct routine inspections, engage employees in a culture of water conservation and adhere to established water resource management procedures such as implementing low-flow faucets and identifying water inefficiencies. However, we recognise that the opportunities for significant water savings remain limited.

Despite the low water risk area – owing to the availability of water in the area we operate in and relatively low levels of water being used vis a vis other manufacturers, we do not take this for granted and continue to monitor any developments which could disrupt water availability to our operations and the local community. We committed in engaging local community, should circumstances change, and committed in ensuring water availability to local population is not affected because of our business operations. To this end, we continue to support and align to any initiatives by Penang State Government and the local water authorities in ensuring water sustainability in the state which we operate and live in.

Waste Management

In line with our commitment to environmental sustainability, the Group acknowledges that waste generation is an inherent part of our production processes. To mitigate the environmental impact, we have prioritised minimising production waste through a combination of waste reduction, reusing and recycling whenever feasible.

We reduce waste and optimise operating costs by ensuring proper planning and monitoring at our operation sites. We have relied on internal data analysis and our experience in ensuring procurement is optimised based on need. By ensuring we purchase only what is truly needed, we reduce the potential for waste resulting from poor planning and execution within the business. We also monitor our inventories and storage to ensure that no waste is generated due to improper storage and exposure to external elements. As a result of our attention to these details, we believe that the potential for further waste reduction per unit of product sold is minimal.

Where possible, we are committed to ensuring we prioritise environmental friendly products. This includes purchase of biodegradable products or products which are sourced from recycled or environmentally friendly sources. This is our commitment to further reduce the impact of waste that is generated from our business. However, the scope of this is limited at this point – given the nature of business. Notwithstanding, we are continuously exploring feasible solutions in this area.

Our waste management strategy is aligned with Malaysia's National Solid Waste Management Policy and we rigorously adhere to waste disposal regulations prescribed by the DOE. An overview of the waste generated is as follows:

Waste Category	FY2024 (tonnes)	FY2023 (tonnes)	FY2022 (tonnes)
Waste directed to disposal:			
Hazardous Waste	121	93	59
Non-Hazardous Waste [1]	259	105[2]	-
Waste diverted from disposal	173	126	152
Total Waste Generated	553	324	211

Note:
[1] These non-hazardous wastes include general solid wastes, containers or drums, packaging materials and wood pallets.
[2] The data disclosed is only from July 2023 onwards.

Sustainability Report

ENVIRONMENTAL (CONT'D)

Hazardous Waste

The majority of our products are non-hazardous. Where hazardous items are involved, environmental risks are minimised by use of appropriate labelling and technical information, in conjunction with training and procedures for handling, storage and disposal. Given the nature of our operations, most of the waste generated arises from the use of cutting oil and cooling lubricants during metal fabrication and machining processes, resulting in contaminated metal chips as a byproduct. These wastes are classified as scheduled wastes due to their hazardous attributes, which pose potential risks to public health and the environment. To ensure the proper management of hazardous wastes, Greatech has engaged with certified waste management companies. These companies are responsible for collecting the waste and ensure its treatment and recovery in compliance with the Environmental Quality (Scheduled Wastes) Regulations 2005.

We prioritise the safe handling of hazardous waste through comprehensive training programmes for all relevant employees, including orientation of new hires and annual refresher courses for existing staff. Training sessions cover key topics such as proper waste segregation, safe handling procedures, emergency response protocols and adherence to environmental regulations. This training is crucial in minimising risks and ensuring that hazardous waste is managed responsibly and in accordance with regulatory requirements, thereby safeguarding both personnel and the environment.

The table below showcases summary based on scheduled waste code:

SW Code[1] (tonnes)[3]	FY2024	FY2023	FY2022
SW422	78	68	43
SW307	21	15	16
Others [2]	22	10	0
	121	93	59

Note:
1. Scheduled Waste Codes
   - SW422: Mixture of scheduled and non-scheduled wastes.
   - SW307: Spent mineral oil-water emulsion.
2. Others scheduled waste codes that were combined due to the amount is not material individually are as below:
   - SW102: Waste of lead acid batteries in whole or in crushed form
   - SW103: Waste of batteries containing cadmium and nickel or mercury or lithium.
   - SW303: Adhesive or glue waste containing organic solvents excluding solid polymeric materials.
   - SW322: Waste of non-halogenated organic solvents.
   - SW409: Disposed containers, bags or equipment contaminated with chemicals, pesticides, mineral oil or schedules wastes.
   - SW410: Rags, plastics, papers or filters contaminated with scheduled wastes.
3. Volume of waste is calculated based on weight slips from the waste recipients for deliveries.

Scheduled Waste Intensity Ratio	Unit	FY2024	FY2023	FY2022
Revenue	RM' million	752	659	546
As a % of revenue (total tonnes/total revenue):	tonnes/ Revenue			
- SW422		10.4%	10.3%	7.8%
- SW307		2.8%	2.3%	3.0%
- Others		2.9%	1.5%	-

Although the total amount of waste generated has increased by 30.1% in FY2024, primarily due to higher production volumes, the waste intensity ratio relative to revenue has remained relatively consistent compared to FY2023. The Group is proactively pursuing strategies to minimise coolant consumption, reduce disposal quantities and lower waste disposal costs. One of the key initiatives involves the adoption of long-lasting cutting fluids, which not only reduces coolant usage but also extends the lifespan of cutting tools. Additionally, we have implemented coolant recycling systems in our computer numerical control ("CNC") machining centre. These systems effectively filter and reuse coolant for subsequent machining processes, thereby reducing waste disposal volumes and promoting sustainability in our operations.

Sustainability Report

ENVIRONMENTAL (CONT'D)

Waste Diverted from Disposal

To support sustainable waste management, Greatech is dedicated to maximising the recyclability of our waste materials and actively practices recycling wherever possible. Waste generated from our production processes, including aluminium, mild steel and stainless steel, is meticulously sorted to identify its recyclable potential that can be reintroduced into a circular economy, benefiting other industries. We ensure that the waste is disposed of in the most appropriate form, minimising contamination and preserving quality, to enable the effective recycling and transformation of resources into new products with minimal loss. As a company, we ensure all our general waste is sorted into recyclable and non-recyclable items by our refuse collectors. We also have dedicated cardboard and paper waste collection points. We prioritise the reuse or repurposing packaging materials, such as wooden pallets and carton boxes, which are frequently used in our operations.

In FY2024, we successfully recycled 173 tonnes of waste (2023: 126 tonnes) including materials ranging from carton boxes to metal scraps. This represents a 37% increase in recycled waste compared to previous year, driven by increased business volume. We are committed to further improving these efforts in the coming year. Key activities to support this progress include expanding waste stream management across all our facilities, increasing awareness and education among our employees, leveraging statistics and reporting to track progress and ensure continuous improvements.

Recycled Waste Category	Unit	FY2024	FY2023	FY2022
Carton Box	tonnes	32	5	1
Plastic		(1)	(1)	0
Metal Scrap		124	98	128
Aluminium		9	11	(1)
Stainless Steel		8	9	0
PVC Wire		0	0	17
Electrical Item		0	3	6
Total		173	126	152

Note:
(1) Amount disposed less than 1 tonnes

Sustainability Report

PEOPLE

Diversity

Greatech is committed to fostering a diverse and inclusive workplace where every individual is treated with equality, dignity and respect. The Company upholds a zero-tolerance policy toward all forms of discrimination and harassment. Any such incidents will be addressed promptly and with integrity, ensuring appropriate actions are taken.

At Greatech, we recognise the importance of diversity in the workplace as it greatly enhances the Group's capacity for breadth of input and perspectives into decision-making, risk alertness and responsiveness to change. We are committed to promoting a fair and inclusion in all aspects of our operations, including recruitment, promotion and leadership development. In our recruitment and promotion processes, all candidates are assessed based on merit, competencies and personal qualities, ensuring a fair and equitable approach to selection. While we do not set specific targets for workplace diversity, we prioritise merit-based recruitment practices to attract talent from diverse backgrounds globally.

Workforce Diversity and Inclusion

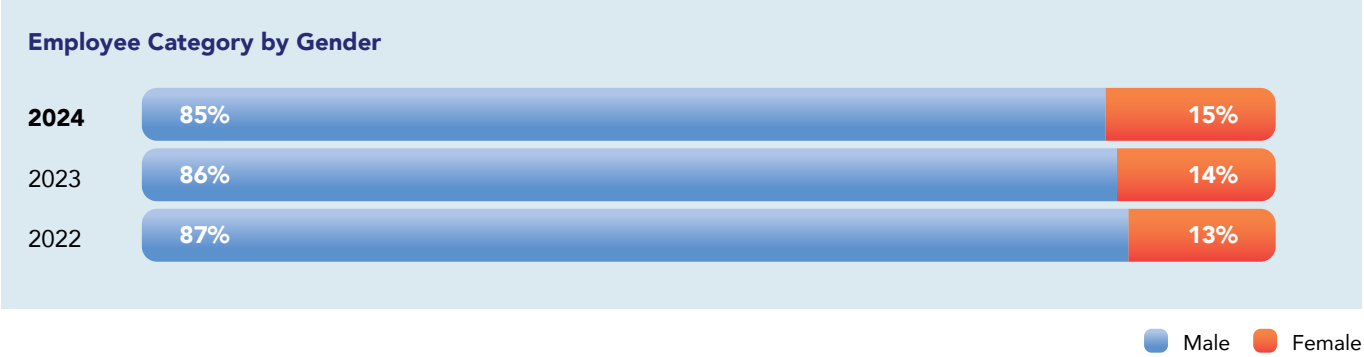
Recognising the historically male-dominated nature of the industry, the Company acknowledges the importance of promoting greater gender equality within the organisation. To support this objective, the Executive Management is actively reviewing and refining the Group's recruitment strategies to attract more women, both in leadership positions and across all departments.

During the reporting period, women constitute 33% of our senior management team. Our focused efforts aimed at enhancing gender diversity and inclusivity have resulted in a 4% rise in female representation within middle management roles. This concerted effort has culminated in an overall increase of 1% in women's representation across the organisation. As we continue to prioritise the cultivation of a diverse and inclusive workplace, we recognise the importance of addressing gender imbalances across all organisational levels. Notably, the overall proportion of female employees has shown a positive trend, rising from 14% in FY2023 to 15% in FY2024. However, we acknowledge that further improvement in gender diversity are essential for fostering an equitable work environment.

To support the advancement of women into leadership roles, the Group offers tailored leadership development initiatives and mentorship programmes designed to nurture the potential of high performing female employees. A complete breakdown of our employees according to gender and employee categories can be found in the table below:

Employee Category by Gender	FY2024		FY2023		FY2022	
	Male	Female	Male	Female	Male	Female
Senior Management [1]	67%	33%	67%	33%	67%	33%
Middle Management	73%	27%	77%	23%	83%	17%
Executive	80%	20%	80%	20%	82%	18%
Non-Executive	94%	6%	94%	6%	93%	7%
Overall Composition	85%	15%	86%	14%	87%	13%

Note:
[1] Senior Management as defined by Greatech, refers to C-Suite



Sustainability Report

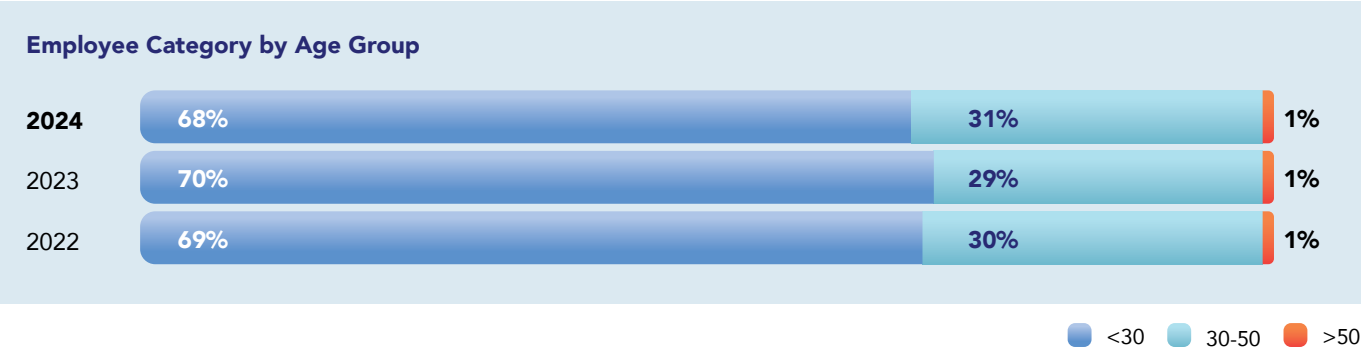
PEOPLE (CONT'D)

Workforce Diversity and Inclusion (Cont'd)

Our workforce comprises a diverse range of employees, with a predominant age group falling below the ages of 30. The complete breakdown of employee categories by age groups is as listed below:

Employee Category by Age Group	FY2024			FY2023			FY2022		
	Age Group (Years)								
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior Management [1]	0%	0%	100%	0%	33%	67%	69%	30%	1%
Middle Management	2%	88%	10%	2%	91%	7%			
Executive	72%	27%	1%	74%	25%	1%			
Non-Executive	67%	32%	1%	72%	27%	1%			
Overall Composition	68%	31%	1%	70%	29%	1%			

Note:
[1] Senior Management as defined by Greatech, refers to C-Suite



Board Diversity

Currently, the Board comprises 7 members, of which 2 are female, accounting for 29% of total composition. While the Board has not established a specific target for female representation within its diversity policy, it remains dedicated to fostering diversity and inclusion. The Board is actively assessing avenues to enhance diversity across all levels of the organisation, aligning with broader industry trends and regulatory expectations for gender representation on corporate boards.

Director Breakdown by Gender	FY2024	FY2023	FY2022
Female	29%	29%	33%
Male	71%	71%	67%

In terms of age diversity of the board members, currently all board members are of age 50 and above.

Director Breakdown by Age	FY2024	FY2023	FY2022
<30	0	0	0
30-50	0	0	0
>50	100%	100%	100%

Sustainability Report

PEOPLE (CONT'D)

Zero Discrimination and Equal Opportunity

At Greatech, we are deeply committed to providing equal opportunities and fostering a work environment that is free from unlawful discrimination or harassment across the organisation. We actively monitor this commitment through an annual employee survey and strongly encourage employees to report any incidents to their immediate manager, Human Resources ("HR") or through our whistleblower function. Discrimination cases related to any categories outlined in our Code of Conduct ("Code") can be reported without hesitation.

This commitment is firmly enshrined in our Code, which explicitly prohibit any form of unlawful discrimination based on race, colour, gender and other protected characteristics. To reinforce this ethos, we offer training programmes aimed at enhancing management skills, with a specific focus on topics such as discrimination, workplace harassment and employee engagement. These initiatives are designed to raise awareness and promote inclusivity across all levels of the organisation.

The Group is dedicated to creating an inclusive workplace that is accessible to all employees, including those with disabilities. This commitment includes providing essential facilities such as handicapped parking spaces, wheelchair ramps and universally accessible restrooms to ensure that differently abled employees can navigate the workplace safely and efficiently. Beyond our internal efforts, we prioritise inclusion within the communities where we operate, actively supporting "local first" initiatives in our local operations. Moreover, we encourage employee development by offering financial support for education and certification programmes, covering part or all of tuition costs, contingent upon employees maintaining the required academic standards.

As a result of our ongoing efforts to promote a zero-tolerance policy for discrimination and to foster inclusivity in the workplace, we are pleased to report that there have been no incidents of discrimination or harassment reported to our HR and Administration ("HRA") team across our operations.

Number of substantiated complaints concerning discrimination or harassment in the workplace received in FY2022, 2023 and 2024:	None Reported

Recruitment and Retention

The Group acknowledges that its employees are the cornerstone of our organisation, and we rely on them to deliver our value proposition to our customers. Therefore, Greatech places a paramount emphasis on attracting, developing and retaining skilled employees to ensure the Group's sustained success. This commitment is especially vital given the challenges we face, including the skills gaps among graduates, the advent of gig economy, demographic shifts towards an ageing workforce and high attrition rates, especially among the post-millennial generation.

Our recruitment efforts are primarily focused on young engineering professionals, typically drawn from universities and colleges. For senior roles, we emphasise relevant experience, qualifications and cultural fit within the organisation. We apply the same rigorous standards and procedures across all locations.

We have strengthened our talent acquisition capabilities at every level by incorporating powerful employer branding, labour market insights, advanced sourcing techniques and streamlined recruitment processes. To connect with top young talent, we maintain strong collaborative relationships with several local universities and colleges. These partnership allow us to introduce candidates from the engineering field to automation industry through cooperative programmes, helping to develop the next generation of skilled engineers.

We also encourage our employees to actively engage with young people about career opportunities in our industry, highlighting our innovative culture, core values and the exciting opportunities we offer. Our open roles are promoted through various events and platforms, including career fairs, industry conferences, online networking sites and social media. These initiatives help present our Company as an outstanding workplace, showcase career opportunities and engage with potential candidates who align with our values and vision.

Sustainability Report

PEOPLE (CONT'D)

Recruitment and Retention (Cont'd)

Initiatives in Hiring	
Inclusive hiring practices	• We ensure our hiring processes are inclusive and fair, focusing on attracting candidates from diverse backgrounds. This include implementing unbiased recruitment practices and providing training for hiring teams on diversity and inclusion.
Partnerships with educational institutions	• We collaborate with universities and colleges to promote science, technology, engineering and mathematics ("STEM") education among young graduates.
Diversity metrics and goals	• We track diversity metrics and set gender diversity targets to increase the representation of women within our workforce.
Young Engineer Programme ("YEP")	• To provide young engineering graduates twelve (12) to twenty-four (24) months of a structured and tailored route into the industry, allowing them to broaden valuable commercial knowledge and expand their professional networks. • We foster our talent through inclusive and equitable practices that prioritise career progression, professional development and retention, with a strong emphasis on mentorship. • Since the inception of the YEP in 2019, 671 young engineering graduates have been placed into full-time positions within the Group. In FY2024, 115 graduates enrolled in the programme, demonstrating our commitment to nurturing young talent and investing in the future of the industry.

We maintained a robust hiring effort, resulting in 6% increase in our headcount and the creation of 316 new headcounts within the Group. The majority of these new positions were in engineering and production departments, which are the key areas critical to our operations and growth. Our workforce does not include seasonal or part-time employees and we do not have any differently abled personnel. The detailed breakdown of our new hires in FY2024 is as listed below:

New Hires breakdown by Gender, Age Group, and Nationality

New Hires	FY2024		FY2023		FY2022	
By Gender	**Count**	**%**	**Count**	**%**	**Count**	**%**
Male	249	79%	302	82%	612	81%
Female	67	21%	66	18%	140	19%
Total (By Gender)	316	100%	368	100%	752	100%
By Age Group	**Count**	**%**	**Count**	**%**	**Count**	**%**
<30	241	76%	276	75%	640	85%
30-50	73	23%	86	23%	108	14%
>50	2	1%	6	2%	4	1%
Total (By Age Group)	316	100%	368	100%	752	100%
By Nationality	**Count**	**%**	**Count**	**%**	**Count**	**%**
Local [(1)]	315	100%	339	92%	732	97%
Foreign	1	0%	29	8%	20	3%
Total (By Nationality)	316	100%	368	100%	752	100%

Note:
[(1)] Local as defined by Greatech, refers to Malaysians

Sustainability Report

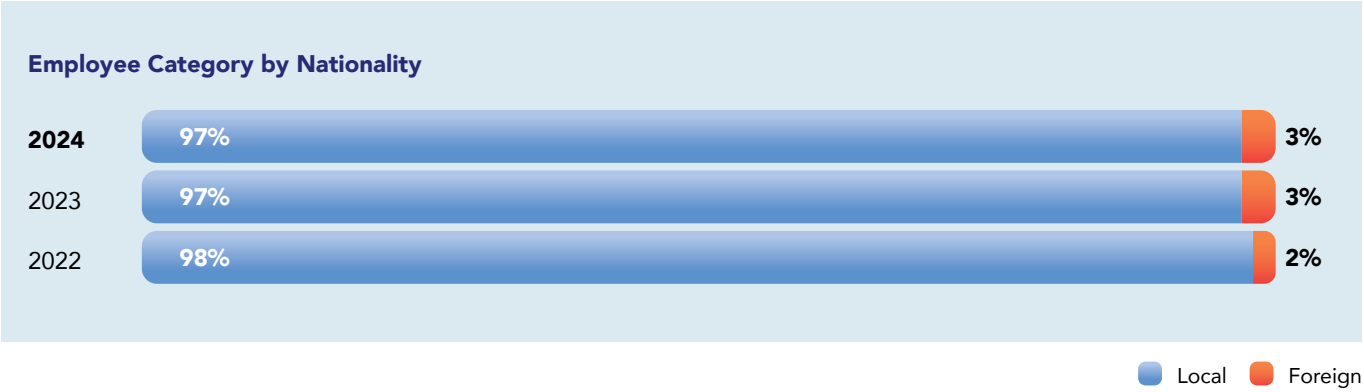
PEOPLE (CONT'D)

Recruitment and Retention (Cont'd)

At Greatech, we are dedicated to fostering inclusivity within the local communities we serve. Our "Locals First" initiative prioritise hiring local to strengthen community ties, support local economies, and ensure a workforce that is deeply connected to the local market and culture.

Employee Category by Nationality	Nationality					
	FY2024		FY2023		FY2022	
	Local [1]	Foreign	Local [1]	Foreign	Local [1]	Foreign
Senior Management[2]	3	0	3	0	3	0
Middle Management	66	1	55	1	45	1
Executive	894	1	780	1	698	1
Non-Executive	522	45	560	45	472	27
Grand Total	1,485	47	1,398	47	1,218	29
Percentage (%)	97%	3%	97%	3%	98%	2%

Notes:
[1] Local as defined by Greatech, refers to Malaysians
[2] Senior Management as defined by Greatech, refers to C-Suite



Utilisation of Contractors/Temporary Staff

In FY2024, 0.1% of our employees are temporary staff/contractors. We limit our dependence on temporary workers to maintain stability and continuity in our operations while also upholding our stringent quality standards.

Employment Type	FY2024	FY2023	FY2022
Contracted/Temporary Staff	0.1%	0.1%	0.2%

Sustainability Report

PEOPLE (CONT'D)

Compensation and Benefits

Employee benefits are a vital part of our dedication to our staff. We believe that providing support and ample compensation not only improves employee well-being but also significantly contribute to organisation's success. Our compensation and benefits packages are carefully designed to remain competitive within the relevant market for each role, ensuring alignment with our business objectives while adhering to all applicable laws regarding wages, working hours, overtime and benefits, irrespective of location.

In addition to legal compliance, our HRA team conducts regular reviews and benchmarks our compensation and benefits packages against industry standards to ensure we stay competitive in attracting and retaining top talent. This help us foster a motivated and engaged workforce that drives the Company's goals forward.

The key benefits that Greatech offers include:

Types of Benefits	Description
Leaves	Annual Leave, Medical/Sick Leave, Maternity Leave, Compassionate Leave, Paternity Leave
Allowances	Outstation Allowance, Oversea Allowance
Medical	Dental, Optical and Healthcare, Foreign Worker Hospitalisation & Surgical Insurance ("SKHPPA")
Insurance	Travel Insurance, Employee Group Hospitalisation and Surgical Insurance
Service Award	Recognising employee contributions and career milestones at 5-year intervals
Others	Greatech Education Assistance Programme, Private rooms for lactation and prayers, Fitness Center, Share Option Plan, Share Grant Plan

Sustainability Report

PEOPLE (CONT'D)

Compensation and Benefits (Cont'd)

At Greatech, we also place significant emphasis on cultivating a positive work environment. We actively support employees through a range of team building events and sports activities. The Group has established several sports groups, some of which receive financial backing from Greatech.

Furthermore, the Group ensures compliance with local labour regulations, including minimum wage law and social security legislation. We make monthly contributions to employee's Employee Provident Fund and social security accounts to support their financial security and long-term well-being.

Equal Pay for Equal Work

Equal pay for equal work remains a significant issue in the Malaysian manufacturing sector, with wage disparities still prevalent, particularly based on gender and ethnicity, despite various regulations and initiatives aimed at promoting fair compensation.

At Greatech, we are committed to the principles of equal pay, strictly adhering to Malaysian laws. To support this, we conduct annual salary surveys to identify, address and prevent and wage disparities, ensuring that gender, racial or other forms of discrimination are eliminated. We foster a fair working environment where compensation is based on job responsibilities, qualifications and performance, free from bias. In compliance with the Employment Act 1955, we ensure all employees receive fair and equitable compensation aligned with their roles, regardless of their background. Our dedication to equal pay is both a legal obligation and a core aspect of our corporate culture. During our annual review process, we adjust salaries as needed to ensure they remain competitive and equitable within the market.

Parental Leave

In FY2024, all of our employees were eligible for parental leave, with 11 female employees and 67 male employees took paid maternity and paternity leave respectively. A total of 100% of both female and male employees returned to work after completing of their leave.

Number of employees who:	FY2024		FY2023		FY2022	
	Male	Female	Male	Female	Male	Female
are entitled to parental leave	516	94	398	65	319	45
took parental leave	67	11	59	12	37	3
are still taking parental leave as at 31 December	2	2	0	3	0	0
are due to return to work after taking parental leave as at 31 December	65	9	59	9	37	3
resigned after parental leave ended	0	0	0	0	4	1
returned to work in the reporting period after parental leave ended	65	9	59	9	33	2
returned to work after parental leave ended who were still employed 12 months after their return to work	54	11	31	2	19	2
Return to work rate (%) [1]	100%	100%	100%	100%	89%	67%
Retention Rate (%) [2]	92%	92%	94%	100%	79%	100%

Notes:

[1] Return to work rate = Total number of employees that returned to work after parental leave ended divide by total number of employees due to return to work after taking parental leave.

[2] Retention rate = Total number of employees retained 12 months after returning to work following a period of parental leave divide by total number of employees returning from parental leave in the prior reporting period.

Sustainability Report

PEOPLE (CONT'D)

Employee Appraisals

At Greatech, we conduct an annual performance and career development review for all employees. This process serves dual purposes, evaluating performance and aligning training with our business objectives, underscoring our unwavering commitment to employee development and its integral role in our Group's overall success. In FY2024, we achieved 100% completion rate for performance review for our eligible employees.

Employee Turnover and Retention

In FY2024, a total of 229 employees resigned, resulting in an overall turnover rate[1] of 15%, an increase from 12% in FY2023. This rise is attributed to a tightening labour market, particularly affecting engineering roles. To enhance our competitive edge, we continuously monitor market-based wage trends and adjust compensation accordingly. Furthermore, we regularly assess and refine our HR policies and programmes, prioritising workplace culture, career advancement opportunities, mentoring and fostering an open, collaborative work environment. We actively solicit feedback through exit interviews with departing employees, and the insights gathered are thoroughly analysed by our HRA teams to identify areas for improvement and implement effective retention strategies.

Employee Turnover by Gender, Age Group, Nationality and Employee Category for FY2024

Employee Turnover	FY2024		FY2023		FY2022
By Gender	**Count**	**%**	**Count**	**%**	**Count**
Male	187	82%	147	84%	
Female	42	18%	29	16%	
By Age Group	**Count**	**%**	**Count**	**%**	
<30	170	74%	122	69%	
30-50	56	25%	47	27%	
>50	3	1%	7	4%	
By Nationality	**Count**	**%**	**Count**	**%**	
Local	228	100%	167	95%	227
Foreign	1	0%	9	5%	
By Employee Category	**Count**	**%**	**Count**	**%**	
Senior Management	0	0%	0	0%	
Middle management	11	5%	7	4%	
Executive	123	54%	102	58%	
Non-Executive	95	41%	67	38%	
Overall	**229**	**100%**	**176**	**100%**	

Notes:
(1) Employee turnover rate is calculated based on total number of employees who left voluntarily or due to dismissal, retirement, or death in service, over the total number of employees at the end of reporting period.
(2) Local as defined by Greatech, refers to Malaysians
(3) Senior Management as defined by Greatech, refers to C-Suite

Sustainability Report

PEOPLE (CONT'D)

Employee Engagement

Employee engagement is a top priority for us and we are dedicated to fostering a positive and supportive work environment. We promote open communication, collaboration and feedback at all levels, ensuring that every team member's voice is heard and valued. Through regular team-building activities, recognition programmes, annual satisfaction surveys and employee well-being initiatives, we strive to strengthen the sense of belonging and improve the overall employee experience. Our annual anonymous Employee Satisfaction Survey is a key tool for assessing cultural progress and engagement. It provides employees with an opportunity to share feedback on the Company's strengths and areas for improvement, driving the development of initiatives based on the findings. By building on previous survey questions, we can track our progress over time. We also hold meetings and forums across the organisation to address areas with lower scores and qualitative issues.

In FY2024, 1,392 out of 1,532 employees participated in the Employee Satisfaction Survey, resulting in a 91% response rate. The overall satisfaction rate was 79%, slightly down from 80% in FY2023. Survey results are shared with functional management and the Board to address areas of concern and guide improvements.

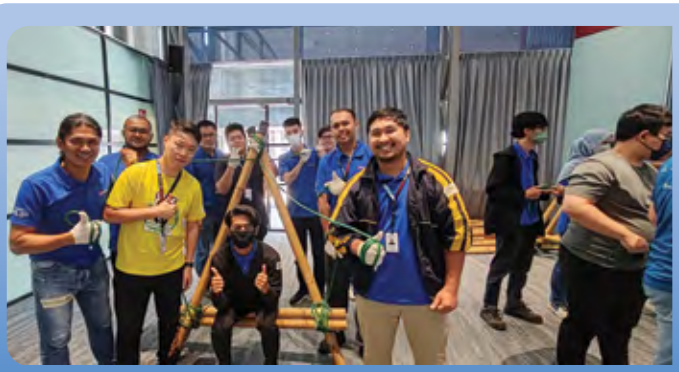
We remained focused on creating an engaging work environment that motivates and empowers employees. By emphasising inclusion, achievement, professional development and alignment with the Group's vision, we aim to attract and retain top talent, ultimately driving business success.

Training and Development

Greatech views education and on-going development as a vital investment in the future, recognising it is a key strategy to address the skills mismatch within the industry. To support this, the Group invests in comprehensive training programmes, mentorship opportunities, leadership development programme, recognition and career development resources to help our team members grow both personally and professionally. Employees are encouraged to participate in regular development discussions, external trainings, workshops and conferences to further enhance their expertise and stay abreast of emerging trends.

To measure the effectiveness of our human capital investment, we track training hours and associated costs, comparing progress against both internal and external benchmarks. Our target is to provide each employee with 36 hours of training annually, ensuring a comprehensive approach to their development.

In FY2024, we offered a comprehensive range of training and development opportunities to both new and existing employees, aimed at enhancing their knowledge, skills and experience across technical, commercial, operational and business areas. A total of RM0.46 million was invested in training, marking an increase from RM0.01 million in FY2023. The Group provided a significant 75,928 hours of training through 846 (2023: 460) sessions across 246 (2023: 176) courses. This investment reflects our continued commitment to employee development. In FY2024, on average, each employee received 50 hours of training, reflecting our dedication to fostering a skilled and knowledgeable workforce at all levels.



Sustainability Report

PEOPLE (CONT'D)

Training and Development (Cont'd)

The table below showcases the breakdown of Greatech's total and average training hours:

Number of total and average training hours/days participated by employees	FY2024	FY2023	FY2022
Total training hours	75,928	68,331	71,590
Total training hours by employee category: -			
Senior Management	113	94	220
Middle Management	3,628	1,993	3,832
Executive	53,059	58,104	60,813
Non-Executive	19,128	8,140	6,725
Average training hours per employee:	50	47	57
Average training hours by gender: -			
Male	66,564	57,571	62,332
Female	9,364	10,760	9,258
Average training hours by employee category: -			
Senior Management	38	31	73
Middle Management	54	36	83
Executive	59	74	87
Non-Executive	34	13	13

Human Rights

Greatech is dedicated to upholding human rights, adhering to both international principles such as the Universal Declaration of Human Rights and relevant local laws. In addition, we align our practices with the International Labour Organisation's ("ILO") conventions on human rights, as outlined in our Code. Apart from ILO, we have committed to ensure conformance by Greatech and our counterparties to UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. This includes a firm stance against all forms of child labour, forced labour, discrimination and any other violations of human rights and personal freedoms.

With respect to children's rights, our policy and practices are based on Children's Rights and Business Principles, which cover areas such as policy commitments, due diligence especially in appointing and retaining existing suppliers, and remediation measures in the event of non-compliances.

The Group's Board holds the overarching responsibility for ensuring that human rights are respected throughout the organisation. The Board is well aware of import bans by mature markets such as the United States and the European Union on products manufactured by companies in Malaysia, as a result of non-compliance to human rights standards within their value chain.

The Group Chief Executive has overall responsibility for ensuring that human rights considerations are integral to the way in which existing operations are developed and managed. While the Board provides strategic guidance, the day-to-day management of human rights matters is delegated to the HRA department. The HRA department is specifically tasked with overseeing all issues related to human rights, including concerns related to forced labour, child labour and other human rights violations. They are responsible for implementing policies and procedures to safeguard the rights and well-being of employees and ensuring compliance with regulations mandated by the Department of Labour and other relevant authorities.

Sustainability Report

PEOPLE (CONT'D)

Human Rights (Cont'd)

The Group remains committed to our human rights strategy, aiming to embed respect for human rights and promote decent working conditions and practices throughout our operations.

To ensure alignment with globally recognised human rights standards and customer expectations, an internal human rights risk and impact assessment was conducted periodically by our internal compliance team, led by the Corporate Affairs Manager. This assessment evaluated our processes and identified any gaps for improvement. Our Code and Supplier Code of Conduct ("Supplier Code") communicate our core business principles and ethical standards, providing a clear guidance to our employees, business partners, investors and other stakeholders.

We require all our counterparties to comply with our human rights policy. Any instances of substantiated non-compliances to our human rights policy by our business partners are viewed seriously. Depending on the nature of the violation, action may include immediate enforcement of remediation measures or in some instances, immediate termination of business relationship. Our Board is kept abreast on any violation of human rights across our value chain, and updates are provided on remediation actions undertaken. We adhere to the definition of remedy and remediation as prescribed by the UN Guiding Principles on Business and Human Rights.

An overview of key human rights policy which we ensure is complied with, not just within our labour forces, but amongst our contractors, key suppliers and even customers. Our stance is unequivocal, we refrain from doing business with anyone that does not respect our commitment to human rights and globally recognised human rights standards.

Our Policy	Description
Equal Pay for Equal Work	• We foster a fair working environment where compensation is based on job responsibilities, qualifications and performance, free from bias – across our value chain. • Our dedication to equal pay is both a legal obligation and a core aspect of our corporate culture.
No recruitment fees	• Recruitment fees for workers have been a contentious issue in recent years due to the ambiguities surrounding whether it should be borne by the employer, employee or recruitment agencies. • Our stance is in line with Malaysia's stance of "No Recruitment Fee". Malaysia as a member state of the ILO has adopted a "no recruitment fee" concept from its Fair Recruitment Initiative in 2014 whereby it has been implemented verbally to disclose the responsibilities of the employers in bearing the cost of recruitment. • Our "No Recruitment Fee" stance is crucial in avoiding actual or any perception of forced labour due to debt bondage within our supply chain.
Conducive working and living conditions	• We ensure that our work sites and our supply chain comply with the highest possible health and safety standards. • As part of our commitment to ensure conducive workplace – we ensure that we comply with the law with respect to working hours and rest time. • Our commitment to a conducive workplace within our business and across our value chain also means we continuously assessing the possibilities and feasibility of adopting or encouraging better processes and integrating new technologies in delivering our business. This helps us reduce exposure to social risk such as human rights violation. • With respect to living conditions, we expect that all workers within our value chain are provided with comfortable housing, which is at minimum based on Malaysia's Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990. • We understand that conducive workplace and living conditions are an important ingredient in complying with our stringent health and safety policies. Instances such as human fatigue leading to accidents/mishaps and spread of communicable disease can be mitigated and avoided through conducive workplace and living space arrangements. Therefore, the imperative behind our commitment extends beyond good corporate stewardship and demonstrates our acknowledgement that this is inextricably link to business continuity and profit sustainability.

Sustainability Report

PEOPLE (CONT'D)

Human Rights (Cont'd)

Our Policy	Description
Passport policy	• With respect to all workers across our value chain, we do not allow anyone to withhold the passport of foreign workers employed at our premises, in line with local laws.
Prohibition of Excessive Overtime	• We ensure that workers employed at our premises work within the prescribed working hours and overtime under local laws.
Living wages	• We comply with the minimum wage requirement and encourage our contractors and suppliers to pay employees above the required minimum wages. • Our wages for labourers at our supply chain are competitive – especially in view of the skilled labourer shortage as locals shun 3D jobs – dirty, dangerous and difficult and the shortage of foreign labourers due to changes in government policies.
No bullying, harassment, intimidation/threats and violence	• We do not tolerate any harassment or violence on workers within our business and supply chain. • For the year, we did not have any instances of threats and violence on workers which have come to our attention.
Universal Medical Access	• We committed to ensuring that all workers across our supply chain have access to the required medical care should there be untoward incidents, as result of their employment. • Apart from ensuring competitive salaries, we also encourage our suppliers to provide medical insurance to ensure access to adequate healthcare. • However, this is an area that is still under development and remains in its nascent stage with respect to our due diligence and compliance monitoring across our supply chain. Currently, we rely on the development of local laws in the countries where our suppliers operate to guide our efforts.
Mental health	• We view mental health as an integral part of our workers' wellbeing – not just within our business but across our supply chain. It is also deeply linked to other aspects of wellbeing, such as a conducive workplace and living space. • The legal landscape in some of the countries within our value chain is not as matured as some developed countries. For instance, Malaysia has yet to recognise psychiatric harm caused by occupational stress as an actionable claim. The existing statutory framework, including the Occupational Safety and Health Act 1994 ("OSHA") and the Employment Act 1955, primarily focuses on physical safety, leaving mental health concerns inadequately addressed. • This is an area that is still under development – with respect to the appropriate policy, guidance and compliance monitoring. We will continue to keep abreast of the development in this area, to ensure we adhere to the required standards.

As part of our ongoing monitoring and evaluation process, the internal compliance team has incorporated human rights consideration into the due diligence checklist for new operations or projects, ensuring the identification and mitigation of any potential labour and human rights related risks. This demonstrates our commitment to integrating stringent human rights standard as part of our ethical sourcing strategy.

Subsequently and as part of our comprehensive onboarding process, all employees are mandated to undergo training that emphasises their collective responsibility to prevent complicity in human rights abuses. Participation in labour standards-related training is obligatory for Chief Executives, Directors, all managers and other relevant employees across the Group. In FY2024, we conducted human rights principles training for all managerial staff to enhance awareness of key issues and ensure they fully understand their responsibilities in upholding human rights within their operations.

Sustainability Report

PEOPLE (CONT'D)

Human Rights (Cont'd)

In 2024, all the Chief Executives, managers and HRA staffs had, successfully completed the human rights training. The following table shows the percentage of their participation in the training:

	FY2024	FY2023	FY2022
% of Participation in Human Rights Training	100%	100%	100%

The human rights training is obliged for Chief Executives and all managers including HRA staffs.

We ensure a safe working environment by providing reasonable rest breaks, access to clean drinking water and designated rest areas. Our commitment to human rights includes upholding the principle of Freedom of Association and Collective Bargaining. Child and forced labour are unequivocally forbidden; the Group has set 18 as the minimum age of employment, with suppliers acknowledging these expectations before engagement.

Compliance with the law and ethical principles within our business and across our supply chain is also monitored in internal control and audits. As of 31 December 2024, there were no reported or investigated human rights incidents such as lawsuits, allegations or compensation paid pertaining to any human rights violation such as child labour or forced labour.

Number of substantiated complaints human rights violation* received in FY2022, 2023 and 2024:	None Reported

* This is not limited to our work sites but includes our suppliers as well.

In order to ensure that any violation of the Company's human rights policy or globally recognised human rights standard, to which we are aligned, we have in place an independent, secure and trusted whistleblowing channel which allows for anonymous reporting. Whilst we do not prohibit anonymous tipping, we do encourage contact details to be provided to facilitate follow up and to ensure protection against any detrimental action.

In order to promote trust and confidence and to encourage aggrieved parties or third parties to come forward, we have a strict no retaliation policy, which offers protection against any detrimental action. This policy is designed to encourage whistleblowers to report violations. Notwithstanding, we investigate all tipping to any violation of human rights based on globally recognised human rights standards, irrespective of whether it is anonymous or otherwise.

We are also aware of the importance of ensuring confidentiality in order to protect the whistleblower against detrimental action and in ensuring the integrity of the investigation. We understand the importance of a robust whistleblowing mechanism in preventing corruption involving our people, agents and contractors.

Despite our commitment to globally recognised human rights standards across our supply chain, and our impeccable track record in upholding human rights across our supply chain, we believe that there is always room for introspection and improvement, as progress is a continuous journey.

Moving forward, we hope to enhance our awareness and monitoring mechanism. This includes in-person engagements with employees and key suppliers on human rights and exploring partnerships in improving human rights awareness and compliance – not just within our business but across our supply chain and the local communities we interact with. This includes contractors at the site and suppliers of key raw materials throughout our supply chain. We also aim to enhance communication of our whistleblowing channel to enable early detection and deterrence of any human rights violations across our value chain.

Sustainability Report

PEOPLE (CONT'D)

Health, Safety and Wellbeing

At Greatech, safety, health and wellbeing are our top priorities, reflecting the Board's and Management's commitment to the welfare of our employees, third-party workers, local communities and other stakeholders.

Over the past year, we have focused on promoting mental health and wellbeing through initiatives such as World Health Day events and a six-month in-house counselling programme with Open University Malaysia.

Our goal is to establish a safe and secure workplace that supports high productivity, ensures safety and allows employees to return home safely. We are dedicated to improving occupational safety through proactive measures, adhering to ISO 45001 health and safety standard across all our Penang factories. Our Environmental, Health and Safety ("EHS") Committee, which meets quarterly, monitors and evaluates safety performance and initiatives.

In line with the ARMC charter, the ARMC oversees compliance, risk assessment and risk management, including EHS risks. The EHS Committee, with equal employees and employers' representation, addresses all Occupational Safety and Health ("OSH") matters, conducts risk assessments and reviews workplace incidents. We also have local health and safety sub-committees at all our local facilities with 40 or more employees, conducting quarterly Gemba Walk safety audits to ensure regulatory compliance. Findings from these audits are communicated for root-cause analysis and mitigation.

Accidents or near-miss incidents are immediately escalated to the relevant departments for investigation and corrective action. All incidents are documented within 24 hours, and action plans are monitored and reported monthly to the Executive Board and share with employees via the EHS Bulletin quarterly.

To maintain continuous awareness of risk factors and control actions, we conduct regular safety meetings and training sessions through both classroom-based learning and e-learning. During FY2024, over 1,500 employees participated in health and safety training, including renewals and onboarding for new hires. These EHS training sessions are tailored to address the specific hazards relevant to each employee's role, ensuring a targeted approach to safety. The training programmes include:

- Hazard Prevention and Control Awareness
- Equipment Handling Safety
- Chemical Safety Training
- Basic Occupational First Aid
- Chemical Management
- Personal Protection Equipment ("PPE") Training
- Emergency Response Team ("ERT") Practical Training
- Noise Awareness Training
- Fire Safety Training and Drills
- Lift Truck/Forklift Safety Training
- Lockout-Tagout ("LOTO") Training
- Incident Management
- Automated External Defibrillator ("AED") Training
- Environmental Impact Assessment ("EIA") Training
- Hazard Identification, Risk Assessment, and Risk Control ("HIRARC")

Sustainability Report

PEOPLE (CONT'D)

Health, Safety and Wellbeing (Cont'd)

The following is total number of employees as at the end of financial year participated in our health and safety trainings:

	FY2024	FY2023	FY2022
Number of employees who are trained in health and safety standards [1]	1,532 (100%)	1,445 (100%)	1,247 (100%)

Note:
[1] The areas of training include Health and Safety Training, Legal & Compliance Training, Competency Training, Environmental Training, and Management System Training (ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018).

HIRARC

At Greatech, we apply HIRARC standards across all our facilities, covering all activities and individuals. This approach ensures that risks associated with identified hazards are consistently evaluated and addressed. Our risks assessments consider both the likelihood of potential risks occurring and the severity of the consequences, using the Group's EHS Risk Matrix.

Likewise, unsafe situations that pose a potential hazard should be reported to an employee's superior, even if they do not directly impact an individual's immediate work. We have established processes that allow employees to report hazards and concerns to the EHS Committee without fear of retaliation. In addition to employee feedback, potential dangers are identified using task and workplace-related risk assessments. These assessments are reviewed by the EHS team to determine whether improvement action plans need to be implemented.

In FY2024, the EHS team collaborated with area owners to conduct HIRARC risk assessments and EIA, ensuring that control measures were effective and aligned with the requirements of ISO 14001 and ISO 45001.

Fatalities

In FY2024, there were no fatalities being recorded due to work-related injuries as reported by our contractors, suppliers and customers who work at our workplace. There were also zero road fatalities with our own fleet and zero cases of work-related illness. Moving forward, we will continue with our target of zero work-related injuries or illness and zero fatalities.

	FY2024	FY2023	FY2022
No. of Work-Related Fatalities	0	0	0

Sustainability Report

PEOPLE (CONT'D)

Loss Time Incident Rates

Lost Time Injury Rate ("LTIR") [1]	Measurement Interval	FY2024	FY2023	FY2022
Employees	Quarterly	1.5	2.2	1.3
Contract Workers [2]	Quarterly	0	0	0
Severity Rate [1]				
Employees	Quarterly	3.8	44.3	3.8
Contract Workers[2]	Quarterly	0	0	0

Notes:
[1] LTIR is based on the number of loss time injury cases whilst Severity Rate accounts for time loss for injury. For the purpose of this calculation, injury is defined as registered accidents that led to sick leave of more than one (1) day. Both indicators are standardised using the following: 1,000,000/total number of hours worked and is computed based on OSHA guidelines.
[2] Contract Workers are employees of third-party companies hired for specific tasks such as cleaning and repairing.

In FY2024, we achieved a LTIR of 1.5 which significantly outperforming the manufacturing sector benchmark of 3.98, as identified by the Department of Occupational Safety and Health in their 2023 report, indicating our effective safety measures. There were 5 workplace lost-time injuries reported, a notable decrease from 7 cases in FY2023. This year, the nature of injuries shifted from machinery-related incidents, predominantly involving cuts to the fingers and hands to manual handling-related injuries. This change emphasises the need to implement robust preventive measures such as ergonomics assessments and the use of mechanical aids to mitigate the risk of such injuries.

In terms of major occupational accidents, there was a decrease in severity in FY2024, with only 1 case involving four or more lost working days, down from 4 such cases in FY2023. It is important to note that these statistics do not include accidents that occur during commuting to or from work. Several improvement programmes were introduced in FY2024 to promote a safer work environment and reduce the injury rate. These included regular safety meetings, ongoing safety inspections across production facilities, and continuous risk analysis to identify and address potential hazards. Additionally, training sessions and task-specific certifications were provided to enhance employee awareness and competence in handling safety risks.

Each reported incident is thoroughly investigated to identify the root cause, with corrective actions implemented to eliminate or mitigate underlying factors. In FY2024, the investigation into work-related ill-health incidents involved close collaboration with the EHS team and department managers. This process included in-depth workplace inspections focusing on the working environment, available tools and materials and prescribed work processes. Based on the finding, appropriate remediation and countermeasures were agreed upon and implemented to address identified risks.

Sustainability Report

COMMUNITY

At Greatech, we seek to extend our values and make a positive impact on the communities where we operate through various social engagements and sustainability initiatives. Our approach to social sustainability is centred on building strong community partnerships that address the specific needs of disadvantaged and vulnerable groups.

We focus on supporting the financially underprivileged and investing in the vulnerable groups such as children, with particular emphasis on education, culture and sports. Our aim is to ensure that no children in our local community are left out from getting access to quality education and care.

While the Group currently does not have a formalised target for community engagement, we are dedicated to increasing our investment in the local communities. By fostering these connections, we aim to drive long-term, sustainable impact and contribute to the overall well-being of the areas in which we operate.

Greatech's charitable giving is centred around four key areas of focus:

- Children's right and education: Supporting initiatives that foster learning and innovation of the children in our local community, helping to create opportunities for future generations.
- Environment and Biodiversity: Supporting initiatives with positive impact to biodiversity and ecology i.e conservation efforts to protect endangered species and tree planting exercise.
- Fitness and health: Promoting physical well-being and access to healthcare, with a focus on improving the quality of life and encouraging healthy lifestyles
- Social initiatives and welfare: Addressing social issues and providing assistance to underserved communities, ensuring that those in need receive the support necessary to improve their lives.

	FY2024	FY2023	FY2022
Total amount invested in external community (RM' million)	3.02	1.97	1.99
Total number of individuals benefited	34,468	47,554	-

The data for number of beneficiaries is based on our best estimate given the difficulty in tracking exact number of beneficiaries for some of our initiatives. We have included our estimate for FY2023 and FY2024 only.

In 2024, the Group together with our Board and employees have contributed approximately RM3.02 million (2023: RM1.97 million) in cash and in-kind donations to more than 40 charities, non-profit organisations, and educational institutions across the region.

These contributions supported a total of approximately 34,468 beneficiaries. Some of the initiatives were as follows:

Science, Technology, Engineering and Mathematics ("STEM") Education

To ensure future success and continued innovation, it is crucial that younger generations are encouraged to pursue careers in engineering and other STEM fields. To encourage this, we focus on making STEM education accessible and engaging for all children, regardless of background. We organise hands-on activities like robotics workshops, science fairs and engineering challenges that make learning interactive and fun.

We also foster creativity through projects like coding games, designing experiments and building models, encouraging innovative thinking. By connecting students with STEM professionals who share their journeys and experiences, we inspire them with diverse paths to success.

Additionally, we ensure STEM programmes are accessible through scholarships, outreach initiatives and community partnerships, breaking down financial barriers and providing equal opportunities for all students explore STEM fields.

Sustainability Report

COMMUNITY (CONT'D)

Science, Technology, Engineering and Mathematics ("STEM") Education (Cont'd)

Greatech Scholarship programme, launched in 2021, aims to support economically disadvantaged young students in Malaysia by providing them with opportunities to build a strong foundation in entrepreneurship and employment through a STEM-focused curriculum. The primary objective of the programme is to empower these students and equip them with the skills and knowledge necessary to succeed in the workforce of tomorrow. By the end of 2024, a total of 8 (2023: 7) deserving STEM students have benefited from this initiative.

Educational Support Donations

- SJK (C) Chiao Nan – RM0.45 million to fund the construction of a building with eight classrooms, expanding the school's capacity to provide quality education to more students.
- SMJK Perempuan Cina Pulau Pinang – RM0.20 million to sponsor 12 smart education boards for classrooms, enhancing the learning experience with modern technology.
- SJK (C) Aik Hua – RM0.20 million to support the construction of a digital library, improving access to digital learning resources for students.
- SJK (C) Damansara – RM0.05 million to fund the construction of a school hall, enhancing the school's facilities for events and student activities.

Sustainability Report

COMMUNITY (CONT'D)

Empowering Underserved Communities

In recognition of the growing financial challenges faced by our local communities due to the rising cost of living, we have allocated an approximately RM0.98 million to our community fund, specifically dedicated to improving community health and supporting vulnerable populations. This financial resilience funding enables us to provide essential assistance and resources to those in need to alleviate some of the burdens faced by our communities.

Mega Mania Fiesta

Greatech proudly hosted its inaugural Mega Mania Fiesta, attracting approximately 2,000 attendees, including employees and their families. This vibrant event saw over 800 Greatech employees actively participating in fundraising efforts to support ten impactful organisations, spanning sectors such as healthcare, education and animal welfare.

Embodying the theme "GREAT in Unity, CARE for Society," our mission is to foster collaboration among Greatech employees in our Corporate Social Responsibility ("CSR") initiatives, ultimately making a positive impact within our communities. The Mega Mania Fiesta served as a platform to enhance community resilience, showcasing various activities and programmes designed to uplift and support those in need.

Below are highlights of our focus on building community resilience throughout 2024:

- Pure Lotus Hospice of Compassion – RM0.50 million contributed to support the construction of a new three-floor facility with 28 additional beds, enabling the hospice to provide enhanced care for cancer patients in need.
- Penang Institute – RM0.20 million in support of the Georgetown Literary Festival. This funding will help nurture a culture of knowledge, creativity and intellectual exchange, fostering a deeper appreciation for the arts and literature.
- Silver Jubilee Home for the Aged – RM0.18 million donated to fund the installation of a solar energy system for the facility, promoting sustainability and reducing energy costs. Additionally, we contributed four used desktop computers to support the Home's administrative operations.
- Lam Wah Ee Hospital and Pertubuhan Hemodialysis Seberang Perai Selatan – RM0.15 and RM0.07 million respectively to support the purchase a Reverse Osmosis Water System. This ensures clean water for haemodialysis treatments, enhances patient care, and support daily operations, including hiring professional doctors and nurses.
- New Life Community Centre – RM0.10 million contributed to support the operational expenses for secondary refugee students and to fund the expansion project for their primary school, helping to provide education and opportunities for vulnerable communities.
- Pusat Jagaan Rumah Charis, Xin Shan Le Welfare Centre, Penang Shine Like Stars Association and Persatuan Kebajikan Hati Sepati Raja Uda Butterworth Penang – RM0.2 million in total was contributed to support the daily operation costs of these care centres, which provide essential services for the elderly, vulnerable youth, disabled children, and exceptional children with various disabilities. This support helps improve their overall wellbeing and stability.
- Mount Miriam Hospital – RM0.07 million was contributed for financial aids to cancer patients, ensuring they receive the necessary treatment.
- One Hope Charity & Welfare – RM0.07 million to support the centre' financial assistance programmes. This includes funeral services, healthcare for the underprivileged and emergency medical aid for those in need.
- International Aid for the Protection & Welfare of Animals ("IAPWA") – RM0.01 million was contributed to support IAPWA's Trap, Neuter and Release programme on Penang Island to control the stray animal population and promoting humane practices. This programme has successfully neutered over 7,140 stray dogs since March 2018, significantly reducing the number of free roaming dogs and improving community safety.

Sustainability Report

COMMUNITY (CONT'D)

Empowering Underserved Communities (Cont'd)

Supporting Vulnerable Populations

At Greatech, our commitment to preventing and ending homelessness extends beyond our operational boundaries, as we actively engage in community volunteer initiatives in Penang. This year, our team has made significant strides in supporting vulnerable populations through various impactful activities:

- Kechara Soup Kitchen: A dedicated team of 20 Greatech employees assembled and delivered dry food packs to 12 families registered with local food banks. This effort provided essential nourishment to families facing food insecurity;
- Pusat Transit Gelandangan: 8 Greatech employees volunteered to distribute lunch packs to 100 homeless individuals, offering sustenance and care to the local homeless community; and
- Pertubuhan Kebajikan Simpang Ampat Pulau Pinang and Pusat Jagaan Permata Kasih: A group of 24 Greatech volunteers delivered six months' worth of dry food supplies, benefiting 26 individuals with disabilities and 30 children in need.

Sustainability Report

COMMUNITY (CONT'D)

Empowering Underserved Communities (Cont'd)

Walk the Cause 2024

In 2024, we supported and funded various "Walk the Cause" charitable initiatives, which aligns with our mission to enhance the well-being of the communities we serve. Our contributions directly support the causes and organisations associated with these events, which may include healthcare initiatives, education programmes, environmental conservation or social welfare projects. By participating in and funding these initiatives, we hope to inspire others to join us in making a difference and creating a positive ripple effect throughout our community.

We proudly sponsored two significant events:

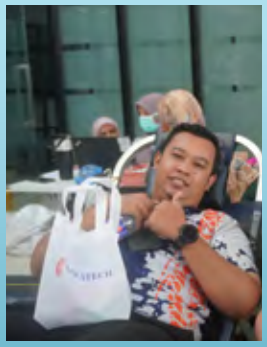
- **Penang Glo Walk 2024**, a vibrant night walk celebrating community spirit, health and creativity, featuring artistic light displays. This event promotes physical activity and strengthens community bonds.
- **Darkness into Light Walk 2024**, raising awareness for mental health and promoting a healthy lifestyle through a symbolic dawn walk. This event represents hope and support for those facing mental health challenges.

Darkness into Light Walk 2024

Penang Glo Walk 2024

Blood Donation Drive

Our recent blood donation drive, held on-site, was a great success, with many employees volunteering to donate blood in support of Penang General Hospital. A total of 108 bags of blood were collected, underscoring the generosity and strong community spirit that define our company.



Sustainability Report

COMMUNITY (CONT'D)

Empowering Underserved Communities (Cont'd)

A Christmas of Hope

During the 2024 Christmas season, 9 dedicated members of Greatech's Great Care Committee organised a heartwarming outing for 200 children from orphanage homes and refugee schools. The event, held at Tech Dome Penang and the TOP Aquarium, offered the children an exciting day filled with educational and fun activities. As they explored the wonders of science and marine life, the children had the opportunity to learn in a hands-on, interactive environment. The smiles on their faces reflected the joy and festive spirit of the season, making it a truly memorable occasion that spread cheer, curiosity and goodwill to all involved.

Environmental Efforts

Environmental Month

During Environmental Month in April 2024, the Group organised the CLEAN & LEAN event – an engaging Garbage Picking Sports & Fitness Challenge. The event took place at the Esplanade, Penang and aimed to contribute to a cleaner environment while fostering team spirit and raising awareness about waste management. A total of 60 employees took part in the event, collectively collecting 28kg of waste which included 18.7kg of recyclable items, 7.0kg of non-recyclable items and 2.3kg of cigarette butts.

Waste Awareness

A booth was organised by EHS team at the Group's Mega Mania Fiesta focused on waste segregation, e-waste collection and plastic awareness. This initiative emphasised the importance of properly sorting waste to reduce landfill waste, conserve resources and minimise pollution. It also raised awareness about the hazards associated with e-waste, such as lead and mercury and the need for responsible disposal. By educating the community on recycling practices, the Group empower individuals to make informed recycling choices.

Sustainability Report

ECONOMIC

Economic Performance

Amidst the challenging business environment, Greatech's economic performance remains a primary concern for our stakeholders. We strive to generate and deliver economic value to our key stakeholders – employees, customers, business partners, regulators and shareholders.

During the current financial year (FY2024), we achieved a revenue of RM752.37 million, signifying the overall economic value generated. Out of this, a direct economic value of RM495.93 million was distributed, thereby making a positive contribution to the economic wealth of stakeholders. The table below illustrates our performance over the last three years:

RM' million	FY2024	FY2023	FY2022
Economic Value Generated	**752.37**	**658.75**	**546.21**
Economic Value Distributed, which consists of:	**495.93**	**422.92**	**342.15**
• Procurement Spending	339.92	296.30	270.49
• Employee wages and benefits	133.74	115.85	69.78
• Payment to capital providers	0.64	0.60	0.49
• Tax payments	19.91	9.10	0.47
• Community contributions and donations	1.72	1.07	0.92
Economic Value Retained	**256.44**	**235.83**	**204.06**

Further discussion on Economic Performance can be found in the Management Discussion and Analysis ("MD&A") section of this Annual Report.

Customer Care Management and Product Quality

We understand that meeting our customers' expectations and ensuring their satisfaction directly contributes to our economic performance. Therefore, we assess satisfaction through a survey focused on product consistency, quality and post-sales support with the aim of driving continuous improvement. Feedback from this survey helps us to monitor our operational performance in key areas such as delivery capacity, product quality, flexibility, competitive pricing, responsiveness and overall service performance. Based on the survey results, we will develop targeted development programmes for specific functions and implement measures that positively impact the customer experience.

Ensuring safety, quality, and reliability, we integrate stringent standards throughout our product lifecycle. Adhering to ISO 9001:2015 and ISO 13485:2016, our manufacturing plants uphold these principles. In 2020, we earned accreditation for Medical Devices Quality Management, underscoring our unwavering commitment.

	FY2024	FY2023	FY2022
Number of major incidents or breaches of safety and quality standards reported	0	0	0

Tax Governance

The Group supports tax policies and incentives; and recognises the importance of tax in contributing to the country's economic development and society prosperity. The Group is committed to responsible tax governance and:

- complying with the applicable tax laws and regulations in the jurisdictions where we operate;
- maintain respect and mutual trust relationships with the tax authorities; and
- optimise available tax incentives and reliefs under applicable laws and double tax treaties to minimise tax cost of conducting business.

Sustainability Report

ECONOMIC (CONT'D)

Anti-Corruption

We are fully aware of the significant bribery and corruption risks within the country, especially given the high Corruption Perception Index. Recent legal changes and law enforcement scrutiny have heightened anti-corruption efforts.

Despite these challenges, we remain steadfast in managing these risks through a robust framework of policies and procedures, including our Code, Anti-Bribery and Anti-Corruption ("ABAC") Policy, and Whistleblowing Policy.

We conduct an annual corruption risk assessment to evaluate the effectiveness of our internal control, including the ABAC Policy, and to ensure compliance with the Malaysian Anti-Corruption Commission Act Section 17A ("MACCS17A"), to mitigate potential exposure to corruption risks.

The table below summarises the percentage of operations assessed for corruption-related risks:

	FY2024	FY2023	FY2022
% of operations assessed for corruption related risks	100%	100%	100%

To ensure that all employees, particularly senior management and key decision-makers, are fully informed of our anti-corruption stance, we mandate formal training sessions for them. This training is integrated into the onboarding process and is regularly communicated across the organisation through various channels, including our newsletter. We also conduct pre and post training assessments to gauge knowledge improvements. The table below outlines the level of engagement by employee category in our formal anti-corruption training efforts. Our target is to conduct formal training on key aspects of corruption and bribery and (re)introduce relevant legislation, along with their associated penalties to our employees at least once in three (3) years.

An overview of our training participation across all employee categories is as following. We are pleased to announce that we continue to meet our target in ensuring 100% participation of our employees on anti-corruption related trainings.

Percentage of employee who received anti-corruption training, by employee category	FY2024	FY2023	FY2022
Senior Management	100%	100%	100%
Middle Management	100%	100%	100%
Executive	100%	100%	100%
Non-Executive	100%	100%	100%

It is the Group's goal to maintain zero tolerance to corruption and we are pleased to announce that there were no incidents of confirmed corruption between the FY2022 to 2024. All of our employees had complied with the Group's ABAC Policy.

Number of confirmed incidents of corruption for FY2022, 2023 and 2024	None Reported

Data Privacy and Protection

Greatech remains steadfast in upholding data protection standards, aligning with local laws and regulations. We recognise the critical importance of safeguarding the security and privacy of data for all our stakeholders. As such, we implement robust data management practices to ensure that the data stored across our systems, databases and networks is adequately protected.

To reinforce our commitment to data protection, we regularly train and educate employees who have access to sensitive information. This includes mandatory data privacy, protection and information security training sessions conducted during onboarding, followed by monthly campaigns via emails, newsletters and workshops. These initiatives serve as continuous reminders throughout the year. In FY2023, 100% of our employees completed training on data privacy and protection. This commitment continued in FY2024, with ongoing efforts to sustain high levels of awareness and compliance.

Sustainability Report

ECONOMIC (CONT'D)

Data Privacy and Protection (Cont'd)

As part of our cybersecurity initiatives, we have also continued to conduct quarterly simulated phishing exercise in FY2024 to enhance awareness of business email security. Employees who did not pass these exercises were provided with additional training, and repeated failures were addressed through performance reviews or other corrective measures. These exercises are designed to mitigate the risks associated with social engineering attacks and maintain a vigilant security culture within the organisation.

In FY2024, Greatech ensure full adherence to the General Data Protection Regulation ("GDPR"), aligning our data protection practices meet the stringent requirements set forth by this regulation. We are pleased to report that in FY2024, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.

Number of substantiated complaints concerning breaches of customer privacy and losses of customer data for FY2022, 2023 and 2024	None Reported

Supply Chain Management

Supporting Local Economy and Job Creation

As a customer-centric organisation, the Group maintains a broad network of local, regional and international suppliers and partners, actively exploring global procurement opportunities to meet the evolving needs of our customers. However, we prioritise local sourcing whenever possible to minimise our environmental footprint – as an effort to reducing environmental impacts of cross border transport logistics, support domestic employment, boosts local businesses, optimise material flow and deliver cost-savings in transportation.

	FY2024	FY2023	FY2022
Total amount of spending on local suppliers (RM' million)	188.92	162.21	147.28
Total amount of spending on all suppliers (RM' million)	339.92	296.30	270.49
% of spending on local suppliers	55.6%	54.8%	54.5%

Responsible Sourcing

At Greatech, we expect all suppliers to adhere to our Supplier Code, which outlines clear expectations for ethical conduct and compliance with relevant laws, including upholding human rights, promoting equal opportunities, respecting freedom of association, adhering to labour rights, avoiding conflict minerals, practicing sound environmental stewardship and maintain a zero-tolerance stance towards bribery and corruption.

We are committed to responsibly avoiding conflict minerals and ensuring compliance with the Restriction of Hazardous Substances ("RoHS") Directive and Registration, Evaluation, Authorisation and Restriction of Chemicals ("REACH") legislation. By adhering to these standards, we ensure that our products do not contain prohibited substances and meet all applicable threshold limits as required by law. All suppliers are required to acknowledge the Supplier Code, which sets forth standards for social, environmental and ethical conduct. We also expect suppliers to extend these principles throughout their own supply chains. Suppliers are assessed on their compliance with the RoHS and REACH Directives, with the most recent assessment conducted in 2023, which covered 55 suppliers.

Sustainability Report

ECONOMIC (CONT'D)

Supply Chain Management (Cont'd)

Greatech's suppliers are guided by a range of Group-wide policies and procedures, including the Purchasing Policy, Conflict Minerals Policy, ABAC Policy and the Quality Management System, all of which establish a global expectation of compliance.

With approximately 1,000 suppliers worldwide, Greatech is committed to sourcing materials, goods and services in a responsible manner. We utilise various methods and tools to evaluate our suppliers, including self-assessments and audits that examine product quality, environmental impact and social factors. New suppliers are assessed on their compliance with the Supplier Code, which incorporates both social and environmental criteria.

Number of identified or reports of any potential violations by suppliers on the Supplier Code with respect to social and environmental standards for FY2022, 2023 and 2024:	None Reported

Supply Chain Continuity Planning

Greatech's manufacturing operations rely on a diverse array of raw materials and components, including aluminium, steel, metallic-base components, electrical and electronic components, plastics and OEM products, sourced from a global network of independent suppliers. While no single supplier holds a dominant position in our overall supply, there are instances where specific components with unique specifications are only available from a limited number of suppliers.

We closely monitor our supplier base to mitigate potential disruptions that may arise from factors such as transportation issues, natural disasters or severe weather events that could impact key suppliers. Our continuity planning strategy includes maintaining safety stock levels, exploring alternative materials and qualifying multiple supply sources to mitigate risks associated with supplier dependencies.

Through our formal assessment process, we identify critical suppliers and components based on factors such as business dependency, component criticality and spending contribution. In addition to evaluating critical suppliers, we have implemented sustainability self-assessments that cover both environmental and social criteria for selected local vendors. This helps us identify potential risks and encourage the adoption of sustainable practices within our supply chain.

While we do not conduct separate assessments for individual component suppliers due to their established risk management systems and adherence to our standards, we rely on their robust processes and controls to ensure the quality and reliability of the components they supply. This approach allows us to focus our risk management efforts on suppliers with identified vulnerabilities or heightened risks, enabling us to efficiently allocate resources and maintain a resilient and reliable supply chain.

Climate Change

Given the pressing nature of the climate change and its far-reaching effects – not only to the environment but to people, communities, and our business – we continue to monitor our climate related risks and opportunities in this regard. Consequently, we acknowledge the growing expectation and requirement with respect to climate related disclosure.

Therefore, we have continued prior year practice in providing a more detailed discussion on climate related impact and strategy through a separate climate report which is appended to this Sustainability Report.

Sustainability Report

CLIMATE REPORT

As a Company, our key climate risks such as extreme weather events, energy disruptions, and the urban heat island effect, impact business continuity. Therefore, it is important that our business decisions consider how climate-related risks and opportunities affect our operations.

In line with this, since the end of FY2023, we have adopted the recommendations of the Taskforce on Climate-related Financial Disclosures ("TCFD"). Our approach to managing these climate risks is structured around the four key TCFD pillars which form the basis for IFRS Sustainability Disclosure Standards on climate related disclosures. We acknowledge the adoption of IFRS Sustainability Disclosure Standards through the National Sustainability Reporting Framework by the government of Malaysia.

a) Governance

The Board is responsible for overseeing the management of climate-related issues, supported by the ARMC, as well as the Executive Board and senior leadership team. Climate change considerations are integrated throughout the governance structure.

The Board engages with external advisers and internal experts on environmental legislation, decarbonisation and climate risk. The CEO and management team direct the environmental strategy and manage climate-related risks and opportunities, with major climate initiatives such as solar panels installation or energy efficiency upgrades, approved by the CEO, CFO and when necessary, the Board.

The ARMC focuses on climate-related risks and opportunities, providing group-wide strategic guidance to the Management-level SWG. The Remuneration Committee recommends performance targets to the SWG, which oversees the implementation of sustainability initiatives across the organisation.

Further discussion can be found in the "Sustainability Governance" section of our Sustainability Report.

b) Strategy

We acknowledge that climate change poses a systemic risk that affects all businesses and regions across the globe.

While potential risks exist, the nature of our business does not expose us to material climate-related risks that could significantly impact our financial or strategic objectives.

Overall, our risks are categorised as physical risks and transitional risks. Physical risks refer to the direct impacts of climate change, which can be either acute or chronic.

- Acute physical risks are short-term, event-driven risks caused by extreme weather events and climate-related disasters; whilst
- Chronic risks involve long-term, gradual changes in climate patterns that can affect businesses over time.

Sustainability Report

CLIMATE REPORT (CONT'D)

b) Strategy (Cont'd)

Key climate risks, its potential financial impact and our adaption/mitigation strategy is summarised as follows:

Acute Physical Risk

Physical Risk	Potential Financial Impact	Current Adaptation Strategy
1) Security of People and Property: Increased frequencies of extreme weather events (e.g. floods, heavy rain and heatwaves) presents a potential threat to the safety and security of our people and property. This includes: • Unsafe working conditions on sites, which could lead to fatalities or significant incidents; and • Damage to property, including structural damage, disruptions to utilities (e.g. energy and water supply), and challenges to access and security.	Increased operational expenses resulting from: • Higher project costs resulting from potential operational downtime, as well as additional operating and capital expenditure due to damage to site infrastructure, equipment, or inventory at production sites caused by extreme weather events and work stoppages. • Increased labour costs due to reduced manhours from unsafe working conditions and higher absenteeism of workers due to lack of access to site/health reasons during extreme weather events (e.g. floods and heatwaves). • Higher repair costs stemming from damage to asset and infrastructure. • Penalty charges for delays in project completion. • Rising insurance premiums due to hospitalisation claims and damage to asset and production sites caused by extreme weather-related incidents.	• The Group has 9 manufacturing facilities across Penang, Ireland and North America. Some production activities can be shifted to other locations to ensure business continuity, if necessary. • Climate risk and opportunity assessment, along with robust governance processes, are in place. • All of our sites are insured for asset and property damage. • Business continuity, disaster recovery and emergency response plans are established to address significant events. • A Business Continuity Plan has been established, outlining specific actions to be taken in the event of flooding or other climate-related disruptions. The plan includes provisions for alternative operational sites for operations, backup suppliers and a clear crisis communication strategy. • Scheduled property inspections and maintenance schedules to ensure resilience against extreme weather impacts. • Continuous monitoring of weather patterns by management personnel, to anticipate and mitigate risks and potential untoward incidents. • Continuous engagement with local authorities in order to improve climate adaptation measures which are part of public infrastructure – if and when the need arises.

Sustainability Report

CLIMATE REPORT (CONT'D)

b) Strategy (Cont'd)

Key climate risks, its potential financial impact and our adaption/mitigation strategy is summarised as follows: (Cont'd)

Acute Physical Risk (Cont'd)

Physical Risk	Potential Financial Impact	Current Adaptation Strategy
2) Supply Chain Disruption Disruption to the supply chain caused by shortages or unavailability of essential raw materials, utilities (such as energy and water), or manpower at our sites.	Increased operational expenses resulting from: • Project schedule disruptions due to delays in material deliveries or labour shortages. • Penalty charges due to delays in project completion.	• Implementation of resource efficiency initiatives aimed at minimising waste, optimising water usage, and enhancing energy conservation. The Group is committed to exploring and investing in sustainable technologies as we evolve, ensuring the adoption of long-term, economically viable solutions when appropriate. • Investment in energy-efficient technologies and exploration of renewable energy sources. At the same time, the Group is continuously assessing opportunities to further reduce energy consumption and manage energy costs. Further details on this can be found in the Energy Management section of this Sustainability Report. • Establish relationships with multiple suppliers and logistics partners, while maintaining transparent communication with clients. Refer to: Supply Chain Management section of our Sustainability Report. • Periodic review of buffer stocks and manpower practices, as needed.

Sustainability Report

CLIMATE REPORT (CONT'D)

b) Strategy (Cont'd)

Key climate risks, its potential financial impact and our adaption/mitigation strategy is summarised as follows: (Cont'd)

Chronic Physical Risk

Physical Risk	Potential Financial Impact	Current Adaptation Strategy
1) Rising Average Temperatures Rising average temperature due to global warming leading to heighten need to install and maintain efficient and effective air-conditioners/chillers at our production sites.	• Increased operational expenses due to higher energy consumption for cooling systems. • Higher maintenance costs for repairing or replacing chiller systems or upgrading existing systems to accommodate more extreme temperature fluctuations.	• Ensure compliance with the continuous inspection and regular maintenance plan for chillers and the building ventilation system. • Incorporation of sustainable building design with energy-efficient VAC systems, water reserve tanks and generators available in all our buildings to ensure operational continuity.
2) Rising Sea Level Increased risk of coastal flood due to rising sea level.	Increased operational expenses due to: • Higher construction expenses for flood-resistant design elements, such as elevated foundations or reinforced structures. • Increased repair and maintenance costs due to flood damage to the building's structure and utilities.	• The Group's new BK IV facility was constructed on a raised 3-meter platform, exceeding the authority's requirement of 2.5 meters to mitigate flooding risk exposure. Similarly, the remainder of the BK facility building was also built on a raised platform of over 2.5 meters, further reducing the risk of flooding. • Continuous monitoring by management of weather conditions to mitigate potential incidents. • Incorporation of flood detention ponds and improved drainage systems in the planning and design phases. • Continuous engagement with local government in improving adaptation measures which are part of public infrastructure or falls under the purview of local government.

Sustainability Report

CLIMATE REPORT (CONT'D)

b) Strategy (Cont'd)

Transitional risks and opportunities arise from the global shift toward a low-carbon economy as societies address the challenges of climate change.

Transitional Risk and Opportunities	Potential Financial Impact	Our Strategy
1) Policy & Legal Risk – Carbon Taxes and Energy Efficiency Act This concerns the challenges associated with adjusting to evolving laws, regulations and policies related to sustainability and climate change compliance.	Increased operational expenses due to: • A carbon tax on essential materials like iron and steel, as highlighted in the government's FY2024 budget, although further details are yet to be revealed. • Increased operational costs due to compliance with government regulations towards more energy efficient production facilities.	• Continuously monitor regulatory updates and stay updated on evolving climate-related regulations. • Engage in competitive sourcing to secure the best resources.
2) Technological Advancements Adoption of green technologies such as electric vehicle ("EV") and solar panels – leading to higher revenue/ lower cost for the business.	• Increase in revenue due to adoption of green technologies such as EV and solar panels. • Reduced operating costs, Scope 2 emissions, and exposure to carbon pricing through the installation of solar panels at our factory sites. The Group is also exploring the addition of further solar capacity at suitable sites.	• Continued engagement with (potential) customers in delivering our technological solutions as result of solar panel and e-mobility adoption.

Climate Scenario Analysis

In 2024, Greatech piloted its first climate scenario analysis leveraging third-party data and literature. In this pilot exercise, we focused on the physical climate risks due to the nature of our business - physical production site and high reliance on availability of manpower at our physical sites. We believe that gaining more insights into the potential impacts of the climate change will allow us to better prepare and adapt our operations for future challenges.

Our Approach for Scenario Analysis on Physical Risks

Our scenario analysis leveraged insights from authoritative sources such as Intergovernmental Panel on Climate Change ("IPCC"), World Economic Forum's Global Risk Report and the Penang Government's Green Council.

The first step in our approach is to select a suitable scenario. To this end, we considered several scenarios and appropriate timelines. We acknowledge the following:

- Increase in global surface temperature of 1.1 Celsius above the 1850-1900 base level for the period 2011 to 2020.
- The World Economic Forum Global Risk 2024 Report, which has discussed a 3 Celsius scenario in the next 10 years (i.e. 2034).

Sustainability Report

CLIMATE REPORT (CONT'D)

b) Strategy (Cont'd)

Climate Scenario Analysis (Cont'd)

In our assessment, our choice of time horizon is as following: short term (1-2 years, in line with our annual budget preparation cycle); medium term (2-8 years, in line with our capital expenditure/strategic planning) and long term (8-10 years i.e. by 2034). We limit our long term time horizon to 10 years i.e. 2034 – since it provide us with greater visibility on the business impact based on available data and literature in order to assess our business resilience in the face of growing climate change risk. 10 year time horizon also ties in with our long term business planning strategy.

Notwithstanding, this is our pilot exercise and we will continuously explore longer time horizons and more scenarios in future exercises.

While we considered a 1.5 Celsius scenario in the short, medium and long term, we did not explore this in greater detail as opposed to business as usual scenarios where the average mean temperature (i.e. 2 Celsius and 3 Celsius worlds in 2035). This is in recognition of literature by IPCC scenarios, where the 1.5 Celsius threshold will be crossed in the early 2030s. Notwithstanding, it is always better to be prepared for the worst.

Outcome of Scenario Analysis on Physical Risks

Our preliminary and pilot climate scenario analysis exercise shows heightened exposure to physical climate risks – impacting people, property and supply chains. We foresee an increased likelihood of business disruptions due to heightened global warming.

Therefore, we have set out the following measures:

- Increased monitoring and responsiveness to weather events and patterns, to ensure the safety and security of our people and premises;
- Identification of alternative production sites to our main/Penang production facilities;
- Continuously assess our insurance to ensure adequate coverage against climate-related risks;
- Review and enhancement of our business continuity management framework in order to improve resilience against climate-related disruptions; and
- Commitment to enhance future engagement with local government in order to improve climate adaptation measures at the state and federal levels, which we rely on as a business.

Key challenges

The following are key challenges we faced in developing a more robust scenario analysis and adaptation initiatives. This includes, but not limited to:

- Challenges in defining climate tipping points (i.e. point of no return – the point of intervention has passed) and assessing their likelihood;
- Absence of reliable and authoritative climate scenario analysis and adaptation plans by the government. As a business, we rely greatly on government policy and commitment in adapting to climate change; and
- Existing climate models do not account for non-linear impacts on various systems and their interconnections.

c) Risk management

Greatech has a well-established Enterprise Risk Management ("ERM") framework, policies and procedures to identify, assess and monitor Group-wide risks.

In 2024, we conduct a climate-related risk impact assessment aligned with Greatech's existing ERM protocols, with oversight from members of the ERM team to evaluate the significance of climate change risks and opportunities. This assessment was performed on a periodic basis and carried out at the Group level using a top-down approach, which was deemed suitable given the uniform nature of Greatech's business operations across the Group.

A comprehensive list of potential climate-related risks, covering both transition and physical risks, was identified for evaluation. Each risk was analysed to assess its proximity, the likelihood of its occurrence and the severity of its impact, should it materialise. Relevant mitigating actions and controls were also taken into account in this analysis.

Sustainability Report

CLIMATE REPORT (CONT'D)

d) Metrics and Targets

Our Board and our Management monitor and manage the impact of climate-related risks through multiple metrics. We have in place targets – as a reference point in enforcing accountability and performance-based culture across our organisation. Given the nature and impact of climate risks, our target is both qualitative and quantitative.

An overview of our climate risks performance management dashboard is as follows:

Area	Metrics	Performance and Target
Health and Safety • Extreme weather events and the increase in mean temperature represent a threat to the health and safety of our people	Loss Time Injury Rate and Number of Fatalities	Zero loss time injury and fatality, which can be attributed to climate-related factors. For the reporting year, we are pleased to announce that we achieved said target.
GHG Emissions and Net Zero • As a responsible corporate citizen in Malaysia – we are committed to supporting Malaysia's Net Zero aspirations and global aspirations set out in the Paris Agreement. • However, in doing so, our stance is aligned to the Government of Malaysia – which emphasises a just and fair transition to a low carbon economy through an inclusive, equitable, and responsible action on climate change. This ensures that the country's move towards sustainability is aligned with its economic interests and is equitable for all citizens. • This is aligned to our business approach where our Net Zero actions are undertaken with consideration of financial feasibility and financial performance of our company. • As a business, we are cognisant that we are the source of employment for many and the source of income for our lenders/investors. Our commitment towards Net Zero does not override our socio-economic responsibilities.	Scope 1, Scope 2 and Scope 3 GHG emissions	Our target is to ensure that our Scope 1 and Scope 2 GHG emission is minimised, through efforts on multiple fronts, such as: • Diversification of energy source to green energy such as solar panels and continued programme of optimising existing solar photovoltaic systems; and • Optimising energy consumption through our asset enhancement/energy efficiency programme and monitoring of our business activities and processes. We are pleased to announce that we continue to achieve our targets on these fronts. However, we acknowledge there is always room for improvement. With respect to Scope 3, we will continuously review and improve data collection. Consequently, we will explore possible solutions and incentives in reducing Scope 3 by engaging our stakeholders. For now, we encourage our employees to carpool or use public transport and consider adoption of hybrid and electric vehicles.

Sustainability Report

CLIMATE REPORT (CONT'D)

d) Metrics and Targets (Cont'd)

An overview of our climate risks performance management dashboard is as follows: (Cont'd)

Area	Metrics	Performance and Target
Revenue from our green technology. • We continue to support the global transition to a low carbon economy – especially manufacturers of solar panels and EVs. • Detailed discussion on this is available in our Management Discussion and Analysis ("MD&A").	• Revenue generated from our solar and e-mobility customers • Investment into production capability in meeting growing demand as result of our green technological solutions	Our target is to ensure we continue to support the green technology industry through our innovative solutions and services. This is demonstrated through the revenue, profit and our continued capital investment in meeting these needs. Our annual financial performance lends credence to our role and capability in supporting the global transition to a low-carbon economy. Please refer to our MD&A and our financial results in the financial statement section of this Annual Report.
Operating costs, which are significant and directly attributable to climate-related risks. This includes, but is not limited to the following: • Insurance costs due to an increase in premium; • Medical claims from employees; • Increase in raw material and logistic costs due to an increase in energy cost or business disruption	Climate-related business cost	For the reporting year, nothing has come to our attention on any material and adverse financial impact on our operating costs and profitability, which can be directly attributable to climate-related risks. We will continue to monitor our climate-related risks through our ERM Framework and engage relevant stakeholders (e.g. suppliers and employees) in avoiding or mitigating any adverse financial impact.

Sustainability Report

Performance Data Table from Bursa Malaysia ESG Reporting Platform

Indicator	Measurement Unit	2022	2023	2024
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	Megawatt	12,250.83	12,843.87	17,644.19
Bursa (Emissions management)				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	45.00	55.00	59.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	8,384.00	9,861.00	13,594.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	901.00	4,809.00
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	22.400000	34.600000	45.900000
Bursa (Waste management)				
Bursa C10(a) Total waste generated	Metric tonnes	211.00	324.00	553.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	152.00	126.00	173.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	59.00	198.00	380.00
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Management Under 30	Percentage	No Data Provided	0.00	0.00
Senior Management Between 30-50	Percentage	No Data Provided	33.00	0.00
Senior Management Above 50	Percentage	No Data Provided	67.00	100.00
Middle Management Under 30	Percentage	No Data Provided	2.00	2.00
Middle Management Between 30-50	Percentage	No Data Provided	91.00	88.00
Middle Management Above 50	Percentage	No Data Provided	7.00	10.00
Executive Under 30	Percentage	No Data Provided	74.00	72.00
Executive Between 30-50	Percentage	No Data Provided	25.00	27.00
Executive Above 50	Percentage	No Data Provided	1.00	1.00
Non-executive Under 30	Percentage	No Data Provided	72.00	67.00
Non-executive Between 30-50	Percentage	No Data Provided	27.00	32.00
Non-executive Above 50	Percentage	No Data Provided	1.00	1.00
Gender Group by Employee Category				
Senior Management Male	Percentage	67.00	67.00	67.00
Senior Management Female	Percentage	33.00	33.00	33.00
Middle Management Male	Percentage	83.00	77.00	73.00
Middle Management Female	Percentage	17.00	23.00	27.00
Executive Male	Percentage	82.00	80.00	80.00
Executive Female	Percentage	18.00	20.00	20.00
Non-executive Male	Percentage	93.00	94.00	94.00
Non-executive Female	Percentage	7.00	6.00	6.00
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	67.00	71.00	71.00
Female	Percentage	33.00	29.00	29.00
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	0.00	0.00	0.00
Above 50	Percentage	100.00	100.00	100.00
Bursa (Labour practices and standards)				
Bursa C6(a) Total hours of training by employee category				
Senior Management	Hours	220	94	113

Internal assurance | External assurance | No assurance | (*)Restated

Sustainability Report

Performance Data Table from Bursa Malaysia ESG Reporting Platform (Cont'd)

Indicator	Measurement Unit	2022	2023	2024
Middle Management	Hours	3,832	1,993	3,628
Executive	Hours	60,813	58,104	53,059
Non-executive	Hours	6,725	8,140	19,128
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	0.20	0.10	0.10
Bursa C6(c) Total number of employee turnover by employee category				
Senior Management	Number	-	0	0
Middle Management	Number	-	7	11
Executive	Number	-	102	123
Non-executive	Number	-	67	95
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	1.30	2.20	1.50
Bursa C5(c) Number of employees trained on health and safety standards	Number	1,247	1,445	1,532
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,990,000.00	1,970,000.00	3,020,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	-	47,554	34,468
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Senior Management	Percentage	100.00	100.00	100.00
Middle Management	Percentage	100.00	100.00	100.00
Executive	Percentage	100.00	100.00	100.00
Non-executive	Percentage	100.00	100.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Bursa (Data privacy and security)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	54.50	54.80	55.60

Internal assurance | External assurance | No assurance | (*)Restated

Sustainability Report

APPENDIX 1 – GRI CONTENT INDEX

Statement of use	Greatech Technology Berhad has reported the information cited in this GRI content index for the period of 1 January 2024 to 31 December 2024 (FYE 2024) in accordance with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
General Disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational details	Pages 4 to 7 and 24 to 28	-
	2-2 Entities included in the organization's sustainability reporting	Page 36	-
	2-3 Reporting period, frequency and contact point	Page 36	-
	2-4 Restatements of information	Stated throughout, if any.	-
	2-5 External assurance	Page 36 & Principle B: Effective Audit and Risk Management, Corporate Governnace Statement	-
	2-6 Activities, value chain and other business relationships	Pages 24 to 35 on the MD&A	-
	2-7 Employees	Pages 51 to 55	-
	2-8 Workers who are not employees	Page 55	Disclosure limited to percentage of contractor/temporary staff, whom are employed as vendors/ through our vendors.
	2-9 Governance structure and composition	Pages 41, 8 to 14, 16 to 19; Pages 101 to 104 – Corporate Governance Statement	-
	2-10 Nomination and selection of the highest governance body	Pages 104 to 111 – Corporate Governance Statement	-
	2-11 Chair of the highest governance body	Pages 8 to 15	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 93 to 121 – Corporate Governance Statement	-
	2-13 Delegation of responsibility for managing impacts	Pages 41, 101 to 103	-
	2-14 Role of the highest governance body in sustainability reporting	Page 41; Pages 101 to 103 – Corporate Governance Statement	-
	2-15 Conflicts of interest	Pages 15, 20, 99; Pages 104, 114, 124 to 125 Corporate Governance Statement	-

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GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
General Disclosures			
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Pages 60 to 62 and 74	Confidentiality constraints on disclosure on the total number and nature of critical concerns – due to confidentiality policy of the company's grievance mechanisms which includes whistleblowing policy.
	2-17 Collective knowledge of the highest governance body	Page 41; Pages 103, and 109 of the Corporate Governance Statement	-
	2-18 Evaluation of the performance of the highest governance body	Page 103 Corporate Governance Statement	-
	2-19 Remuneration policies	Pages 110 – 113 of the Corporate Governance Statement	-
	2-20 Process to determine remuneration	Page 110 of the Corporate Governance Statement	-
	2-21 Annual Total Compensation Ratio	None	Information incomplete. Will consider disclosure in the future.
	2-22 Statement on sustainable development strategy	Page 22; Pages 101-103 on the Corporate Governance Statement	-
	2-23 Policy commitments	Pages 60 and 74, 132-133 of the SORMIC Statement	-
	2-24 Embedding policy commitments	Pages 60 and 74, 132-133 of the SORMIC Statement	-
	2-25 Processes to remediate negative impacts	Pages 60 and 74	-
	2-26 Mechanisms for seeking advice and raising concerns	Pages 41, 60, and 74	-
	2-27 Compliance with laws and regulations	Page 42	Not applicable since no significant instance of non-compliance to law nor fine was imposed.
	2-28 Membership associations	Page 10	-
	2-29 Approach to stakeholder engagement	Pages 37 to 39	-
	2-30 Collective bargaining agreements	Page 63	Information is incomplete on % of employees covered under collective bargaining.
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Pages 38 to 39	-
	3-2 List of material topics	Pages 39 to 40	-

Sustainability Report

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
Energy Management and Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 42 to 45	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 43	-
	302-3 Energy intensity	Page 43	-
	302-4 Reduction of energy consumption	Pages 42 and 44	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 45; Climate Report Section on page 83	-
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 45; Climate Report Section on page 83	-
	305-4 GHG emissions intensity	Pages 45; Climate Report Section on page 83	-
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 46 to 48	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 46	-
	303-3 Water withdrawal	Page 46	-
	303-5 Water consumption	Page 47	-
Waste Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 48 to 50	-
GRI 306: Waste 2020	306-3 Waste generated	Page 48	-
	306-4 Waste diverted from disposal	Page 48	-
	306-5 Waste directed to disposal	Page 48	-
Diversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 51 to 54, 60	-
GRI 401: Employment 201	405-1 Diversity of governance bodies and employees	Pages 51 to 54	-
Human Capital Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 53 to 54, 56 to 60	-
GRI 401: Employment 201	401-1 New employee hires and employee turnover	Pages 54 to 55 and 58	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 56	-
	401-3 Parental leave	Page 57	-

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GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
Human Capital Management			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 60	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 59 to 60	-
Health, Safety and Wellbeing			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 5, 25, 64 to 66	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Pages 64-65	-
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 64-65	-
	403-3 Occupational health services	Pages 64-65	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 64-65	-
	403-5 Worker training on occupational health and safety	Pages 64-65	-
	403-6 Promotion of worker health	Pages 5, 25, 56, 64 & 65	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 64-65	-
	403-8 Workers covered by an occupational health and safety management system	Pages 5, 25, 64 to 65	-
	403-9 Work-related injuries	Pages 65 to 66	-
Community / Society			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 67 to 72	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Pages 67 to 72	Limited to Community Investment
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages 67 to 72	-
Economic Performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	MD&A Section of this report and Page 73	-

Sustainability Report

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
Economic Performance			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 73	-
GRI 207: Tax 2019	207-1 Approach to tax	Pages 29, 73, Director's Report and Director's Statement; and Note 28 in the Audited FYE 2024 Financial Statement	-
Customer Care Management	-	Page 73	-
Product Quality and Safety	-	Page 73	-
Research and Development	-	Pages 32 to 34	-
Anti-Corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 74	-
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 74	-
	205-2 Communication and training about anti-corruption policies and procedures	Page 74	Disclosure limited to anti corruption training by employee category as per regulatory requirement
	205-3 Confirmed incidents of corruption and actions taken	Page 74	Disclosure limited to confirmed incidents of corruption, in line with regulatory requirement
Data Privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 74 to 75	-
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pages 75	-
Supply Chain Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 60 to 63, 75 to 76	-
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 75	-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 75	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Pages 60, 62, 75 to 76	-

Sustainability Report

APPENDIX 2 – FTSE4GOOD BURSA MALAYSIA INDEX

FTSE4Good Theme	Location	Pages
Environmental		
Climate Change	Environmental: Energy Management and Emissions	42 to 45; Climate Report Section on page 83
Pollution & Resources	Environmental: Emissions; Water; Waste Management	44 to 50
Water Security	Environmental: Water	46 to 48
Social		
Human Rights & Community	People: Human Rights; Community / Society; Governance: Supply Chain Management	60 to 63, 67 to 76
Health & Safety	People: Workplace Health and Safety	64 to 66
Labour Standards	People: Diversity; Labour Practices and Standards; Employee Welfare; Human Rights; Community / Society	51 to 72
Governance		
Anti-Corruption & Corporate Governance	Governance: Anti-Corruption and Ethical Business Engagement	74; Corporate Governance Statement

Corporate Governance Overview Statement

The Board of Directors ("Board") of Greatech Technology Berhad ("Greatech" or "Company") recognises the importance of adhering to high standards of corporate governance to establish a sustainable business and creating long-term value for the shareholders and stakeholders and to enhance the performance of the Company and its subsidiaries ("Group"). The Board is committed to maintaining integrity and transparency in its governance, ensuring that these principles are consistently applied across the Group.

The Board is pleased to present our Corporate Governance Overview Statement ("Statement") to provide shareholders and investors with a comprehensive overview of the corporate governance practices adopted by the Greatech Group for the financial year ended 31 December 2024 ("FY2024"). Our governance practices are designed to fulfil the objectives set forth in the Malaysian Code on Corporate Governance ("MCCG") and anchored in three key principles:

a) Principle A: Board Leadership and Effectiveness;
b) Principle B: Effective Audit and Risk Management; and
c) Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

Application of Recommended Corporate Governance Practices

	Total	Applied	Departure	Not Applicable	Not Adopted
Recommended practices	43	38	4	1	0
Step-up practices	5	3	0	0	2

The departures are outlined below:

- Practice 5.9 – The Board comprises at least 30% women directors.
- Practice 6.1 – For large companies, the Board engages independent experts at least every three years to facilitate objective and candid board evaluation.
- Practice 8.2 – The Board discloses on a named basis the top five Senior Management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.
- Practice 12.2 – Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

This Statement supplements the Corporate Governance Report ("the CG Report") set out in the format pursuant to Paragraph 15.25(2) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"), published on the Company's website: https://greatech-group.com and Bursa Securities' website: https://www.bursamalaysia.com.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

1.0 Board's Leadership on Objectives and Goals

1.1 Strategic Aims, Value and Standards

The Board collectively holds the responsibility of ensuring the Group's sustained success, acting on behalf of shareholders to generate long-term value and addressing the Group's wider impact on all stakeholders. The Board is the ultimate authority on major decisions impacting the organisation, encompassing strategic, financial, and reputational considerations.

The Board's effectiveness in discharging its responsibilities relies on a well-composed, balanced team with a wide range of skills and expertise. The Company's governance framework enables decisive and accountable actions, supported by defined responsibilities within a structured system. The major responsibilities of the Board are outlined in the Board Charter, which details the governance and structure of the Board and its committees. This includes matters reserved for the Board and provide guidance on the Board's conduct.

In FY2024, the following key activities have been carried out by the Board:

Strategy	• Reviewed and approved the Company's strategies, business plans and policies, alongside regular discussions on progress against the business' strategic aims. • Oversaw the conduct of the Company's businesses and evaluated whether the businesses are being properly managed and sustained. • Ensured the Company is a sustainable, successful and thriving organisation in the long run and striking a balance between the economic, environmental, social and governance ("ESG").
Risk, Compliance and Oversight	• Ensured a sound risk management framework. • Ensured the adequacy and integrity of the Company's internal control system. • Ensured the integrity of the Company's financial and non-financial reporting. • Conducted the periodic reviews of governance frameworks to ensure the Group remains relevant to current requirements and challenges. • Discussed the reports from Board Committees on risk-related matters. • Reviewed the effectiveness, challenges, and management action plans concerning the Group's risk and control environment.
Governance	• Together with Senior Management, promoted good corporate governance culture within the Group, whilst reinforcing ethical, prudent and professional behaviour. • Ensured competency and succession planning of the Board and Key Senior Management. • Ensured effective communication with stakeholders. • Reviewed, updated and approved the corporate governance policies to ensure its consistency with the Board's objectives, all applicable laws, rules and regulations as well as best practices. • Appointed a new Independent Non-Executive Director ("INED") on Board to promote Board refreshment. • Discussed the reports from Board Committees on corporate governance.
Sustainability	• Reviewed the Group's sustainability blueprint by establishing sustainability targets and goals. • Conducted the reviews of the Group's sustainability performance, which includes Greenhouse Gas ("GHG") emissions, employees well-being, turnover rate of employees, and etc. • Reviewed the material sustainability matters to ensure relevance.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.1 Strategic Aims, Value and Standards (Cont'd)

To facilitate effective decision-making and ensure the efficient discharge of the Board's duties, powers and authority, the Board has established 3 Board Committees ("Committees") with delegated responsibilities and duties as follow:

- Audit and Risk Management Committee ("ARMC")
- Remuneration Committee ("RC")
- Nominating Committee ("NC")

These Committees oversee critical strategic areas within the Group such as audit and finance, risk, remuneration, sustainability and ethics, Board renewals, succession planning for the Board and Key Senior Management and related matters. Each Committee operates under clearly defined Term of Reference ("TOR") that outline their duties, authority and reporting responsibilities, to oversee and deliberate on matters within their purview. The TOR for each Committee is reviewed regularly to ensure they remain relevant and effective. These TORs are approved by the Board and made accessible to stakeholders on the Company's website at https://greatech-group.com.

All the Committees are actively engaged and act as oversight committees. They evaluate and recommend matters under their purview for the Board to consider and approve. The Board receives updates from each Committee Chair on matters that have been discussed and deliberated at the respective meetings.

In addition to the principal Committees, the Board has established 4 topic-specific Committees as follow, to which it has delegated certain powers to review and administer relevant matters:

- Sustainability Working Group ("SWG")
- Integrity Working Group ("IWG")
- Long Term Incentive Plans ("LTIP") Committee
- Executive Risk Management ("ERM") Committee

The functions of the Board and Management are clearly defined to ensure the effectiveness of the Group's business and operations. The Board provides leadership and direction, while Management is accountable for policy execution and meeting corporate objectives.

Throughout the financial year, the Board reviewed business and financial performance, collaborating closely with Management to achieve shared strategic aims and maintain the Group's leading market positions for long term growth. The Board also monitored the Group's culture to ensure alignment with values and strategy. Regular updates were provided by the Group Chief Executive Officer ("CEO"), Group Chief Project Officer ("CPO"), Group Chief Financial Officer ("CFO") and other Key Senior Management members during Board meetings on material business matters related to strategy, planning, business development, risk management, governance and employees' engagement initiatives supporting the Group's culture.

The Board relies on reports from the CEO, who oversees all business operations, to set strategic aims for the Group. The CEO regularly briefs Directors on current operations, challenges, market opportunities and plans to keep the Board informed and guide Management on short-term and long-term business strategies. Decisions are guided by the Company's values and standards, ensuring alignment with the Group's overall objectives.

The Board holds accountability to shareholders and is ultimately responsible for ensuring the Group's adherence to sound corporate governance practices and the highest standard of ethics. The robust Group Governance Framework continues to drive the highest level of business standards and best practices. The Board assesses and monitors the organisational culture to ensure alignment with the Group's values and strategy. The Board leads by example, and act constructively and respectfully demonstrating the values that the Group expects across the companies.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.1 Strategic Aims, Value and Standards (Cont'd)

The Board sets the Group strategy and oversees its execution, reviewing business performance, formulating policy on key issues, and creating long-term value to the shareholders and stakeholders. The Board comprises a mix of Executive Directors involved in strategy formulation and implementation, and INEDs engaged in decision evaluation and approval.

Executive Directors and the Key Senior Management team are responsible for developing strategy, monitoring progress against strategic objectives, and reviewing day-to-day operations and business performance. Informal management groups have been established to address collaborative partnerships, risk management and ESG matters. The Group's strong performance demonstrated its financial strength, market leadership and commitment in sustaining the global supply chain in automation.

INEDs are individuals of calibre and credibility with the capacity to exercise independent judgment. Their role involves constructively challenging Management and monitoring the success of Management in achieving approved targets and business plans within the risk appetite set by the Board. INEDs maintain open communication with Management at all levels and engage with external and internal auditors to address matters related to management and oversight of the Company's business and operations. The INEDs provide independent and unbiased views, advice and judgement to ensure a balanced and impartial decision-making process to safeguard the long-term interests of all stakeholders and the community.

SUCCESSION PLANNING

The Board prioritises succession planning, and the NC continues to refine its processes to strengthen focus in this area. The goal is to ensure that the organisation has a pool of talented and capable individuals ready to step into critical roles when needed, such as when someone leaves, retires, or is promoted.

The Board view that succession planning is essential for the organisation to ensure business continuity, talent retention and development, minimising risk, attracting top talent, organisational stability and alignment with business strategy.

1.2 The Chairman of the Board

During the year under review, the Chairman of the Board, Dato' Ooi Boon Chye ("Dato' Ooi"), who is an INED, led the Board by setting the tone from the top and managing Board effectiveness by focusing on governance and compliance. He guided the Board through the decision-making process and ensured that the Board operates effectively as a team.

The roles and responsibilities of the Chairman of the Board are clearly outlined in Paragraph 4.7 of the Board Charter, which is available on the Company's website: https://greatech-group.com. The Chairman of the Board is tasked with instilling good corporate governance practices within the organisation and leading the Board in adopting and implementing sound governance practices.

1.3 Chairman and Chief Executive Officer

The roles of the Chairman and the CEO are held by different individuals who are not related to each other, to facilitate the segregation of roles and responsibilities between them and even the distribution of power and authority.

The Board appreciates the distinct roles and responsibilities of the Chairman and the CEO of the Company and the segregation of roles and responsibilities is clearly stated in the Company's Board Charter to ensure a balance of power and authority is maintained.

Dato' Ooi serves as the Chairman of the Board, responsible for setting the Group's strategic direction by facilitating full and constructive contributions from each Board member. He leads the Board in fulfilling its responsibilities to shareholders and overseeing the long-term success of the Group to ensure its effectiveness.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.3 Chairman and Chief Executive Officer (Cont'd)

On the other hand, Dato' Seri Tan Eng Kee ("Dato' Seri Tan") holds the position of CEO, responsible for the executive management of the Group, focusing on business operations, organisational effectiveness and day-to-day management. The CEO is accountable for the formulation and implementation of the Group's strategy in line with Board-approved policies and objectives, ensuring operational efficiency and profitability.

1.4 Chairman and Board Committees

To maintain checks and balances and ensure an objective review of issues raised by Board Committees, the Chairman of the Board, Dato' Ooi is not a member of any of the Board Committees.

1.5 Company Secretaries

The Board and its Committees are supported by two Company Secretaries who are members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA). This ensures effective information flow and provide advice on all corporate governance matters. They are suitably qualified under the Companies Act 2016 ("CA 2016") and are well-versed in compliance with the regulatory requirements, including the CA 2016, MMLR, the MCCG and other company secretarial matters.

The Company Secretaries remain updated on regulatory changes and corporate governance developments, adhering to the Code of Ethics for Company Secretaries. The Board has full access to their advice and services, as well as comprehensive information relating to the Company's affairs.

1.6 Access to Information and Meeting Materials

The Board has access to all information within the Company on matters requiring information for deliberation. The Board may seek independent professional advice, at the Company's expense, if required in furtherance of their duties.

The Board meets at least quarterly to discuss overall controls, operational and financial performances, strategies, major issues and opportunities of the Group. Additional meetings are called when necessary to ensure timely discussions on critical matters. Throughout FY2024, several meetings were conducted virtually using Microsoft Teams due to Directors' geographical dispersion across different countries. However, the majority of the meetings were held in hybrid format, providing flexibility for attendance in person when feasible.

Meeting dates for the Board and Committees are scheduled well in advance to facilitate Directors' time management. An annual meeting calendar is shared with Directors at the start of each financial year for them to block their schedules accordingly. In FY2024, a total of four (4) Board meetings were held with full attendance.

All Board and Committee meetings during the financial year followed an approved agenda. Board members received pre-circulated papers and related materials, or explanatory information analysing all relevant aspects and recommended courses of action for each agenda item prior to respective meetings to enable informed decision-making during discussion.

At each quarterly Board meeting, Key Principal Officers which comprised of CEO, CPO and CFO will provide the quarterly reports on the Group's performance and financial results and address queries from the Directors. Other Management personnel may be invited to provide detailed explanations on specific matters, with ample time allocated for discussion to facilitate effective discharge of duties by the Directors.

To keep the Board informed and enhance their knowledge and experience, the Board is also regularly updated by the Company Secretaries and Management on corporate disclosures, compliance with regulations and changes in the regulatory framework.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

1.6 Access to Information and Meeting Materials (Cont'd)

Board meeting minutes are promptly circulated for comments, with action items highlighted for follow-up by Management.

2.0 Demarcation of Responsibilities

2.1 Board Charter

The Board operates under a robust Board Charter that clearly outlines the roles and responsibilities of the Board, Board Committees, individual Directors and Management along with matters reserved for the Board. It serves as a primary reference and induction literature, providing valuable insights into the functions, governance and conduct of the Board. The Board Charter is designed to promote high standards of corporate governance, ethical behaviour and a culture of compliance within the Group.

The Board Charter will be periodically reviewed and updated in accordance with the objectives and responsibilities of the Board and any new regulations that may have an impact on the discharge of the Board's responsibilities. The most recent revision on 26 November 2024 to align with amendments to the MMLR in relation to conflict of interest. The review and approval of sustainability matters such as strategies, key targets, performance, progress, issues and related policies have been included as the Board's reserved matters.

The Board Charter is available on the Company's website: https://greatech-group.com in line with Practice 2.1 of the MCCG.

3.0 Good Business Conduct and Healthy Corporate Culture

3.1 Code of Conduct & Ethics

The Board places a strong emphasis on creating and nurturing a culture aimed at long-term value creation for the Group and all stakeholders. Directors and employees are committed to observing good corporate governance in business practices consistent with the Group's Core Values of Integrity, Innovation, Performance Driven, Customer Oriented, Care & Respect and Commitment.

To reinforce these values, the Board has formally approved a Code of Conduct & Ethics ("Code") that sets out acceptable practices for directors, management and employees. This Code serves as a guide for behaviour and is integrated into the company-wide management practices, ensuring clarity on acceptable conduct within the Company.

The Board together with the Management, had ensured the implementation of the Code including procedures to manage conflicts of interest, prevent abuse of power, bribery, corruption, insider trading, discrimination, harassment and other unethical behaviours.

There are various Company's policies that complement the Code, across areas such as compliance with legislation, financial matters, conflict of interest, modern slavery, employment practices and corruption. These policies are easily accessible through a policy portal on the Company intranet and website and are communicated to new staff upon employment. Training is also provided at regular intervals thereafter to ensure that all employees within the business are aware of their importance

In line with Group's commitment to ethical standards, the Code is extended to third parties through the Supplier Code of Conduct & Ethics ("Supplier Code"), emphasising the importance of ethical behaviour in all engagements. Mechanisms are in place for reporting instances of fraud, theft, corruption, unethical behaviour and irregularities, with the Management overseeing the implementation and enforcement of the Code.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

3.1 Code of Conduct & Ethics (Cont'd)

Additionally, the Group has established a Share Trading Policy and other measures to monitor and prevent corruption effectively. Employees and Directors who may encounter conflicts of interest are required to submit annual declarations to the Group's Human Resources and Administration ("HRA") Department, with Directors promptly notifying the Company Secretaries of any actual or potential conflict of interest for ARMC's and Board's review.

During FY2024, there were no known material breaches of the Code by the Directors and employees.

The Code is available on the Company's website: https://greatech-group.com and undergoes periodic reviewed and updates by the Board to ensure its continued relevance and appropriateness in promoting a culture of integrity and ethical behaviour.

3.2 Conflict of Interest Policy

The Conflict of Interest Policy, established on 25 November 2019, outlines stringent standards to uphold integrity, transparency and accountability among directors and employees in performing their duties. Directors, whether executive or non-executive, are required to exercise independent judgment and act in good faith, with the requisite care, skill, and diligence. These fiduciary duties, comparable to those of a trustee, ensure that Directors' actions and decisions align with the Company's interests.

The policy outlines the key fiduciary responsibilities of Directors, including acting in good faith, exercising power appropriately, avoiding conflicts of interest, and maintaining the integrity of financial information. Directors are prohibited from improper use of confidential information, insider trading, and market misconduct. They must not derive personal gain from undisclosed transactions or arrangements and must avoid any conduct that could undermine their obligations to the Company.

The most recent update to the Conflict of Interest Policy was made in August 2023 in order to align with the developments in the MMLR of Bursa Securities.

3.3 Anti-Bribery and Anti-Corruption Policy

In addition to the Code, the Board has embraced a comprehensive Anti-Bribery and Anti-Corruption ("ABAC") Framework and adopted an ABAC Policy described by the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"). This ABAC Framework elucidates the principles of anti-corruption and offers supplementary guidance to the Code. It serves as the foundation upon which the Company has implemented robust procedures to deter any individual associated with the Group from participating in corrupt activities.

The ABAC Policy establishes expectations for internal and external parties associated with the Group to prevent bribery and corrupt practices in the Group's business activities. It is distributed to all Company employees and accessible on the Company's intranet portal, with each employee required to confirm their familiarity with the regulations and activities in this area. The Company's Business Partner Anti-Corruption Policy outlines expectations for all suppliers, prohibiting any form of bribery, "kickbacks", or improper payment (of cash or anything of value) to a third party to gain an unfair advantage.

As part of its procedures, the Group has instituted mandatory training on compliance with the MACC Act for all new employees on joining. Periodic training are conducted for employees in roles with a greater risk of exposure to bribery.

The Group's ABAC Policy, along with the Corruption Risk Management ("CRM") assessment, undergoes a review at least every three years or more frequently as needed. The most recent review and update of the policy occurred in February 2024. Our CRM Framework is underpinned by detailed procedures that must be adhered to whenever any Group member engages with third parties, ensuring that due diligence is conducted at regular intervals.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

3.3 Anti-Bribery and Anti-Corruption Policy (Cont'd)

During FY2024, no incidents of bribery and corruption were reported within the Group and internal audit activities did not identify any related issues.

The ABAC Policy is available on the Company's website: https://greatech-group.com. The most recent enhancement to the ABAC Policy was made on 26 November 2024.

3.4 Anti-Fraud Policy

The Group maintains a zero-tolerance attitude towards fraud and will uphold all applicable laws relevant to countering fraud in all jurisdictions in which it operates.

This corporate Anti-Fraud Policy is established to facilitate the development of controls, which will aid in the detection and prevention of fraud. It is the Company's intent to promote consistent organisational behaviour by providing guidelines and assigning responsibilities for the development of controls and conduct of investigations.

3.5 Related Party Transaction Policy & Procedures

The Group has put in place the Related Party Transaction ("RPT") Policy to provide guidance in identifying, disclosing and reporting of RPT and/or Recurrent Related Party Transaction ("RRPT") that must be adhered to by all Directors and employees of the Group to ensure that they are fair and conducted at arms' length.

3.6 Whistleblowing Policy

The Whistleblowing Policy promotes an open working environment where employees and/or stakeholders may report any incident of alleged improper conduct confidentially without fear of reprisal to the employee's immediate superior, Executive Directors, Independent Non-Executive Chairman or the ARMC Chairman, where appropriate.

The Whistleblowing Policy outlines the procedures for dealing with matters lodged by whistleblowers and incorporates the ABAC Framework to strengthen the integrity and governance of the Group.

As of FY2024, there were no incidents of whistleblowing reported.

The Whistleblowing Policy is available on the Company's website: https://greatech-group.com in line with Practice 3.2 of the MCCG and is subject to periodically reviewed by the Board to ensure its relevance. The latest revision to the Whistleblowing Policy was made on 26 November 2024.

3.7 Directors' Fit and Proper Policy

The Board has approved the implementation of the Directors' Fit and Proper Policy, designed to assist the Board and the NC in the assessment and evaluation of candidates for the appointment and reappointment of Directors to both the Board and the Group.

This Policy, as approved by the Board, is subject to periodic reviews to ensure alignment with the MMLR, while taking into account any changes in legal and regulatory obligations. The most recent update to the Policy was made on 26 November 2024.

The Directors' Fit and Proper Policy is posted on the Company's website.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

4.0 Addressing Sustainability Risks and Opportunities

4.1 Governance of Sustainability

Given the Board's emphasis on the importance of sustainability to the Group, the Board has established the SWG on 26 August 2019, to advance the Group's direction on sustainability including actively cultivating a strong and progressive sustainability culture within the Group. The Board has adopted a Sustainability Policy to strengthen the Group's commitment to sustainability.

The SWG, which is led by the Group CEO and includes the internal experts of key functional groups, promotes and oversees the development of strategy toward sustainability with an emphasis on environmental program, social stewardship and governance. Our approach is guided by 3 key principles namely - People (Social), Planet (Environment) and Profit (Economy), aiming to achieve sustainability development goals and integrate business sustainability as a core element of our culture.

The Board provides essential guidance on economic, environmental, social and governance ("ESG") issues, ensuring that sustainability considerations are integrated into the overall business strategy and decision-making processes.

The Company upholds sustainability through a structured approach involving key governance bodies and committees, which:

(i) plays a crucial role in integrating sustainability into the Company's risk management framework;
(ii) involves in developing and approving sustainability policies that guide the Company's approach to ESG issues;
(iii) monitors the sustainability performance, including key metrics, targets and initiatives;
(iv) engages with internal and external stakeholders on sustainability matters ensuring stakeholders interests and concerns are considered in decision-making processes; and
(v) oversee the preparation and disclosure of sustainability reports to stakeholders.

The Group's primary objective is to achieve optimum equilibrium between achieving business growth and profitability, whilst simultaneously focusing on conducting the business in a socially responsible and ethical manner, creating a conducive working environment for its employees and fulfilling wherever possible the expectations of its stakeholders in its business activities.

As stated in the Board Charter, the Board is tasked with overseeing the Group's strategy, sustainability risk, opportunities and risk management framework, which includes both climate-related risks and opportunities. The Board is responsible for ensuring that adequate climate-related controls are in place when setting the Group's sustainability strategies, priorities and targets. Furthermore, it is charged with responsibility of effectively communicating these strategies and their performance to both internal and external stakeholders.

The Board is dedicated to providing ESG guidance to ensure that the Group is managed ethically and responsibly, thereby enhancing the value of its businesses for the benefit of all stakeholders. The Senior Management team is accountable for regular ESG reporting to the Board, which oversees the Group's ESG strategy, initiatives and performance as detailed in the Sustainability Report, thereby fostering continuous improvement.

Since 2021, the Board started a systematic process of building a sustainability agenda for the Group. Key focus areas during this period include generating increased value through organic growth and acquisitions, integrating ESG measures into remuneration structures, adapting to changes in the remuneration landscape and ensuring transparency regarding the impact of the Group's activities on all stakeholders, including shareholders, employees and the communities in which the Group operates.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

4.1 Governance of Sustainability (Cont'd)

The Board's oversight extends to monitoring and evaluating progress against established goals and targets related to climate-related issues. This includes regular assessments of the effectiveness of the risk management framework and the integration of climate-related considerations into the Group's overall business strategy. By doing so, the Board aims to align the Group's operations with sustainable practices that mitigate risks and capitalise on opportunities presented by climate change.

4.2 Communication of Company's Sustainability Strategies, Priorities, Targets and Performance

The Company's sustainability strategy is driven by a materiality assessment that identifies key sustainability focus areas important to Greatech and its stakeholders. This assessment helps to determine the most impactful sustainability topics that will influence the business. Increasing sustainability expectations brings with it both risks and opportunities. As part of the materiality analysis and process of determining the material sustainability topics, the Board also reviewed the external environment to identify sustainability risks and opportunities related to environmental issues, climate change, health & safety, respect for human rights, bribery and corruption.

The Group uses various communication channels, including digital platforms and face-to-face interactions, to engage with stakeholders effectively. Since 2019, the Company has been publishing its annual sustainability reports to maintain accountability to all stakeholders.

To raise awareness of sustainability strategies among employees, the Group organises events, initiatives and practices that promote energy conservation, waste reduction and resource efficiency. The focus is on fostering a sustainability mindset and implementing measures to support the sustainable development strategy.

The Group considers sustainability reporting to be an important communication channel to update the internal and external stakeholders on the Group's sustainability strategies, priorities and progress towards sustainability targets. Sustainability-related actions and disclosures have also been incorporated into the Company's public announcements for analysts, institutional investors and the general public.

4.3 Board Keep Abreast of the Relevant Sustainability Issues

The Company's objectives, strategy and financial targets are evaluated by the Board on an annual basis. The Board also reviews the Group's performance in ESG and evaluates the risk profile and make regular assessments of these processes to ensure high quality standards are maintained. During the financial year, the following were presented by the CFO and external consultants in the Board meeting and approved by the Board.

- Materiality matrix which has been evaluated by SWG;
- Sustainability priorities;
- ESG strategy, plan and activities; and
- Enterprise risks management including climate change risks, opportunities and mitigation plan.

Stakeholders' views had given valuable insight into economic and ESG topics, which had also formed part of the discussions at the Board meetings and every decision that the Board takes.

The Board keeps fully abreast of latest regulations, industry guidance and emerging environmental issues relevant to the business. They develop robust practices to incorporate environmental considerations into Board decision making, ensuring that sustainability factors are integrated into strategic planning and risk management processes.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

I. BOARD RESPONSIBILITIES (Cont'd)

4.4 Performance Evaluation of Board and Senior Management

The Management remuneration is tied to ESG metrics, emphasising accountability for achieving the Company's sustainability goals.

The performance evaluation of the Board for FY2024 included a comprehensive review of their effectiveness in managing the Company's material sustainability risk, opportunities and ESG issues. Based on the evaluation carried out by the Board, the below areas required further improvement/action:

- Strengthening ESG knowledge for the Board through targeted training and professional development programs, aimed at enhancing their comprehension of sustainability challenges and best practices in light of the evolving regulatory landscape; and
- Augmenting the Board's focus on sustainability initiatives to foster positive outcomes across the Group;

The Board had all attended the Mandatory Accreditation Programme Part II: Leading for Impact ("LIP") and gained knowledge about the foundation to address sustainability risks and opportunities effectively and have better oversight over the Company's material sustainability matters.

The principal and emerging risks are discussed and monitored throughout the year to identify changes to the risk landscape. The Group continues to monitor the ongoing impact and inform the assessment of the principal risks to the Board. The risks relating to climate change and sustainability have now been included as a separate principal risk. The Board was updated on health, safety and wellbeing matters i.e. injury rates, safety incidents and risk assessment results.

4.5 Designated Person to Manage Sustainability (Step Up)

The SWG, led by the Group CEO, oversees the strategic planning and execution of sustainability strategies to ensure that the Group's sustainability principles are effectively integrated into all business operations.

The Group CFO has been appointed to oversee the strategic management of sustainability, which includes the incorporation of sustainability considerations in the operational practices and comprehensive reporting of the Group. Updates on sustainability progress will be tabled for discussion at the Executive Risk Management Meeting and ARMC Meeting in line with the established risk review cycle.

Together, the SWG identifies, evaluates, monitors and manages both risks and opportunities associated with Economic, Environmental and Social aspects within our business operations.

II. BOARD COMPOSITION

5.0 Board Objectivity

5.1 Enhancing Board Effectiveness through Periodic Refreshment and Performance Evaluation

5.2 Composition of the Board

The Company believes that enhancing the social and professional diversity within its Board and Key Senior Management is essential in realising its strategic objectives and ensuring sustainable growth. In the appointment of Board members and Senior Management, a number of aspects, including but not limited to gender, age, cultural and educational backgrounds, ethnicity, professional experience, skills and knowledge, have been considered to cultivate a well-diversified leadership team that aligns with the Group's vision and reinforces effective governance.

The NC is responsible for assisting the Board in the development and implementation of the policies on the nomination and appointment of Directors and Committee members in the Company, to achieve long-term sustainability of the organisation in accordance with the TOR of the NC.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

5.2 Composition of the Board (Cont'd)

Annually, the NC evaluates, reviews and recommends to the Board the appropriate size of the Board, required mix of skills, experience and other attributes including core competencies which Non-Executive Directors shall bring to the Board to ensure that they are align with the Company's and the Group's strategic requirements. The effectiveness of the Board as a whole, along with the contribution of each Director and the various Board Committees, is assessed on an annual basis to maintain high governance standards.

The NC also reviewed the tenure of each Director and oversees the annual re-election process, to ensure satisfactory evaluation of each Director's performance and contributions to the Board.

The Board currently comprises of 5 INEDs and 2 Executive Directors, namely the CEO and the CPO. This composition complies with Paragraph 15.02 of the MMLR and Practice 5.2 of the MCCG, as more than half of the Board members are independent. Such composition is able to provide an unbiased, independent and objective judgement to facilitate a balanced leadership within the Group. It also provides effective checks and balances to safeguard the interest of the minority shareholders and other stakeholders, and ensuring high standards of conduct and integrity are maintained.

The Board having reviewed its size and composition is confident that its current configuration is well-balanced, featuring a diverse array of professional backgrounds, skills, expertise and knowledge essential for discharging its responsibilities effectively. Furthermore, the current number of Board members is conducive for efficient deliberations at Board meetings and supports effective decision-making processes.

All Directors are required to ensure that they consistently dedicated sufficient time and attention to effectively discharge their responsibilities and commitments to the Group.

Each Director provides confirmation on quarterly and annual basis, as to disclose any actual or potential conflicts of interest that may arise. This is one of the criteria to enable the ARMC and the Board to assess the Directors' independence as and when new interest or relationship develops.

5.3 Tenure of Independent Non-Executive Director

5.4 Policy on Tenure of Independent Non-Executive Director

According to the Board Charter of the Company, the tenure of an INED is limited to a cumulative term of 9 years. As of now, none of the INEDs have exceeded their 9-year tenures.

The Board, with the assistance of the NC, has conducted an annual assessment of the independence of all INEDs of the Company. The Board is content with the level of independence demonstrated by each INEDs, considering their tenure with the Company, their independent character, their ability to provide constructive challenge and the absence of any relationships or circumstances that could compromise their judgement. The assessment is based on their current involvement and effectiveness on both the Board and its Committees.

5.5 Appointment of Board and Senior Management

The Board believes that a truly diverse and inclusive Board will leverage the differences of its members, to achieve stewardship and in turn, retain its competitive advantage. In this respect, the Board endeavours to ensure that it consists of individuals with a diverse background equipped with professional and technical knowledge to effectively carry out their roles as the representative of the interests of shareholders.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

5.5 Appointment of Board and Senior Management (Cont'd)

In implementing the Board and Senior Management Diversity Policy, the NC is mindful of its responsibility to conduct all Board appointment processes through various approaches. This approach aims to promote diversity on the Board, which can provide greater depth and breadth, ultimately leading to better decisions. Suitability for the role is carefully considered alongside diversity goals. It will also take into consideration Board balance and composition, the required mix of skills, the candidates' background, knowledge, integrity, competency, experience and potential contribution to the Group. For INED positions, the NC also evaluates the candidate's ability to fulfil the responsibilities expected of an INED.

After thorough evaluation by the RC, it was concluded that Dr. Kong's expertise and judgement would significantly enhance the Board's capabilities. Notably, an external search consultancy was not engaged for her appointment as a non-executive director of the Board. In FY2024, following a comprehensive assessment of Dr. Kong's qualifications, skills, and alignment with the Directors' Fit and Proper Policy, the NC recommended her appointment as INED, which was approved by the Board effective 23 February 2024. The change of members composition of Board Committees was also reviewed and approved for recommendation to the Board, after consideration of the Director's qualifications and experience.

Before undertaking the appointment of a non-executive director of the Board, the Chairman ensures that the prospective director can dedicate the necessary time and commitment to fulfil their duties, in terms of availability for both preparation and attendance at meetings as well as discussion on other matters as needed. The Board, with the NC guidance, conducts an annual review of the time commitment required for each Director to meet their role expectations, including attending the Annual General Meeting ("AGM"), engaging with stakeholders and participating in the Board evaluation process.

Directors are, while holding office, at liberty to accept other Board appointment(s) in different companies, provided that such appointment do not conflict with the Group's business and do not hinder their responsibilities as Directors of the Company. Directors are required to notify the Chairman and/or the Company Secretaries before accepting new Board appointments in other companies. These new appointments are then reported to the Board.

None of the Directors currently holds more than 2 directorships in listed companies, which complies with Bursa Malaysia's MMLR limiting directors to a maximum of 5 directorships in listed issuers. This limitation ensures that the Directors can dedicate sufficient time and commitment to the Group.

The Board has reviewed these external commitments to ensure they do not hinder Directors' ability to discharge their responsibilities effectively. All Directors attended all Board and Board Committees meetings held by the Company in FY2024, as evidenced in this Statement.

5.6 Identify Candidates for Board Appointment

Pursuant to the TOR of the NC, the NC is tasked to identify, nominate and orientate new Directors and to make recommendations to the Board for the appointment of Directors. While the Board is responsible for the appointment of new Directors, the NC is delegated with the role of screening and conducting an initial selection, which includes external and independent searches, before making a recommendation to the Board. The NC reviews the candidate for appointment as Director based on the mix of skills, expertise, working experience, professionalism, integrity and the ability to discharge their expected duties and responsibilities.

In sourcing for new Directors, the Board acknowledges the importance of not solely relying on recommendations from existing Board members, Management or major shareholders in identifying candidates for appointment of Directors, but trust that the nomination has its merits. The NC meets with the shortlisted Board candidates to assess their suitability and availability before making recommendations to the Board for its consideration and approval.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

5.6 Identify Candidates for Board Appointment (Cont'd)

The search and nomination process for new Directors, if any, is facilitated through recommendations from the Directors or external parties, including the Company's contacts in related industries, Directors' personal contacts or may engage executive search firms to source for potential candidates.

In respect of the appointment of Directors, the Company practises a clear and transparent nomination process, which involves the following 5 stages:

Stage 1: Identification of candidates;
Stage 2: Evaluation of suitability of candidates;
Stage 3: Meeting up with candidates;
Stage 4: Final deliberation by the NC; and
Stage 5: Recommendation to the Board.

5.7 Re-election of Directors at the General Meeting

In accordance with the Company's Constitution, all Directors who are appointed by the Board are subjected to re-election by the shareholders in the next AGM subsequent to their appointment. At least one-third (1/3) of the Directors are required to retire from office by rotation annually and subject to re-election at each AGM. All Directors shall retire from office at least once in every three (3) years but shall be eligible for re-election which is in line with the MMLR of Bursa Securities.

Any person appointed by the Board either to fill a casual vacancy or as an addition to the existing Directors, shall hold office until the conclusion of the next AGM and shall then be eligible for re-election.

The retiring Directors recommended for re-election at the 6th AGM have undergone assessment through the Board's annual evaluation process, which includes evaluating the independence of INEDs. A statement by the Board and NC being satisfied with the performance and effectiveness of the retiring Directors who offered themselves for re-election at the AGM was stated in the explanatory notes of Notice of AGM.

5.8 Nominating Committee

The NC were entrusted by the Board to assist in the nomination process for the Board and Committees as well as assessing their performance.

In accordance with the TOR for the NC, the NC shall consist of no fewer than 3 members, all of whom must be Non-Executive Directors, with a majority being independent. The current composition of the NC comprises exclusively of INEDs as follows:

Dato' Seri Wong Siew Hai (INED/ Chairman)
Dato' Ooi Hooi Kiang (INED/ Member)
Dr. Kong Siew Mui (INED/ Member) (*Appointed on 25 May 2024*)
Mariamah binti Daud (INED/ Member) (*Retired on 24 May 2024*)

The TOR of the NC can be found on the Company's website: https://greatech-group.com.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

5.8 Nominating Committee (Cont'd)

The attendance of the NC at the NC meetings held during FY2024 is tabulated below:

Designation	Directors	Attendance
Chairman	Dato' Seri Wong Siew Hai	2/2
Member	Dato' Ooi Hooi Kiang	2/2
Member	Mariamah binti Daud *(Retired on 24 May 2024)*	2/2
Member	Dr. Kong Siew Mui *(Appointed on 25 May 2024)*	Nil

A summary of key activities undertaken by the NC during FY2024 are as follows:

- Reviewed the effectiveness of the Board and its Committees, deliberated on their findings and reported the outcome in Board meeting;
- Reviewed the re-election of Directors who were up for retirement at the 6th AGM of the Company;
- Reviewed the performance of the Executive Directors and the CFO of the Company and reported the outcome in Board meeting;
- Considered succession planning of the organisation, in relation to both the Board and senior management, taking into account the necessary leadership skills and expertise required to effectively compete in the marketplace and achieve the Group' strategic goals;
- Assessed the balance of skills, knowledge and experience of the candidate and recommended the appointment of Dr. Kong Siew Mui as an INED of the Company and recommended to the Board for approval; and
- Reviewed and recommended the proposed change of composition in ARMC, RC and NC for the Board's approval.

5.9 Diversity of Board and Senior Management

5.10 Gender Diversity Policy

The Board acknowledges the importance of gender and ethnic diversity in fostering sustainable development within the Group and upholds a non-discriminatory approach in appointments based on objective criteria and merit, while also considering diversity in skills, experience, age, cultural background and gender. The Board believes that embracing diversity leads to varied perspectives, enhancing productivity, sustainability and competencies to drive business performance for the benefit of shareholders in the medium to long-term.

As of FY2024, the Board comprises 7 Directors, with 2 females, representing 29% of the Board (down from 38% in 2023). The decrease in female representation follows the retirement of Puan Mariamah binti Daud on 24 May 2024 and appointment of Dato' Ooi on 25 August 2023, which has impacted the current composition. The Board believes that its existing Directors contribute a diverse array of perspectives and effectively fulfil their roles, leveraging their varied experiences, skills and competencies.

The Board and Senior Management Diversity Policy was updated and approved on 26 November 2024 to encourage gender diversity within the Board and senior leadership. This policy is applied when reviewing the composition of the Board and its Committees as well as the senior management team.

In FY2024, female representation at the Senior Management level stood at 33% (2023: 33%). The Group continues to surpass the 30% target for women's participation in Senior Management recommended by Practice 5.10 of the MCCG.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

6.0 Overall Effectiveness of the Board and Individual Directors

6.1 Annual Evaluation for Board Effectiveness and Composition Enhancement

In FY2024, the NC conducted a thorough annual assessment of the Board, its Committees and individual Directors through comprehensive evaluation questionnaires. The assessment covered various aspects including Board composition, decision-making quality, Boardroom activities, ESG considerations and Committee performance, along with additional topical matters. The responses to the questionnaires were anonymised and aggregated, forming the basis for a facilitated roundtable discussion.

The Board Committees were assessed based on the efficiency and effectiveness of each Committee and its members' continuous contribution to the Board and commitment to their roles and responsibilities in discharging their duties. Likewise, the NC can assess the contribution of each Director to the effectiveness of the Board.

Assessment facilitation was overseen by the Company Secretaries. All assessment results were presented to the NC for review before being reported to the Board for discussion and potential enhancements.

The outcomes of the performance review were discussed at the Board meeting. The NC acknowledged the effective performance of the Board and its Committees, recognising the diverse composition of skills and experience among both Executive Directors and Non-Executive Independent Directors.

The Board was of the view that the engagement of independent experts to perform a formal and objective Board evaluation as required under Practice 6.1 of MCCG should be deferred. This decision is based on the recent stabilisation of the Board and Board Committees' composition. The Board believes that given the internal expertise and experience, a thorough self-assessment can be conducted effectively. Further deliberation will be undertaken before proceeding with the engagement of independent experts for the Board evaluation.

Throughout FY2024, four (4) Board Meetings were held to deliberate on key Group activities and strategies, including annual budget, capital assets investment and financial performance, and to endorse the release of the quarterly financial results. All Board and Board Committees' meetings have been scheduled well in advance to maximise Director attendance. In addition to holding meetings, important matters regarding the Group is also put to the Board for decision-making by way of circular resolutions. The resolutions passed by way of such circular resolutions are then noted in the next Board Meeting.

The attendance of the Directors at Board meetings held during FY2024 is tabulated below:

Directors	Attendance during tenure in office
Dato' Ooi Boon Chye	4/4
Dato' Seri Tan Eng Kee	4/4
Khor Lean Heng	4/4
Dato' Ooi Hooi Kiang	4/4
Dato' Seri Wong Siew Hai	4/4
Dr Michael Dominic Kirk	4/4
Dr Kong Siew Mui *(appointed 23 February 2024)*	3/3
Mariamah binti Daud *(retired on 24 May 2024)*	2/2

Following a comprehensive review of the Board, Committees and individual Director performances, the NC has confirmed that the Board operated effectively and with dedication to their responsibilities.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

6.1 Annual Evaluation for Board Effectiveness and Composition Enhancement (Cont'd)

The Directors are conscious of the importance of keeping abreast with the latest changes and development in legal and regulatory governance, so as to update and refresh themselves on matters that may affect their performance as Directors. The Company prioritises ongoing training and professional development for Directors, ensuring they are briefed on regulatory updates, guidelines, accounting standards and other relevant trends or issues.

Throughout FY2024, Company Secretaries, External Auditors and/or the Group CFO kept Directors informed about changes in laws and regulations, including the CA 2016, MMLR, MCCG and relevant accounting standards. Presentations from the Group CEO and Senior Management further enriched Board knowledge on topics such as the Group's ESG initiatives, climate change and technological advancements during Board and Committee meetings.

The trainings attended by the Directors during the FY2024 are as follows:

Directors	Trainings
Dato' Ooi Boon Chye	• What you need to know about the Bursa' Amended Listing Requirements on Conflict of Interest
Dato' Seri Tan Eng Kee	• What you need to know about the Bursa' Amended Listing Requirements on Conflict of Interest • Cybersecurity Awareness (Refresher FY 2024) • Confidentiality and Personal Data Protection Awareness (Refresher FY 2024) • Sexual Harassment at Workplace and the law • Annual ISO9001 (Refresher FY 2024) • Corporate Liability & Ethical Framework Awareness (Refresher FY 2023)
Mr. Khor Lean Heng	• Phishing Simulation Program Assessment Result (FY 2023) • What you need to know about the Bursa' Amended Listing Requirements on Conflict of Interest • CyberSecurity Awareness (Refresher FY 2024) • Confidentiality and Personal Data Protection Awareness (Refresher FY 2024) • Sexual Harassment at Workplace and the Law • Annual ISO9001 (Refresher FY 2024) • Corporate Liability & Ethical Framework Awareness (Refresher FY 2023)
Dato' Ooi Hooi Kiang	• MIA – Webinar Series : Capital Gains Tax and Real Property Gains Tax • Professional Certificate in Business Financial Intelligence • E-Invoice Implementation : A Forum for Finance Leaders • Affin Bank Market Outlook 2024 – Propelling Malaysia Forward – Penang Series • International Directors Programme – Module 1 in Singapore • International Directors Programme – Module 2 in Fontainebleau, France • International Directors Programme – Module 3 in Singapore
Dato' Seri Wong Siew Hai	• Mandatory Accreditation Programme Part II: Leading for impact ("LIP") • What you need to know about the Bursa' Amended Listing Requirements on Conflict of Interest
Dr. Michael Dominic Kirk	• What you need to know about the Bursa' Amended Listing Requirements on Conflict of Interest • Cybersecurity Oversight: Board Responsibilities in light of the Cybersecurity Act 2024
Dr. Kong Siew Mui	• Mandatory Accreditation Programme • Mandatory Accreditation Programme Part II: Leading for impact ("LIP") • What you need to know about the Bursa' Amended Listing Requirements on Conflict of Interest • Cybersecurity Oversight: Board Responsibilities in light of the Cybersecurity Act 2024

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

II. BOARD COMPOSITION (Cont'd)

6.1 Annual Evaluation for Board Effectiveness and Composition Enhancement (Cont'd)

All the Directors have attended the Mandatory Accreditation Programme as required under the MMLR.

In addition, Company Secretaries proactively notify Directors about upcoming conferences and seminars relevant to their roles within the Company. Directors are encouraged to enhance their expertise and stay updated on the latest governance practices, listing rules and regulations by attending relevant seminars and training programs, with associated expenses covered by the Company.

Upon review, the Board concluded that the Directors' trainings for FY2024 were adequate.

III REMUNERATION

7.0 Level and Composition of Remuneration

7.1 Remuneration Policy

The Board has adopted a Remuneration Policy for Directors and Key Principal Officers aimed at attracting and retaining top talent to steer the Company's strategic direction for long-term interest.

The Remuneration Policy is designed to align compensation with shareholder interests by linking rewards to Group and individual performance, fostering sustainability.

The remuneration package of Executive Directors and CFO comprises a fixed cash component of salary, fringe benefits, variable performance incentives and statutory contributions. Variable performance incentives are tied to the performance of the Group and the individual's ability to achieve their respective performance based on financial and non-financial targets.

The RC has assessed the business performance relative to the markets and competitors against the target that had been set for the year. Based on the assessment, the NC considers overall remuneration rewards including annual bonus paid to the Executive Directors, Key Management Personnel and employees to be a fair reflection of the performance of the business.

The Company also has in place Long-Term Incentive Plan ("LTIP") comprise Share Grant Plan ("SGP") and Share Option Plan ("SOP"). Both schemes are administered by LTIP Committee, which is also report to the RC.

INEDs are not awarded remuneration in the form of shares and/or right to shares and their compensation is not dependent on the results of the Company. The Executive Directors are not entitled to any meeting allowance. The remuneration of the Company's INEDs is appropriate to the level of contribution, considering factors such as effort and time spent, responsibilities undertaken and are benchmarked against prevailing market practices.

The Directors' fees of the INEDs are recommended by the Board and subject to shareholders' approval at each AGM. The Directors who are shareholders and persons connected to the Director have abstained from deliberating and voting on the decision in respect of his/her remuneration.

The Remuneration Policy of the Group can be found on the Company's website: https://greatech-group.com.

7.2 Remuneration Committee

The Board has established the RC to review and make recommendations on matters relating to performance and remuneration for the Executive Directors and Key Principal Officer of the Group. The RC comprises exclusively of INEDs of the Company.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

III REMUNERATION (Cont'd)

7.2 Remuneration Committee (Cont'd)

The current members of the RC are as follows:

Dr. Kong Siew Mui (INED/ Chairman) (*Appointed as Chairman of RC on 25 May 2024*);
Dato' Ooi Hooi Kiang (INED/ Member) (*Re-designation from Chairman to Member with effect from 25 May 2024*);
Mariamah binti Daud (INED/ Member) (*Retired on 24 May 2024*); and
Dato' Seri Wong Siew Hai (INED/ Member).

The RC has adopted a formal set of TOR approved by the Board. The TOR of the RC can be found on the Company's website: https://greatech-group.com.

The RC meets as and when necessary, but at least once a year. There is a formal and transparent procedure for developing and setting remuneration packages of Executive Directors and Key Principal Officers. None of the Executive Directors are involved in discussing and deciding their own remuneration. The INEDs of the Committee have no personal financial interest, other than as shareholders.

The attendance of the RC at the RC meetings held during FY2024 is tabulated below:

Designation	Directors	Attendance
Chairman	Dr. Kong Siew Mui	1/1
Member	Dato' Ooi Hooi Kiang	3/3
Member	Dato' Seri Wong Siew Hai	3/3
Member	Mariamah binti Daud	2/2

The RC has full authority to engage any external professional advisors, as and when the need arises, on matters relating to remuneration at the cost of the Company. No external professional advisors engaged by the Company in the FY2024.

A summary of key activities undertaken by the RC during the FY2024 is as follows:

- Reviewed the Key Result Areas ("KRA") for Key Principal Officers for reward purposes;
- Reviewed and recommended the Directors' fees for the period from AGM held in 2024 until the conclusion of AGM to be held in year 2025 for shareholders' approval during the Company's AGM held in year 2024;
- Reviewed and recommended the benefit payable to the Directors for the period from AGM held in 2024 until the conclusion of AGM to be held on in year 2025 for shareholders' approval during the Company's AGM held in year 2024;
- Reviewed and recommended the bonus payment to Executive Directors and CFO before recommended to the Board for approval; and
- Reviewed and assessed the Executive Directors and CFO's remuneration package for FY2024 to ensure it is in line with market benchmarks before recommended to the Board for approval.

The RC carried out an annual review of the Executive Directors' and CFO's remuneration to ensure that the remuneration package remains sufficiently attractive to retain the Executive Directors and CFO of such calibre to provide the necessary skills and experience and commensurate with their responsibilities to ensure the effective management and operations of the Group.

The remuneration package for all Directors is determined by the Board as a whole following the relevant recommendations made by the RC, with the Directors concerned abstaining from deliberations and voting on his/her remuneration.

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

III REMUNERATION (Cont'd)

7.2 Remuneration Committee (Cont'd)

The level of remuneration for Non-Executive Directors generally reflects the effort, time spent and level of responsibilities undertaken. They are paid a basic fee as ordinary remuneration, a sum based on their respective responsibilities in Committees, meeting allowance and reimbursement for reasonable expenses incurred in the course of their duties.

The proposed Directors' fees and benefits were tabled at the 6th AGM held in the year 2024 for the approval of the shareholders. The interested Directors and persons connected to the Director have abstained from deliberation and voting on the resolutions approving the Directors' fees and Directors' benefit at the 6th AGM and will continue this practice at the forthcoming 7th AGM.

In addition to the above, the Directors and CFO are provided with the Directors & Officers ("D&O") insurance in respect of any liabilities arising from acts committed in their capacity as D&O of the Group.

8.0 Remuneration of Directors and Key Senior Management

8.1 Directors' Remuneration

The Directors' remuneration received from the Company and its subsidiary for the FY2024 is presented in the table below:

			Company ('000)							Group ('000)						
No	Name	Directorate	Fee	Meeting Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Meeting Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Seri Tan Eng Kee	Executive Director	96	-	-	-	-	-	**96**	96	-	1,035	398	28	173	**1,730**
2	Khor Lean Heng	Executive Director	96	-	-	-	-	-	**96**	96	-	423	185	11	74	**789**
3	Dato' Ooi Boon Chye	Independent Director	156	8	-	-	-	-	**164**	156	8	-	-	-	-	**164**
4	Dato' Ooi Hooi Kiang	Independent Director	96	10	-	-	-	-	**106**	96	10	-	-	-	-	**106**
5	Dato' Seri Wong Siew Hai	Independent Director	96	10	-	-	-	-	**106**	96	10	-	-	-	-	**106**
6	Dr. Michael Dominic Kirk	Independent Director	96	8	-	-	-	-	**104**	96	8	-	-	-	-	**104**
7	Dr. Kong Siew Mui	Independent Director	74	7	-	-	-	-	**81**	74	7	-	-	-	-	**81**
8	Mariamah binti Daud	Independent Director	38	5	-	-	-	-	**43**	38	5	-	-	-	-	**43**

Corporate Governance Overview Statement

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

III REMUNERATION (Cont'd)

8.2 Key Senior Management's Remuneration

8.3 Disclosure of Detailed Remuneration (Step Up)

The Company do not intend to disclose detailed remuneration information for its Key Senior Management on a named basis and in the bands of RM50,000 as recommended by the MCCG, the Company is of the view that such information is confidential and sensitive nature, as well as considerations relating to retaining highly skilled talent in a competitive industry. Additionally, the Company is mindful of the Personal Data Protection Act 2010, which mandates obtaining written consent from Key Senior Management personnel for disclosing their personal data publicly. Factors such as sensitivity, security and staff morale are also taken into account when making decisions regarding the disclosure of remuneration details.

As an alternative, the Company disclosed the details of its top 9 Key Senior Management during the FY2024 on a Group basis as below:

Remuneration (Top 9 Key Senior Management)	RM'000
Salary and other emoluments **	4,144
Statutory contributions by the Company	564
Benefits-in-kind	733
Total	**5,441**

*** Including salary, bonus, LTIP and allowances chargeable to income tax*

Key Senior Management performance is evaluated annually against the set targets, with remuneration packages reviewed and adjusted accordingly. Evaluations consider individual performance, contributions in the previous year and the Company's overall performance.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I AUDIT COMMITTEE

9.0 Effective and Independent Audit Committee

9.1 Chairman of the Audit Committee

The Board has established an ARMC responsible for overseeing financial reporting, disclosure, internal controls, risk management and External Auditors performance.

The ARMC, which comprises solely of 4 INEDs is chaired by Dato' Ooi Hooi Kiang, who is not the Board Chairman. This had ensured that the objectivity of the Board's review of the ARMC's findings and recommendations is not impaired. The ARMC members have the overall competence required to fulfil their duties based on the organisation and operations of the Group, at least 1 member of the ARMC is competent in respect of finance and audit.

The current ARMC composition is in compliance with Paragraph 15.10 of the MMLR and Practice 9.1 of the MCCG.

An overview of the membership, composition and summary of work carried out by the ARMC during FY2024 is set out in ARMC Report contained in this Annual Report.

Corporate Governance Overview Statement

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

I AUDIT COMMITTEE (Cont'd)

9.2 Former Key Audit Partner

The Practice 9.2 of the MCCG that required a former partner of the external audit firm and/or the affiliate firm (including those providing advisory services, tax consulting, etc.) to observe a cooling-off period of at least 3 years before appointed as a member of the ARMC has been adopted by the ARMC and incorporated in its TOR.

None of the ARMC members were former key audit partners of the Company's existing auditing firm and in order to uphold the utmost independence, the Board has no intention to appoint any former key audit partner as a member of the ARMC.

9.3 Suitability, Objectivity and Independence of the External Auditors

The ARMC has adopted an External Auditors Assessment Policy for considering the appointment or re-appointment of External Auditors to ensure the objectivity, independence and effectiveness of the External Auditors.

In FY2024, the ARMC had conducted an annual assessment of the suitability, objectivity and independence of the External Auditors, Messrs. BDO PLT ("BDO"), in respect of the work provided for FY2023. The previous lead audit partner rotated off the engagement following the conclusion of last year's audit, marking the first year that the ARMC worked with the new lead audit partner, Mr. Rejeesh Balasubramaniam. The ARMC is satisfied with the performance, independence and objectivity of the External Auditors, as well as the fulfilment of criteria as set out in the External Auditors Assessment Policy.

In respect of the performance of the External Auditors, the ARMC also reviewed the Annual Transparency Report for measures taken by BDO to uphold audit quality and manage risks.

The ARMC has taken the following steps to ensure the External Auditor's independence is not impaired:

- The External Auditors is precluded from undertaking internal audit services;
- Prior approval by the ARMC of non-audit services is required where the cost of the proposed service exceeds or is expected to exceed RM50,000; and
- The extent and nature of non-audit services are disclosed in the ARMC report contained in this Annual Report.

The ARMC has conducted an annual review of all the non-audit services provided by the affiliated firm of the External Auditors for the FY2024, as disclosed in this Annual Report and is satisfied that the nature and extent of such services will not prejudice the independence and objectivity of the External Auditors. In addition to the Group's policy, the External Auditors run their own independence and compliance checks, prior to accepting any engagement, to ensure that all non-audit work is compliant with the relevant ethical standard in force and that there is no conflict of interest. Separation of BDO's specialist teams also ensures that members of the audit team do not perform non-audit work for the Group.

The ARMC has also assessed and was satisfied with the competence and independence of the External Auditors and had recommended the re-appointment of the External Auditors for shareholders' consideration at the forthcoming AGM.

The Board, on the recommendation of the ARMC, is of the view that the declaration of independence, integrity and objectivity made by the External Auditors in their audit report for each financial year under review is sufficient to serve as a written assurance from the External Auditors on their independence and integrity throughout the conduct of the audit engagement in accordance with the independence criteria as set out by Malaysian Institute of Accountants ("MIA") By-Laws, has recommended their re-appointment as the External Auditors of the Company for the ensuing year, upon which the shareholders' approval has been sought at the AGM.

9.4 Composition of the Audit Committee (Step Up)

The Company adopted Step Up Practice 9.4 of the MCCG of which the ARMC comprises solely of INEDs.

Corporate Governance Overview Statement

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

I AUDIT COMMITTEE (Cont'd)

9.5 Qualification of the Audit Committee

All the members of the ARMC are suitably qualified and possess sufficient financial management expertise, have vast working experience with requisite skills and knowledge from various industries, as determined by the Board in its business judgement, to discharge their responsibilities as ARMC members. The Chairman of ARMC namely Dato' Ooi Hooi Kiang is a member of the MIA.

All ARMC members are financially literate and has sufficient understanding of the Group's business and matters under the purview of the ARMC including the financial reporting process. They are able to apply a critical view of the Company's financial reporting process and information and to effectively challenge and direct probing questions to the Management on the Company's financials to ascertain whether the financial reporting reflects the Company's operations and performance. The ARMC stays informed about changes in accounting standards, MMLR and other relevant regulations through updates from Management, Company Secretaries, External and Internal Auditors.

The ARMC's composition and performance are annually reviewed by the NC, with recommendation forwarded to the Board for approval.

All members of the ARMC have also undertaken and will continue to undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules in discharging their duties effectively.

II RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

10.0 Risk Management

10.1 Effective Risk Management and Internal Control Framework

The Board is responsible to ensure there is a sound framework for internal controls and risk management. The Board is also responsible for managing risks in order to limit potential adverse effects on the implementation of its strategy, its financial performance and the interests of shareholders.

The Board delegates oversight of the Group's risk management processes and control environment to ARMC. The Board through the ERM Committee, monitors risk and internal control through comprehensive report tabling the current status, action taken and conclusion of the key risks identified.

The Group has in place an ERM Framework which is aligned with ISO 31000:2018 Risk Management Standards. The ERM Framework enables the Group to identify the risks and address internal control to mitigate or eliminate the risk. These risks are prioritised based on risk appetite and risk tolerance levels that the Board has adopted. The Board conducts bi-yearly review of the Group's risk exposure areas and internal control arrangements, addressing key risks at ARMC meeting while other risks are managed by respective department head and reported to the Board on an exceptional basis. Sustainability risks including climate change, environmental issues, health & safety, forced labour and corruption are also reported to the Board during the year.

The Board has also been updated by the Management on the Group's financial situation and continuously evaluating if the Group's capital or liquidity are adequate in terms of business continuity.

The Management and the Internal Auditors, Sterling Business Alignment Consulting Sdn Bhd ("Sterling") conduct reviews and audits on a regular basis to evaluate, test and verify the adequacy and effectiveness of internal control systems on key risks. Any material non-compliance or lapses in internal controls and its corresponding mitigating actions are reported to the ARMC. BDO has also highlighted internal control weaknesses which have come to their attention in the course of their statutory audit. All external and internal audit findings and recommendations were reported to the ARMC.

Corporate Governance Overview Statement

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

II RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (Cont'd)

10.1 Effective Risk Management and Internal Control Framework (Cont'd)

In FY2024, the risk reports of the Group on strategic risks, financial risks, operational risks and compliance risks were presented to the ARMC, where internal controls and risk mitigation strategies were highlighted. Climate change-related risks and opportunities assessment were performed to highlight and navigate the complexities of the climate impacts effectively. The Group has regularly provided ERM awareness sessions to the identified employees, focusing on the introduction of risk, the importance of risk management and ERM methodology.

Based on the ERM Framework established, ARMC reviews, work performed by the Internal and External Auditors, the Board, with ARMC concurrence, concludes that the internal controls and risk management systems in place were adequate and effective for FY2024.

10.2 Features of Risk Management and Internal Control Framework

The Statement on Risk Management and Internal Control in this Annual Report provides an overview of the risk management framework and internal control system within the Group.

10.3 Risk Management Committee (Step Up)

The function of the Risk Management Committee is currently assumed by the ARMC via the ERM Committee. ERM Committee has taken up the role to review the risk management framework half yearly.

The composition of ERM comprised of Executive Board, Risk Manager and cross functional management team. The ERM Committee, through CFO reports to ARMC during the ARMC meeting half yearly where the ARMC members reviewed the risk management framework and policies and risk report of the Group as presented to them.

11.0 Effective Governance, Risk Management and Internal Control Framework

11.1 Internal Audit Function

11.2 Internal Audit Effectiveness Review

The Internal Audit ("IA") function of the Group is carried out by an outsourced professional service firm, namely Sterling.

The Internal Auditors perform their audit engagements according to the annual audit plan 2024 as approved by the ARMC. Throughout the engagement period, the Internal Auditors cover the conduct of the audit planning, execution, documentation, communication of findings, consultations and follow-up on the action items with key stakeholders on the audit concerns, with reference to the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

The IA team have unfettered access to the Company's documents, records, properties and personnel, including direct access to the ARMC.

The Internal Auditors has staffed the IA team with persons who possess the relevant qualifications and experience and use the Committee of Sponsoring Organisations of the Treadway Commission ("COSO") Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the internal control system.

Corporate Governance Overview Statement

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

II RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK (Cont'd)

11.2 Internal Audit Effectiveness Review (Cont'd)

During the FY2024, the ARMC had assessed and reviewed the adequacy of the scope, functions, resources, competency and independence of the Internal Auditors. Findings and related action plans from IA reviews and/or internal control assessments are reported to the Management; summary report including follow-up matters arising from previous cycle audit and its implementation of action plans, audit recommendations, where applicable, along with a conclusion statement on the opinion given for the scope of works performed are provided to the ARMC at every meeting. The ARMC is satisfied that the Internal Auditors have sufficient resources, staffed by suitably qualified and experienced personnel and have to the best of its ability, maintained its independence in carrying out the IA function.

An overview of the Group's risk management and internal controls is set out in the Statement on Risk Management and Internal Control of this Annual Report. The Board concluded that the risk management and internal control framework of the Group is generally adequate and effective for FY2024.

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

I ENGAGEMENT WITH STAKEHOLDERS

12.0 Communication with Stakeholders

12.1 Effective, Transparent and Regular Communication with its Stakeholders

The Board is committed to provide timely, fair, meaningful and reliable disclosures to stakeholders and views the practice as integral to good corporate governance and forms an inseparable part of the Group's operations and culture. As such, the Group maintains an effective communication policy and engagement with our partners, investors and members of the public to build trust, support and understanding between the Group and all our stakeholders.

The Group communicates with various stakeholders as follows:

<u>Shareholders, investors, research analysts and media</u>

The Group has in place Investor Relations ("IR") Policy which outlines the Company's approach toward the dissemination of material information, response to market rumours, unwarranted promotional activities, closed periods and restriction on insider trading with reference to Chapter 9 of the MMLR.

The Company currently handles its IR matter internally. The Company's IR team is led by the Group CEO to facilitate effective communication with shareholders, prospective investors and financial community. Our Chief Executives supported by the Company's IR function, hosted results presentation and addressing key investor concerns following publication of the Group's quarterly and full year results. Investor relations activities such as meetings with fund managers and analysts are held at appropriate time to explain the strategy, performance and major developments of the Group.

Stakeholder discussions and concerns are regularly reported to the Board and Committees. Analyst reports are shared with the Board and the Board attends the AGM which gives individual shareholders the opportunity to engage directly with them and raise questions about the Company.

The Company's corporate website serves as a resource centre from which the financial community can access information of the Group. In addition, the Company's corporate website has a dedicated IR section containing stock information and all material information reported to the Bursa Securities, together with copies of annual and quarterly results announcements and trading updates. Contact details of the IR are also listed on the website to facilitate dialogue and queries from shareholders. Shareholders are also able to register for the Group's news alert at the corporate website to receive the Company's latest news and announcements via email.

Corporate Governance Overview Statement

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

I ENGAGEMENT WITH STAKEHOLDERS (Cont'd)

12.1 Effective, Transparent and Regular Communication with its Stakeholders (Cont'd)

The Board reviews and approves material communications to investors, such as financial result announcements, Annual Reports and significant business events. The Annual Report remains a vital and convenient source of essential information for investors, shareholders and stakeholders. All Annual Reports of the Company are made available on the corporate website.

One of the most effective platforms for disseminating messages of the Company is the social media network. The growth in the direct followers of the Company's social media platform ensured that communication was received by the intended target market.

Another key avenue of communication with its shareholders is the AGM, which provides a useful forum for shareholders to engage directly with the Directors. The External Auditors are also present at the AGM to answer any questions that the shareholders may ask.

Employees

The Group maintains open communication with employees through regular engagement events, town hall meetings and feedback mechanisms such as performance reviews and suggestion boxes.

During the year, a group-wide employee survey was conducted to gauge satisfaction and engagement levels, with the outcome and workforce concerns reported to the Board through Management presentations and site visits.

Other Stakeholders

The Board considers other stakeholder groups in its decision-making and interaction with key stakeholders is set out in the Company's Sustainability Report.

12.2 Integrated Reporting

The Company has not yet adopted integrated reporting based on a globally recognised framework as outlined in the MCCG. However, the Board acknowledges the potential benefits of integrated reporting in enhancing information quality, transparency and accountability for investors.

The information disclosed in Annual Report 2024 provides a comprehensive overview of both financial and non-financial aspects of the Group. It includes components such as Management Discussion and Analysis, Corporate Governance Overview Statement, Sustainability Report and SORMIC which are essential elements of integrated reporting.

The current Sustainability Report delves into the Group's governance policies and stakeholder initiatives in detail. During the year, the Company has continued to enhance on our disclosure in the Climate Report, feeding into the scenario analysis, using the four key pillars of Task Force on Climate-Related Financial Disclosures ("TCFD") with the goal to transition to IFRS Sustainability Disclosure Standards on climate related disclosures. These represent the Board's commitment towards sustainability and a more comprehensive reporting at all time.

Recognising that integrated reporting is a progressive journey requiring collaboration across functions, the Company aims to gradually establish the necessary processes and systems to support its development towards integrated reporting.

The Company would consider adopting integrated reporting if the Board opined that the benefits arising from the adoption of integrated reporting outweigh the related costs.

Corporate Governance Overview Statement

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

II CONDUCT OF GENERAL MEETINGS

13.0 Engagement with Shareholders

13.1 Notice of Annual General Meeting

The AGM of the Company serves as the principal forum which provides the opportunity for shareholders to raise concerns or questions. The Company conducted its 6th AGM on a virtual basis through live streaming and online remote voting using Remote Participation and Voting facilities on 24 May 2024.

The Company served Notice of its 6th AGM together with explanatory notes or a circular on items of special business which furnished useful information regarding conduct of the AGM 28 days before the AGM, well in advance of the 21-days requirements under the CA 2016 and 28-days requirements under MMLR. The additional time provide the shareholders sufficient time to consider the proposed resolutions that will be discussed and decided at the AGM. Where the shareholders are not able to attend the AGM, they may appoint proxies to attend, vote and ask question on their behalf.

The Company had commenced using electronic communications to transmit Annual Report and other documents such as the Notice of AGM to all shareholders by uploading such documents via the Bursa Securities' website: https://www.bursamalaysia.com and publishing on the Company's website: https://greatech-group.com. The Shareholders of the Company received the Annual Report with an accompanying notice of AGM either electronically or hard copy by post depending on their preference.

The notice of AGM was also published in the nationally circulated daily newspaper within the mandatory period. The notice of AGM provides further explanation beyond the minimum contents stipulated in MMLR for the resolution proposed along with any background information and reports or recommendation that are relevant, where required and necessary, to enable shareholders to make an informed decision in exercising their voting rights.

13.2 Directors' Participation at General Meetings

The general meeting serves as an avenue for the Chairman and the Board members to engage in two-way communication with shareholders where the shareholders are encouraged to participate in the question-and-answer session with the Board personally and exercise their right to vote on the proposed resolutions.

The Board regards its AGM or other general meetings as an opportunity to communicate directly with shareholders and endeavour to encourage shareholders to participate in these meetings. All members of the Board including the incoming new Director, Dr. Kong, the Company Secretary, External Auditors and the Senior Management attended the 6th AGM to engage directly with the shareholders.

During the 6th AGM, the CEO and CFO gave a detailed presentation of the Group's business overview and financial performance for the financial year ended 31 December 2023.

The Chairman provided appropriate and sufficient time and encouraged the shareholders to raise questions, express opinions and give suggestions about the issues throughout the entire meeting.

During 2024, there were no major contentious issues noted with shareholders/investors.

13.3 Voting

Pursuant to the MMLR, all listed companies are required to conduct poll voting for the resolutions put up at its general meeting effective from 1 July 2016.

Corporate Governance Overview Statement

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

II CONDUCT OF GENERAL MEETINGS (Cont'd)

13.3 Voting (Cont'd)

Poll voting more accurately and fairly reflects shareholders' views by ensuring that every vote is recognised, in accordance with the principle of "one share one vote". The practice thus enforces greater shareholder rights and allows shareholders who appoint the Chairman of the Meeting as their proxy to have their votes properly counted in the fulfilment of their voting rights.

The Company has leveraged the technology by conducting online poll voting for all the resolutions tabled at the 6th AGM held on 24 May 2024 for greater efficiency and accuracy. The Company has also provided a secure e-lodgement channel for shareholders to lodge form of proxy electronically for the 6th AGM.

An independent scrutineer for the poll voting process was appointed for the AGM to validate all the votes. The voting results and results of the voting were displayed on the screen before the closure of the AGM. Subsequently, the poll results were announced via Bursa LINK on the same day.

All resolutions at the 2024 AGM were successfully passed, with a significant 77.8% of the total number of issued shares of the Company voted, indicating high shareholder engagement.

13.4 Interaction with Shareholders in General Meetings

The AGM is a valuable opportunity for the Board to engage with shareholders directly. All shareholders are encouraged to participate in the AGM and pose questions in the period leading up to the AGM through the dedicated email address enquiry@greatech-group.com.

The CEO and CFO presented an overview of the Group's business, reviewed the financial performance for the FY2023 and shared insights on strategy and current business activities respectively during the AGM.

To encourage engagement between the Directors and shareholders, shareholders were invited to submit questions before the AGM. During the AGM, shareholders also took the opportunity to raise questions via real time submission of typed texts on the agenda items of the AGM as well as on the current developments of the Group. The Chairman, CEO and CFO responded to all questions raised and provided clarification as required by shareholders.

In addition, written queries raised by the Minority Shareholders Watch Group were presented to shareholders during the 6th AGM together with the responses of the Company.

The Chairman of 6th AGM ensured that sufficient opportunities were given to shareholders to raise questions and discuss matters pertaining to the Company's affairs. Sufficient time was allocated for a Q&A session during the 6th AGM, fostering direct engagement between the Board and shareholders.

13.5 Minutes of the General Meeting

The Company's AGM remains one of the most important platforms for communication and engagement between the Company and its shareholders, as it encompasses a two-way discussion on the Company's achievements and performance in the past year and its plans and strategies for the near and long-term future.

The recording of the proceedings in the form of minutes reflects the mutual understanding, agreements as well as resolutions reached between the shareholders and Directors of the Company.

Corporate Governance Overview Statement

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

II CONDUCT OF GENERAL MEETINGS (Cont'd)

13.5 Minutes of the General Meeting (Cont'd)

The Minutes of 6th AGM detailing proceedings and issues or concerns raised by shareholders, and the responses by the Company were made available on the Company's website: https://greatech-group.com within 30 business days after the conclusion of the 6th AGM, to provide useful information to shareholders and investors especially for the shareholders who were unable to attend to keep track of the AGM.

This Statement is made in accordance with a resolution of the Board of the Directors.

Audit and Risk Management Committee Report

The Board of Directors ("Board") of Greatech Technology Berhad ("Greatech" or "Company") is pleased to present the Audit and Risk Management Committee ("ARMC") Report, providing insights into the ARMC's functions for the Company and its subsidiaries ("Group") for the financial year ended 31 December 2024 ("FY2024").

INTRODUCTION

The ARMC was established by the Board of the Company on 20 August 2018. Its primary role is to assist the Board in discharging its statutory duties and responsibilities relating to the accounting and financial reporting practices of the Group. The ARMC also focuses on monitoring the management of risk and the system of internal control, overseeing the external and internal audit processes, ensuring compliance with legal and regulatory matters and addressing other specific matters delegated to the ARMC by the Board.

The ARMC operates under its Terms of Reference ("TOR") which outlines its authority, duties and functions. The TOR is periodically assessed, reviewed and updated by the ARMC members to align with changes in regulatory requirements, direction or strategies of the Company. Any recommended changes are subject to the Board approval.

The TOR of the ARMC, which was updated in 26 November 2024, is accessible on the Company's website: https://greatech-group.com.

COMPOSITION

As of FY2024, the ARMC comprises four (4) members of the Board, all of whom are Independent Non-Executive Directors ("INEDs"), as follows:

Dato' Ooi Hooi Kiang (*Re-designation to Chairman with effect from ("w.e.f.") 25 May 2024*)	-	Chairman/INED
Dato' Seri Wong Siew Hai	-	Member/INED
Dr. Michael Dominic Kirk (*Appointed as member of ARMC w.e.f. 25 May 2024*)	-	Member/INED
Dr. Kong Siew Mui (*Appointed as member of ARMC w.e.f. 25 May 2024*)	-	Member/INED

The above composition aligns with Paragraphs 15.09(1) and (2) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and Step-Up Practice 9.4 of the latest Malaysian Code on Corporate Governance ("MCCG"), in achieving good corporate governance by having an Audit Committee solely composed of Independent Directors.

The Chairman of the ARMC, Dato' Ooi Hooi Kiang is not the Chairman of the Board, which is in line with Practice 9.1 of the MCCG. Dato' Ooi Hooi Kiang is a member of the Malaysian Institute of Accountants ("MIA"). As such, the composition of ARMC meets the requirement of Paragraph 15.09(1)(c)(i) of the MMLR, which mandates that at least one member of the ARMC must be a member of MIA.

All ARMC members possess financial literacy and bring diverse backgrounds, experiences and knowledge in areas such as accountancy, finance, commercial activities, corporate services, mergers and acquisitions and investment. The Nominating Committee ("NC") conducted a performance review of the ARMC members for FY2024 on 14 February 2025. Based on the review results, the NC expressed satisfaction that the ARMC and its members effectively discharged their functions, duties and responsibilities in accordance with the ARMC's TOR. The ARMC has consistently supported the Board in upholding appropriate corporate governance standards within the Group.

Audit and Risk Management Committee Report

MEETINGS

The ARMC held four (4) meetings during FY2024 and the attendance record of the ARMC is tabulated below:

Designation	Directors	Attendance
Chairman	Dato' Ooi Hooi Kiang	4/4
	Puan Mariamah Binti Daud (*Retired w.e.f. 24 May 2024*)	2/2
Members	Dato' Seri Wong Siew Hai	4/4
	Dr. Michael Dominic Kirk	2/2
	Dr. Kong Siew Mui	2/2

The ARMC meetings were structured through the use of agendas and relevant meeting papers which were distributed to the ARMC ahead of scheduled meetings. These meetings were of sufficient duration to enable the ARMC to effectively address its agenda, allowing ample time for discussion on emerging issues.

The ARMC meetings were conducted openly and constructively, fostering focused discussion, encouraging questions and accommodating expressions of differing opinions. The ARMC Chairman invited the Directors who are holding key positions, including the Chief Executive Officer ("CEO"), Chief Operating Officer/Chief Project Officer, Chief Financial Officer ("CFO") and finance team to attend regular meetings. Additionally, other pertinent key personnels from the Group were also invited, as needed to provide deeper insights into key issues.

The finance team presented unaudited quarterly financial statements and other financial reporting matters for the ARMC's consideration and subsequent recommendation to the Board for approval, where necessary. The ARMC Chairman reported and highlighted key issues discussed at each ARMC meeting to the Board.

The ARMC Chairman invites the representatives from the Internal Auditors and External Auditors to assist in the ARMC's discussions and consideration of the reports or any outstanding matters or specific issues that require the ARMC's attention in relation to the internal and external audit reviews and improvement recommendations, and to answer questions raised by ARMC members.

Minutes of each ARMC meeting were duly noted by the Board, with the minutes being presented in subsequent Board meetings following the ARMC meeting, ensuring transparency and accountability in the governance process.

ROLES AND RESPONSIBILITIES

ARMC has been entrusted by the Board with the governance and oversight responsibilities pertaining to internal control and risk management systems, as well as ensuring the integrity of financial reporting within the Group. Additionally, the ARMC is tasked with overseeing the Group's internal audit function, managing the relationship with the Group's External Auditor and reporting on its activities to shareholders.

ARMC deliberates the Summary of Internal Audit Reports and the External Auditors' reports, encompassing financial, operational, governance, risk management and control matters during its meeting. The ARMC closely monitors the status of preventive and corrective actions for issues to ensure effective follow-up and resolution.

The system of internal control therefore provides only reasonable, not absolute, assurance against material misstatement or loss.

The system of internal control does, however, provide reasonable assurance that potential issues can be identified promptly and appropriate remedial action taken.

Audit and Risk Management Committee Report

SUMMARY OF ACTIVITIES

In line with its responsibilities outlined in its TOR, the ARMC discharged its functions and duties for FY2024 through the completion of the following activities:

(I) FINANCIAL PERFORMANCE AND REPORTING

- reviewed the four (4) unaudited quarterly consolidated financial results, as well as the year-end financial statements of the Group. During the review, the CFO and Finance Manager were invited to present and address queries from the ARMC, focusing particularly on changes in the accounting policies and related disclosures, significant and unusual events identified during the audit, the going concern assumption, compliance with financial reporting standards and legal requirements, significant matters highlighted in the financial statements and significant judgements made by Management.

- recommended the financial results to the Board for consideration and approval after being satisfied with the clarification and justification provided by the Management.

- discussed with Management critical accounting principles and standards applied, emphasis on accounting estimates and deliberated on taxation issues that could impact the financial results.

- reviewed and approved Management's assessment of the Group's prospects and longer-term visibility as presented in the quarterly unaudited consolidated financial results and Annual Report.

- confirmed with Management and External Auditors that the Group's and the Company's audited financial statements were prepared in compliance with applicable Financial Reporting Standards.

- reported findings on the financial performance, Management's performance and other significant matters to the Board for their consideration.

(II) OVERSIGHT OF EXTERNAL AUDITORS

- reviewed the external audit reports and assessed the auditor's findings, along with Management's responses, regarding the audit for FY2024.

- reviewed and approved the External Auditors' Audit Planning Memorandum for FY2024 outlining materiality, scope of work including audit risk areas, audit approach, audit focus area and timeline for interim review and year-end audit, as well as the audit fees at the meeting held on 22 November 2024. The ARMC considered and agreed the scope and materiality to be applied to the Group audit and its components. Key audit matters and the audit approach to these matters are discussed in the Independent Auditor's Report of this Annual Report, which also highlights the other significant matters that the External Auditors drew to the ARMC's attention. The ARMC also noted the External Auditors' independence check and confirmation procedures carried out in the firm as well as no conflict of interest for rendering their non-audit services to the Group.

- reviewed non-audit fees and assessed the level of non-audit services provided by the External Auditors to ensure independence and absence of conflict of interest. The ARMC having considered the nature, scope and amount of non-audit fees, was satisfied that there was no conflict of interest and that the non-audit services would not impair the independence of the External Auditors.

- discussed with External Auditors the applicability and the impact of new and revised accounting standards and financial reporting regimes issued by the Malaysian Accounting Standards Board.

- held 2 private sessions with External Auditors on 21 February 2024 and 22 November 2024, facilitating discussions on key audit challenges without the presence of Executive Board members and Management.

Audit and Risk Management Committee Report

SUMMARY OF ACTIVITIES (Cont'd)

(II) OVERSIGHT OF EXTERNAL AUDITORS (Cont'd)

- evaluated External Auditors' suitability, objectivity and independence, considering technical competencies, audit quality and manpower resource sufficiency to perform the audit of the Group. The evaluation was performed with reference to the Annual Transparency Report issued by the audit firm. Also reviewed the reasonableness of the audit fees charged against the size and complexity of the Group.

- recommended to the Board the re-appointment of External Auditors to shareholders at the Annual General Meeting of the Company based on the evaluation of their performance and independence.

(III) OVERSIGHT OF INTERNAL AUDIT ("IA")

- reviewed and approved the IA plan for FY2024, ensuring alignment with the Group's strategic objectives and risks. The plan's scope and areas of focus were thoroughly discussed and challenged to provide adequate coverage deemed appropriate by the ARMC. Make enquiries as to the Internal Auditors' resources, expertise, professionalism and independence to meet planned audit activities across the Group.

- reviewed all IA reports issued by the Internal Auditors, acknowledging observations, recommendations and Management's responses.

- engaged in discussions during ARMC meetings on significant reported matters with Management and Internal Auditors to establish a common understanding of issues and Management's commitment to enhancing the current system of internal control. Significant internal control matters were reported to the Board.

- reviewed the implementation status of corrective action resulting from audit recommendations, ensuring timely resolution of identified key risks and control lapses. The ARMC closely monitored the status of corrective actions until completion.

- evaluated the adequacy of the scope, functions, competency and performance of the IA function, assessing the comprehensiveness of its coverage across Group activities.

- held 2 private sessions with the Head of Internal Auditors on 20 May 2024 and 22 November 2024, provided Internal Auditors with a platform to candidly express any concerns, including those relating to their ability to perform work without restraint or interference.

(IV) RELATED PARTY TRANSACTIONS

- reviewed and confirmed with the Management on a quarterly basis if any related party transaction or recurrent related party transaction entered by the Group which are required to be transacted at an arm's length basis and on terms not more favourable than those generally available to the public and are in the best interest of the Group; are fair, reasonable and on normal commercial terms; and are not detrimental to the interests of the minority shareholders of the Company.

(V) OVERSIGHT OF INTERNAL CONTROL AND CORPORATE GOVERNANCE MATTERS

- reviewed and confirmed the accuracy of ARMC Meeting minutes.

- reviewed the impact of regulatory changes and ensured Company and Group compliance.

- reviewed and recommended the ARMC Report and Statement on Risk Management and Internal Control ("SORMIC") to the Board for approval and inclusion in the Annual Report 2023.

Audit and Risk Management Committee Report

SUMMARY OF ACTIVITIES (Cont'd)

(VI) RISK MANAGEMENT AND INTERNAL CONTROL

- reviewed the adequacy and effectiveness of risk management and internal control systems implemented within the Group.
- received updates from the consultant, YNC Business Consulting Sdn Bhd:
  - i. on 21 February 2024, regarding their assessment of climate change-related risks and opportunities that may affect the organisation's business operations. The assessment is pivotal for identifying and prioritising management actions within the loss prevention program, which may include strategic investments in resilience measures to navigate the complexities of climate impacts effectively.
  - ii. on 20 August 2024, regarding Enterprise Risk Management principal risk findings and the adoption of relevant corrective measures for identified risks.

(VII) Review of Conflict of Interest ("COI") situations

An updated Conflict of Interest ("COI") Policy which sets out the processes and disclosure obligations to assist the Directors and key senior management of the Group in identifying, disclosing and managing any potential, actual or perceived COI situation has been reviewed by the AC and adopted by the Board in August 2023.

In managing COI, the ARMC reviewed the COI situations on a quarterly basis. During the financial year under review, the ARMC reviewed all COI declarations/confirmations received from the Directors of the Company, and the measures taken to resolve, eliminate or mitigate such conflicts and recommended to the Board for approval.

Details on the potential COI situation together with the measures taken to address the potential COI, are disclosed below:

No	Nature and Extent of Interest of Director	Nature of Potential COI	Measures Taken to Address COI
1	Dato' Seri Tan Eng Kee ("Dato' Seri Tan") – Executive Director, Senior Management and Major Shareholder of Greatech and holding a direct interest of 17.97% of voting shares in Manz AG through his personal investment.	A Director, Senior Management and Major Shareholder of the Company has invested in a direct interest of 17.97% of the voting shares in Manz AG through his personal investment. The Manz group of companies ("Manz Group"), a developer of production solutions for lithium-ion batteries, electronic components and devices in the automotive & e-mobility, electronics, energy and battery manufacturing sectors.	Despite Dato' Seri Tan's direct interest in Manz AG, he is not involved in any circumstances that could present a COI with the Greatech concerning Manz AG and its relationship with Greatech, considering the differences in their product mix, customer base and geographical locations. The ARMC members, having deliberated in the absence of Dato' Seri Tan, concluded that: a) Although both Manz AG and Greatech are in the automation sector, they differ in product and customer mix and operate in separate geographical regions. b) There is no other relationship except for having direct interest of 17.97% of the voting shares in Manz AG, as Dato' Seri Tan do not hold any position of power in Management or Supervisory Board of Manz AG.

During FY2024, the ARMC was adequately resourced to fulfil its responsibilities effectively. The ARMC had access to all necessary information required to carry out its duties and possessed the authority to seek independent advice as needed. Additionally, the ARMC had the power to investigate any matter falling within its purview. This ensured that the ARMC could operate with autonomy and thoroughness in overseeing governance, risk management and internal control matters within the Group.

Audit and Risk Management Committee Report

Evaluation of the ARMC

The term of office and performance of the ARMC and each of its members are assessed annually by the NC. The NC reports the outcome of its assessment to the Board. For FY2024, the Board was satisfied that the ARMC has discharged its duties and responsibilities in accordance with the TOR of the ARMC.

Internal Audit ("IA") Function

The IA function of the Group is outsourced to assist the ARMC in fulfilling its duties and responsibilities. The role of the Internal Auditors is to provide independent assessment of the adequacy of the internal control system, ensuring compliance with policies and procedures, involvement in risk management, risk evaluation and recommendation of control activities.

The Group has appointed Messrs. Sterling Business Alignment Consulting Sdn Bhd ("Sterling") as its Internal Auditors since FY2019. Sterling, a professional firm, reports directly to the ARMC, providing the Board with reasonable assurance of adequacy of the IA function's scope, functions and resources.

During FY2024, the work conducted by the Internal Auditors included:

- preparation of the IA Plan based on the direction of the ARMC by taking into consideration the latest developments surrounding the business operating environment and the needs to address concerns arising from the current audits.
- reviewed the internal control system based on the approved IA Plan. Sterling has reviewed critical business processes, identified risks and internal control gaps, assessed the effectiveness and adequacy of the existing state of internal control of the Group and recommended possible improvements to the existing system of internal control.
- presentation of IA Reports incorporating the audit observations, recommendations and management action plans, for review and approval by the ARMC.
- conducting follow-ups on previously issued audit recommendations to ensure implementation of recommendations and management action plans.
- review of Enterprise Risk Management Report and regularly follows up the implementation of different risk management programs.
- review of the sustainability data for the Annual Report of FY2023.

The total costs incurred for maintaining the IA function of the Group for FY2024 was RM43,213 (FY2023: RM43,535).

The ARMC and Board expressed satisfaction with the performance of the Internal Auditors for FY2024 and have decided to continue outsourcing the IA function for greater independence and continuity.

This ARMC Report is issued in accordance with a resolution of the Board of Directors.

Statement on Risk Management and Internal Control

INTRODUCTION

The Board of Directors ("Board") is pleased to present the Statement on Risk Management and Internal Control ("Statement") of Greatech Technology Berhad ("Greatech" or "Company"), along with its subsidiaries ("Group"), for the financial year ended 31 December 2024 ("FY2024"). This Statement is in line with Paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and Principle B of the Malaysian Code on Corporate Governance 2021 ("MCCG"), with guidance from the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

The Board recognises the importance of a robust risk management and internal control framework in achieving its objective and sustaining success.

BOARD RESPONSIBILITY

The Board acknowledges its overarching responsibility for establishing and maintaining a robust system of risk management and internal control, aimed at safeguarding shareholders' interests and protecting the assets of the Group.

The governance structure has been established by the Board to ensure the effective stewardship of risk management and internal control within the Group at all levels. This includes fraud risk, corruption risk and climate-related risks and opportunities. The Board is assisted by the Audit and Risk Management Committee ("ARMC"), which is empowered by its terms of reference to ensure independent oversight of internal control and risk management.

During 2024, the ARMC conducted reviews of internal controls based on internal audits performed by the Internal Auditors. All audit issues, recommendations and Management's actions in response were deliberated thoroughly during the ARMC meetings, with minutes subsequently presented to the Board. The ARMC has also evaluated the effectiveness of controls and action plans to monitor, mitigate, and manage overall risk exposure across the Group.

The system of risk management and internal controls encompasses various aspects including financial, governance, risk management, strategy, organisational, operational, regulatory and compliance matters. Given the inherent limitations in the risk management and internal control system, such a system put into effect by the Board is designed to manage rather than eliminate risks that may impede the achievement of the Group's business objectives. Therefore, such a system can only provide reasonable and not absolute assurance against any material misstatement or loss, contingencies, fraud or irregularities. The Board continuously enhanced and embed controls throughout the Group, by conducting half-yearly reviews of the effectiveness of the internal control and risk management framework to ensure its continued relevance and suitability.

MANAGEMENT RESPONSIBILITY

The Management assists the Board in the implementation of the Group's policies and procedures on risk management and internal control by identifying, evaluating, measuring, monitoring and reporting risks as well as any deficiencies and non-compliance, with timely and proper remedial actions taken as and when required.

RISK MANAGEMENT FRAMEWORK

The Board fully endorses the principles outlined in Practices 10.1 and 10.2 of the MCCG, emphasising the necessity of establishing an effective risk management and internal control framework and the disclosure thereof. In alignment with these principles, the Board has implemented an Enterprise Risk Management ("ERM") Framework within the Group, which is incorporated into the Risk Management Policy approved by the Board, and serves as an ongoing process to identify, assess, and manage principal risks and uncertainties faced by the Group.

The ERM Framework operates as a holistic and structured process, effected top-down from the Board to Management and employees across the Group. It addresses uncertainties surrounding potential events that may affect the Group, determining appropriate control and monitoring measures. The framework is subject to continuous review and improvement, in response to changes in the risk profiles while remaining aligned with the Group's overall business strategy.

The ERM Framework aims to align the processes, people and technology to manage risks in accordance with the Group's risk appetite and tolerance, thus ensuring sustainable value to stakeholders while minimising surprises and optimising opportunities.

In this context, the ERM framework that the Company adopts consists of seven (7) elements, which is in line with globally accepted risk management standards:

Statement on Risk Management and Internal Control

RISK MANAGEMENT FRAMEWORK (Cont'd)

Framework Element	Description
Risk strategy and appetite	Alignment/conscious decision to use risk management for the achievement of business decisions and strategic objectives
Risk governance	Establish an approach to developing, supporting and embedding the risk strategies and accountabilities
Risk culture	Embed values and behaviours that shape risk decisions
Risk assessment and measurement	Identify, assess, categorise and measure risks across the Group
Risk management and monitoring	Manage, mitigate and accept risks
Risk reporting and insight	Report and conduct activities to provide insight on risk management, strengths and weaknesses
Data and technology	Use risk and control information to improve performance

Recognising the pivotal role of ERM in achieving sustainable growth and optimising shareholder value, the Board has established an ARMC entirely composed of Independent Non-Executive Directors. The ARMC supports the Board in reviewing the risk management methodology, assessing the effectiveness of internal control systems, ensuring compliance with relevant legislation and regulations, and regularly evaluating the Group's risk exposures.

Risks are categorised according to strategic, operational, financial and compliance matters based on the Group's business objectives. The Group has embedded the Corruption Risk Management ("CRM") Framework into the ERM framework to address corruption risks effectively. Additionally, an Anti-Fraud Policy has been established to facilitate the development of controls, which will aid in the detection and prevention of fraud. It is the intent of the Company to promote consistent organisational behaviour by providing guidelines and assigning responsibilities for the development of controls and conduct of investigations.

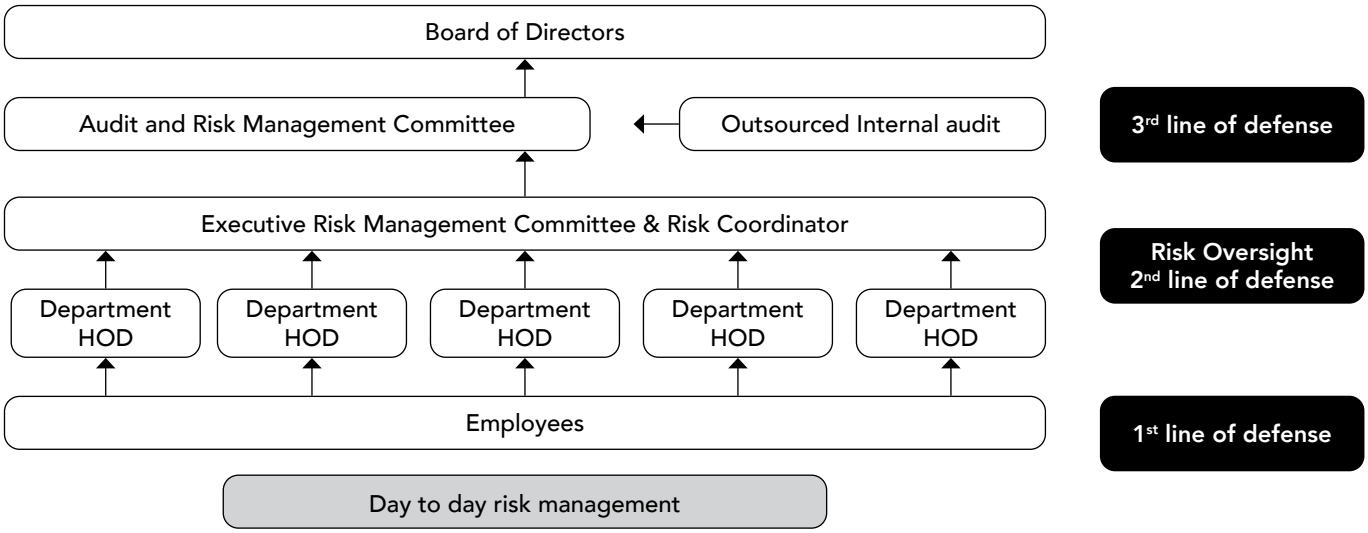
The Board emphasises the integration of risk management into the Group's culture and day-to-day operations, emphasising its application in decision-making and strategic planning. The Executive Risk Management Committee ("ERMC"), led by the Chief Project Officer ("CPO") oversees the comprehensive implementation and maintenance of ERM Framework. Risks are systematically identified, evaluated, managed, monitored and reported, with key risk exposures and activities escalated to decision makers and, when necessary, to the Board.

Although the Taskforce on Climate-related Financial Disclosures ("TCFD") has been replaced by Internation Financial Reporting Standards ("IFRS") Foundation's new Sustainability Disclosure Standards ("SDS") in 2024, the Board remain committed to integrating climate related risks and opportunities into the organisation's overall ERM processes. The new guidelines, specifically IFRS S1 and IFRS S2, build upon the TCFD's recommendations, providing a global baseline for climate-related disclosures. The Board will continue to take the key principles from TCFD into consideration as part of an ongoing, evolving project, ensuring that climate related factors remain a core component of our strategy for resilience and long term sustainability.

Statement on Risk Management and Internal Control

Risk Management Oversight

The Group's risk organisational structure as illustrated below is established for effective risk management:



Risk Management Process

The risk management framework establishes the context of risk in relation to the Group's business and sets out the process for risk identification, assessment and management with continuous monitoring, review and communication. A risk template capturing all key risks identified with detailed assessments and respective mitigating controls to be implemented, or already implemented, is reviewed by the heads of business units and support units, to manage these risks.

The Group's management assesses the likelihood and potential impact of identified risks on financial and non-financial parameters, determining residual risk ratings and expected risk values for reporting and monitoring purposes. Emerging risks are also proactively addressed through regular risk reporting and reviewing processes, with designated risk owners monitoring risk evolution and developing mitigation plans.

The Risk Manager coordinates the risk management system and summarises the critical risks identified in a risk report, which is then presented and reviewed half yearly by the ERMC and the Executive Directors. Internal risk reporting mechanism provides the Executive Directors and the Management with regular and detailed information on the current risk landscape. This allows decision-makers to stay informed about emerging risks, negative trends and potential threats to the Group. By having access to timely and accurate risk information, the Management can take proactive measures to address and mitigate risks before they escalate into significant issues. Risks are identified in sufficient time for countermeasures to be taken. The risk report is not only reviewed by the ERMC and the Executive Directors but also presented to and reviewed by the ARMC.

The ARMC also conducts thorough reviews of risk mitigation measures, assesses reported risks' reasonableness and determines strategies to avoid similar risks in the future.

Risk Appetite and Risk Parameter

The appropriate risk appetite and corresponding risk parameters of the Group are established by the Board via the ARMC. Integral to the ERM framework, risk appetite sets the tone for risk taking in general and provides direction in assessing whether the Group is operating within acceptable limits in achieving its strategic objectives.

Defined risk parameters, aligned to the Group's risk appetite, provide a guide for consistent evaluation of risks and prioritise risk mitigation actions. Both financial and non-financial risk parameters are reviewed by the Management and ERMC as the need arises, ensuring that the risk parameters reflect changes in risk appetite or circumstances in a fair and timely manner.

Based on the ERM Framework established, the Board is of the view that there is an ongoing risk management process to support the delivery of the Board's strategy and manage the risk of failing to achieve the Group's business objectives. The Board, with the ARMC's concurrence, is satisfied that the risk management systems in place are adequate and effective throughout the financial year and up to the date of approval of the Annual Report.

Statement on Risk Management and Internal Control

INTERNAL AUDIT FUNCTION

The Group's internal audit function is outsourced to an external independent professional consulting firm, Messrs. Sterling Business Alignment Consulting Sdn Bhd. The internal audit function reports administratively to the Chief Financial Officer ("CFO") but functionally to the ARMC to maintain its objectivity. The firm is free from any relationships or conflicts of interest, which could impair its objectivity and independence of the internal audit function. The firm does not have any direct operational responsibility or authority over any of the activities audited.

The ARMC relies on the independent assurance provided by the internal audit function regarding risk management and the system of internal control. The ARMC is of the opinion that the internal audit function is independent and adequately resourced to fulfil its duties effectively within the Group.

The internal auditors use the Committee of Sponsoring Organizations of the Treadway Commission ("COSO") Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the internal control systems. Their reviews, conducted according to the approved internal audit plan, focus on financial, operational, compliance and information technology risks. These reviews also address critical business processes and internal control gaps, recommending improvements to the internal control process. The internal audit plan is reviewed and approved by the ARMC to ensure the continued satisfactory operation of the system.

During FY2024, the internal auditors conducted two (2) reviews and two (2) follow-up reviews for the following subsidiary of the Group, as per the risk-based internal audit plan approved by the ARMC. These reviews involve assessing the adequacy and effectiveness of internal controls through interviews, discussions with ERMC, review of policies and procedures and testing of internal controls on a sample basis. The outcomes of these internal audit reviews include action plans to address identified weaknesses, with enhancement opportunities reported to the ARMC, which in turn reports to the Board. The ARMC closely follows up on highlighted issues to ensure the implementation of recommended action by Management.

Audit for the period	Reporting Month	Name of Entity Audited	Audited Areas
1st Quarter (January - March 2024)	May 2024	Greatech Integration (M) Sdn Bhd	• Human Resources and Admin ("HRA") and key social aspects of Environment, Social and Governance ("ESG") related to HRA Department • Facility Management and selected ESG related to Facility Department Follow up on: • Supply Chain Management • Compliance Status Review on Free Industrial Zone / Licensed Manufacturing Warehouse • Procurement • Finance and Accounts • Management Information System ("MIS")
3rd Quarter (July - September 2024)	November 2024	Greatech Integration (M) Sdn Bhd	• Finance and Accounts • Regulatory and insurance administration matters Follow up on: • Facility Management • Supply Chain Management • Compliance Status Review on Free Industrial Zone / Licensed Manufacturing Warehouse • Procurement

The results of the internal audit reviews, including any recommendations for improvement, were presented at the scheduled ARMC meetings. Follow-up audits were also conducted by the internal audit function to verify the implementation of corrective actions aimed at addressing the identified control gaps. Based on the internal audit reviews conducted during FY2024, no significant control deficiencies were found that would result in material losses, contingencies or uncertainties requiring separate disclosure in this Annual Report.

The total cost incurred for the internal audit function for FY2024 amounted to RM43,213.

Statement on Risk Management and Internal Control

INTERNAL CONTROL FRAMEWORK

The Board recognises that a sound system of internal control reduces, but not eliminates, the possibility of poor judgment in decision-making, human error, control processes being deliberately circumvented by employees, management overriding controls, and the occurrence of unforeseeable circumstances.

The Group's ERMC receives and reviews regular reports on key financial data, performance indicators and regulatory matters. This is to ensure that matters requiring the Board's attention are highlighted for review, deliberation and decision making on a timely basis. The Board will approve the appropriate responses or amendments to the Group's policies based on the latest regulatory requirements and updates.

The internal control matters were reviewed and the Board is updated on significant control gaps, if any, for the Board's attention and action. Issues relating to the business operations are also highlighted to the Board's attention during Board meetings and any significant fluctuation or exceptional notes will be analysed and acted in a timely manner.

Other key elements of the Group's internal control systems are as follows:

a) Clearly defined Terms of Reference, authorities and responsibilities of the various Board Committees and Sub-Committees which include the ARMC, Nominating Committee, Remuneration Committee and Long-Term Incentive Plan Committee;

b) Well-defined organisational structure with clear lines of authority and reporting, accountability and responsibilities of respective functions within the Group;

c) Regular risk report from principal risk owner to identify and address significant risk;

d) Comprehensive planning, budgeting, reporting and monitoring of performance and forecast. Monthly reviews of business development, financial performance against budget, health and safety and capital expenditure proposals and all other aspects of business attended by Executive Directors and Management as appropriate;

e) Elements of internal control have been embedded and documented in the form of operating procedures and policies such as Code of Conduct & Ethics ("Code"), Remuneration Policy, Whistleblowing Policy, Conflict of Interest Policy and Anti-Bribery and Anti-Corruption ("ABAC") Policy, which are continually reviewed and updated to reflect changes in the business environment. Accountability and responsibility for key processes have been established in standard operating procedures;

f) Declaration of Conflict of Interest and adherence to the Code by Directors and employees of the Group;

g) Regular reporting of operational and financial performance for review by the Executive Directors and/or the ARMC;

h) Management meetings are conducted to review financial performance, health and safety, operational efficiency, quality performance, business development, capital expenditure proposals, risk assessment and all other aspects of business;

i) The Group establishes a Performance Management System with core competencies assessment and key performance indicators to review and assess employees' performance and competency;

j) The Group establishes a Code which sets out the principles and standards of business conduct and ethics of the Group in relation to integrity, responsibility and corporate social responsibility, apply to all Directors, Management and employees, on full-time or part-time employment with Greatech, and is to be read in conjunction with the Employee Handbook. The Code, last updated on 26 November 2024, is reviewed as and when necessary to remain relevant in addressing any ethical issues that may arise within the organisation.

   All employees are required to acknowledge that they have read and understood the Code upon commencement of employment and subsequently on an annual basis;

k) The Group establishes a Cyber Security Policy to ensure that access to information systems and confidential information is adequately controlled and monitored. The cyber security posture of the Group was further enhanced to improve data encryption practices and data backup solution in FY2024;

Statement on Risk Management and Internal Control

INTERNAL CONTROL FRAMEWORK (Cont'd)

Other key elements of the Group's internal control systems are as follows: (Cont'd)

l) The Group upholds a zero-tolerance stance towards bribery and corruption in any forms and is committed to conducting business with the highest standards of ethics and integrity. The Group adopted its ABAC Policy in line with the introduction of Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The Group has made it mandatory for all employees to read the ABAC Policy and undertake an annual online assessment test to gauge their understanding of the subject matter. The ABAC Policy is reviewed periodically and updated to reflect changes in the organisation and evolving best practices. The Policy was last revised on 23 February 2024.

   In addition, the Group also establishes a Greatech Business Partner Anti-Corruption Policy where the Group requires its suppliers, contractors, integrators, business contacts, consultants, professional advisors, joint venture partners, freight forwarders, agents and any other parties with whom Greatech does business to act lawfully, ethically and with integrity at all times in carrying out their services and contractual obligations to Greatech or on Greatech's behalf to a Greatech customer or any other third party. All business partners including consultants and contractors are required to acknowledge and comply with the Policy;

m) Undertaken an external review of the Group's ABAC governance and adoption of group-wide Corruption Risk Management which is adaptable to ERM framework relevant to the prevention of bribery and corruption;

n) The Group conducts a risk assessment of bribery and corruption existing controls and vulnerable areas to identify key gaps and improvement opportunities;

o) The Group established a Whistleblowing Policy which outlines the Group's commitment to allow, support and encourage employees and other stakeholders to report concerns in a responsible, transparent and confidential manner without being subject to victimisation or discriminatory treatment. These concerns entail any wrongdoings, malpractices or illegal activities within the Group;

p) The Group conducts quarterly results briefings following the release of its financial results and holds regular meetings to provide corporate updates to the investment and financial communities. These meetings provide an opportunity for fund managers, investment analysts and bankers to seek clarification from Senior Management;

q) The Group has established a Delegation of Authority ("DOA") Policy to provide a well-defined framework of authority and accountability assigned and delegated to each approving authority within the organisation;

r) The Group manages its capital expenditure ("CAPEX") by establishing annual CAPEX budget at the start of each financial year to track and assess actual CAPEX incurred against the set budget;

s) The Group is committed towards the well-being of its workforce by upholding high standards of occupational safety and health at all production areas and at all business premises. The Group upholds well-defined health and safety policies and procedures, and constantly raises awareness on health and safety through training initiatives. Regular building maintenance and physical checks on Group facilities are also performed at all offices and production areas to ensure the safety of employees and visitors. The Group establishes Safety, Health and Environment Policy which aims to achieve these goals;

t) The Group's Sustainability Working Group ("SWG"), comprising of the CFO as officer in charge of sustainability related matters, a cross functional management team, and chaired by the Chief Executive Officer ("CEO") was established in 2019, to assist the Board in integrating essential ESG practices into the Group's strategies. The SWG provides regular reports to the Board on the Group's sustainability initiatives. These reports outline the holistic approach taken to identify and manage material sustainability matters, which constitute the Group's ESG risks and opportunities;

u) The Group establishes a Business Continuity Policy and develops its Business Continuity Plan that outlines its strategy and best practices to safeguard the availability of Greatech Group's essential services in the event of a business disruption, emergency or disaster. It provides guidance for mobilising the Crisis Management Team and implementing practical measures in response to an unexpected occurrence or unplanned event that affects the Group;

Statement on Risk Management and Internal Control

INTERNAL CONTROL FRAMEWORK (Cont'd)

Other key elements of the Group's internal control systems are as follows: (Cont'd)

v) The Group conducts the review of corporate policies regularly to ensure alignment with evolving regulatory standards, industry best practices and the Group's strategic objectives. The comprehensive review of all the corporate policies was performed in 2024 and changes were approved by the Board on 26 November 2024;

w) Adoption of group-wide framework on corporate governance according to guidelines issued by the Securities Commission Malaysia on 28 April 2021.

The Group will continue to foster risk-awareness and internal control awareness in all decision making and manage all risks in a proactive and effective manner. This is to enable the Group to respond effectively to the changing business and competitive environment.

ASSURANCE

The Board regularly receives and reviews the reports on the effectiveness of the risk management and internal control and is of the view that it is sound and adequate to safeguard the Group's assets, the shareholders' investments, the interests of customers, regulators, employees and other stakeholders. The role of the Management is to implement the Board's policies and guidelines on risks and controls, to identify and evaluate the risks faced and to operate a suitable system of internal controls to manage these risks.

The Board has received assurance from the CEO, CPO and CFO that the Group's system of risk management and internal control is operating adequately and effectively for the financial year under review and up to date as of this Statement. Taking this assurance into consideration and input from relevant parties like the internal audit function and feedback from the external auditors on any control failings, the Board is of the view that the system of risk management and internal control is adequate and operating effectively to achieve objectives and has not resulted in any material losses or contingencies that would require disclosure in the Group's Annual Report. The Board remains committed towards establishing a robust system of risk management and internal control, where improvements are made as considered appropriate.

REVIEW OF THIS STATEMENT BY THE EXTERNAL AUDITORS

As required under Paragraph 15.23 of the MMLR of Bursa Securities, the external auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in this Annual Report.

The review of this Statement by the external auditors was performed in accordance with the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by Malaysian Institute of Accountants ("MIA").

The external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is inconsistent with their understanding of the processes adopted by the Board in reviewing the adequacy and integrity of the systems of risk management and internal controls of the Group, has not been prepared in accordance with the disclosures required by Paragraph 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or is factually inaccurate.

CONCLUSION

The Board is of the view that the Group's system of risk management and internal control is sound and adequate to safeguard shareholders' investments and the Group's assets. However, the Board is also cognisant of the fact that the Group's system of risk management and internal controls practices must continuously evolve to meet the changing and challenging business environment. Therefore, the Board will, when necessary, put in place appropriate action plans to further enhance the Group's system of risk management and internal controls.

This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board of Directors.

Additional Compliance Information

1. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid and payable for services rendered to the Company and the Group for the financial year ended 31 December 2024 ("FY2024") by the Company's external auditors, or a firm or corporation affiliated to the external auditors are as follows:

	Group RM	Company RM
Audit Fees	174,000	67,000
Non-audit Fees*	116,000	23,000
Total	**290,000**	**90,000**

* The non-audit services rendered by external auditors and its affiliates mainly consist of fees payable for the review of the Sustainability Report, the Statement on Risk Management and Internal Control, transfer pricing documentation and other compliance-related information.

2. MATERIAL CONTRACTS INVOLVING THE INTERESTS OF THE DIRECTORS AND CHIEF EXECUTIVE WHO IS NOT A DIRECTOR AND MAJOR SHAREHOLDERS

There were no material contracts entered into by the Company and its subsidiaries involving the interests of the Directors, Chief Executive who is not a Director and major shareholders, either still subsisting as at 31 December 2024 or entered into since the end of the previous financial year.

3. LONG TERM INCENTIVE PLAN ("LTIP")

The LTIP of the Company comprising employees' Share Option Plan ("SOP") and Share Grant Plan ("SGP"), is governed by the By-Laws approved by the shareholders during the Company's Extraordinary General Meeting held on 27 November 2020.

The effective date of implementation of the LTIP is 11 January 2021, which will be in force for a period of five (5) years from 11 January 2021.

The details of LTIP are set out in Note 30 to the financial statements of this Annual Report.

i) SOP

During FY2024, the Company has no outstanding shares options offered to eligible employees.

ii) SGP

During FY2024, the Company have not granted any shares to eligible employees.

The information in relation to SGP as at 31 December 2024 is as follows:

	Total Number
Granted[(a)]	6,500,000
Bonus Issue	2,690,700
Lapsed[(b)]	(1,367,100)
Vested	(4,421,600)
Total shares outstanding as at 31 December 2024	**3,402,000**

Note:

(a) 84,000 ordinary shares were granted to the senior management of the Group as at 31 December 2024.

(b) The outstanding of 1,367,100 shares granted have lapsed due to shares were granted to employees who resigned subsequent to the grant date as at 31 December 2024.

Statement of Directors' Responsibility in relation to the Financial Statements

The Board of Directors ("Board") is responsible to ensure that the financial statements of Greatech Technology Berhad ("Company") and its subsidiaries ("Group") are properly drawn up in accordance with the requirements of the applicable approved Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards ("IFRSs"), the provisions of the Companies Act 2016 ("CA 2016") and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Board is also responsible to ensure that the financial statements of the Group and the Company are prepared with reasonable accuracy from the accounting records of the Group and the Company so as to give a true and fair view of the state of affairs of the Group and the Company as at 31 December 2024, and of the results of their operations and cash flows for the financial year then ended.

The Group's consolidated annual audited financial statements for the financial year ended 31 December 2024 ("FY2024") are prepared in accordance with the applicable approved accounting standards in Malaysia and CA 2016. The Statement by the Directors according to Section 251(2) of the CA 2016 is set out in the section titled "Statement by Directors" of the Directors' Report enclosed with the Group's consolidated annual audited financial statements for FY2024.

In preparing the financial statements for FY2024, the Board has observed the following:

(i) all applicable approved accounting standards in Malaysia, such as MFRSs and IFRSs have been followed;

(ii) the Group and the Company have used appropriate accounting policies and consistently applied them;

(iii) reasonable and prudent judgments and estimates were made; and

(iv) the financial statements have been prepared on a going concern basis as the Board has a reasonable expectation, having made enquiries, that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future.

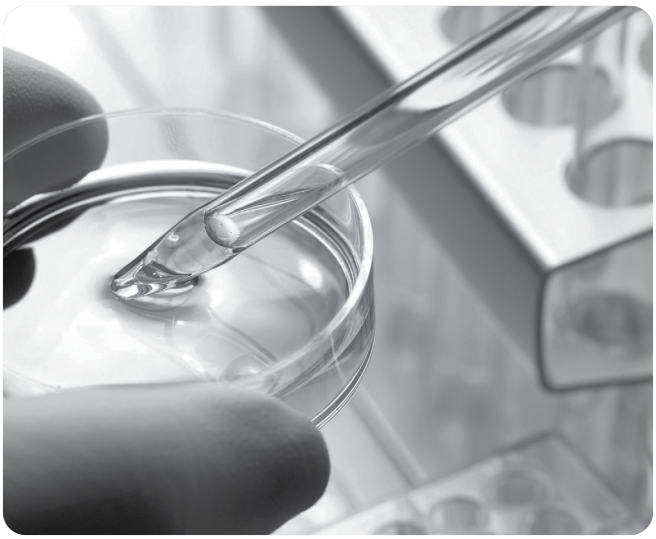
The Board has ensured that the Group and the Company maintain proper accounting records which disclose with reasonable accuracy the financial position of the Group and the Company, and which enable them to ensure that the financial statements comply with regulatory requirements and applicable approved accounting standards in Malaysia.

The Board has also ensured that the quarterly reports and annual audited financial statements of the Group are submitted to Bursa Malaysia Securities Berhad in a timely manner to keep the investing public informed of the Group's latest performance and developments.

The Board has taken appropriate measures reasonably available to them to safeguard the assets of the Group and of the Company, and to prevent and detect fraud and other irregularities.

This Statement of Directors' Responsibility in relation to the Financial Statements is issued in accordance with a resolution of the Board of Directors.

Financial Statements



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Directors' Report

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are mainly sale of automated equipment together with provision of parts and services. Further details of the subsidiaries are disclosed in Note 7 to the financial statements.

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

RESULTS

	Group RM	Company RM
Profit/(Loss) for the financial year	154,995,232	(633,104)
Attributable to:		
Owners of the parent	154,995,232	(633,104)

DIVIDEND

No dividend has been paid, declared or proposed by the Company since the end of the previous financial year. The Directors do not recommend any payment of dividend for the current financial year.

RESERVES AND PROVISIONS

Material transfers to or from reserves or provisions during the financial year include the following:

	Group and Company RM
Ordinary shares issued pursuant to Share Grant Plan ('SGP')	(6,754,450)
SGP expenses	4,589,922

ISSUE OF SHARES AND DEBENTURES

During the financial year, the issued and fully paid-up ordinary shares of the Company was increased from 1,254,199,450 ordinary shares to 2,511,422,900 ordinary shares by way of issuance of 1,257,223,450 new ordinary shares pursuant to the following:

(a) bonus issue of 1,254,866,150 new ordinary shares on the basis of one (1) bonus share for every one (1) existing ordinary share held of 1,254,199,450 and 666,700 bonus shares for SGP vested prior to completing the bonus issue corporate exercise. The bonus shares were issued as fully paid, at nil consideration and without capitalisation of the reserves of the Company; and

(b) 2,357,300 new ordinary shares under the Share Grant Plan ('SGP') at weighted average share price of RM2.865.

The newly issued ordinary shares rank pari passu in all respects with the existing ordinary shares of the Company. There were no other issuance of shares during the financial year.

The Company did not issue any debentures during the financial year.

Directors' Report

OPTIONS GRANTED OVER UNISSUED SHARES

At an Extraordinary General Meeting held on 27 November 2020, the shareholders of the Company approved the establishment of Long Term Incentive Plan ('LTIP') of up to 10% of the issued share capital of the Company which consist of Share Option Plan ("SOP") and SGP, to eligible Executive Directors and employees of the Group.

The SOP has lapsed in the previous financial year.

Salient features of the LTIP are as follows:

(a) The maximum number of shares which may be made available under the LTIP shall not in aggregate exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point of time during the duration of the LTIP.

(b) The maximum number of shares to be awarded to an eligible person under the LTIP at any point of time in each LTIP Award shall be at the sole and absolute discretion of the LTIP Committee, and subject to the following conditions:

    (i) not more than ten percent (10%) of the total number of issued shares of the Company made available under the Proposed LTIP shall be allocated to any eligible person who, either singly or collectively through persons connected with the eligible person, holds twenty percent (20%) or more of the total number of issued shares of the Company (excluding treasury shares, if any); and

    (ii) up to fifty percent (50%) of the total number of shares which may be made available under LTIP could be allocated, in aggregate, to the Executive Directors and senior management of the Company who are eligible persons.

(c) Any employee of the Group who fulfill the following conditions shall be eligible to participate in the LTIP as at the date of award, the employee:

    (i) is at least eighteen (18) years of age and is not an undischarged bankrupt nor subject to any bankruptcy proceedings;

    (ii) is employed by the Group on a full-time basis or serving in a specific designation under an employment contract with the Group for a fixed duration and is on the payroll of any company within the Group and has not served a notice of resignation or received notice of termination;

    (iii) must have been in employment of the Group for a period of at least six (6) months prior to the LTIP award date; and

    (iv) is confirmed in writing as a full time employee of the Group prior to and up to the LTIP award date.

(d) The Executive Director of the Group shall be eligible to participate in the LTIP as at the date of award, the Executive Director:

    (i) is at least eighteen (18) years of age and is not an undischarged bankrupt nor subject to any bankruptcy proceedings; and

    (ii) is appointed as an Executive Director of the Company or any company within the Group prior to and up to the LTIP award date.

(e) The shares to be issued upon vesting of SGP will not be subjected to any retention period or restriction on transfer.

(f) The shares to be allotted and issued upon vest of SGP will, upon such allotment and issuance, rank equally, in all respects with the existing shares in the Company, save and except that the new shares allotted and issued will not be entitled to any dividends, rights, allotments and/or other distributions.

Directors' Report

OPTIONS GRANTED OVER UNISSUED SHARES (Cont'd)

Salient features of the LTIP are as follows: (Cont'd)

The following table illustrates the movement of shares under the SGP during the financial year:

	[----------Number of ordinary shares granted under SGP----------]				
Date of grant	**Balance as at 1.1.2024**	**Bonus issue**	**Vested**	**Forfeited***	**Outstanding as at 31.12.2024**
17 January 2022	917,600	861,800	(816,400)	(146,600)	816,400
26 January 2022	977,400	931,800	(874,200)	(156,000)	879,000
24 November 2022	1,673,800	897,100	(666,700)	(197,600)	1,706,600
	3,568,800	2,690,700	(2,357,300)	(500,200)	3,402,000

* Due to resignation.

DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

Dato' Seri Tan Eng Kee*
Khor Lean Heng*
Dato' Ooi Hooi Kiang
Dato' Seri Wong Siew Hai
Dr. Michael Dominic Kirk
Dato' Ooi Boon Chye
Dr. Kong Siew Mui
Mariamah binti Daud (Retired on 24 May 2024)

* These Directors of the Company are also the Directors in certain subsidiaries of the Company.

Directors' Report

DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in ordinary shares of the Company and of its related corporations during the financial year ended 31 December 2024 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

	[---------- Number of ordinary shares ----------]					
	Balance as at 1.1.2024	Bonus Issue	SGP	Bought	Sold	Balance as at 31.12.2024
Shares in the Company						
Direct interests:						
Dato' Seri Tan Eng Kee	4,936,300	4,936,300	0	0	0	9,872,600
Khor Lean Heng	1,398,500	1,458,500	0	90,000	0	2,947,000
Dato' Ooi Hooi Kiang	1,538,600	1,541,600	0	10,000	(7,000)	3,083,200
Dato' Ooi Boon Chye	207,900	257,900	0	250,000	0	715,800

	[---------- Number of ordinary shares ----------]					
	Balance as at 1.1.2024	Bonus issue	SGP	Bought	Sold	Balance as at 31.12.2024
Indirect interests:						
Dato' Seri Tan Eng Kee*#	767,901,000	724,404,700	15,700	0	(43,500,000)	1,448,821,400
Dato' Seri Wong Siew Hai#	1,056,700	1,056,700	0	0	0	2,113,400

* Deemed interest by virtue of shareholdings in GTECH Holdings Sdn. Bhd.

Deemed interest by virtue of Section 59(11)(c) of the Companies Act 2016 held through children.

By virtue of Dato' Seri Tan Eng Kee's substantial interest in the shares of the Company, he is also deemed to have interest in the shares of all the subsidiaries to the extent that the Company has an interest.

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received and receivable by the Directors as shown in the financial statements) 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, other than certain Directors who received remuneration from a subsidiary as Directors of the subsidiary.

There were no arrangements made during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Directors' Report

DIRECTORS' REMUNERATION

The fees and other benefits of the Directors who held office during the financial year ended 31 December 2024 are as follows:

	Group RM	Company RM
Fees	748,512	748,512
Salaries	1,458,240	0
Bonuses	583,083	0
Others	295,417	48,000
Benefits-in-kind	38,525	0
	3,123,777	796,512

INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The Group and the Company effected Directors' and Officers' liability insurance during the financial year to protect the Directors and Officers of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors and Officers.

During the financial year, the total amount of insurance premium paid for the Directors and the Officers of the Group and of the Company were RM27,300.

There were no indemnity given to or insurance effected for the auditors of the Group and of the Company during the financial year.

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

(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 there are no known bad debts to be written off and that adequate provision had been made for doubtful debts; and

(ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.

(b) In the opinion of the Directors, the results of the operations 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.

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

(c) The Directors are not aware of any circumstances:

(i) which would necessitate the writing off of bad debts or render the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;

(ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and

Directors' Report

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY (Cont'd)

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT (Cont'd)

(c) The Directors are not aware of any circumstances: (Cont'd)

(iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

(d) In the opinion of the Directors:

(i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made; and

(ii) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve (12) 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.

(III) AS AT THE DATE OF THIS REPORT

(e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.

(f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.

(g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

SIGNIFICANT EVENTS SUBSEQUENT TO THE END OF THE REPORTING PERIOD

(a) On 27 January 2025, the Company incorporated a wholly-owned subsidiary, Greatech Mechatronics (M) Sdn. Bhd. in Malaysia for a cash consideration of RM100 comprising of 100 ordinary shares.

(b) On 28 February 2025, the Company has entered into a sales and purchase agreement with Mr. Martin Mucha acting in his capacity as insolvency administrator over the assets of Manz AG, to acquire 100% equity interest in Manz Slovakia S.R.O., a wholly-owned subsidiary of Manz AG in Slovakia for a cash consideration of Euro 1,000,000 (equivalent to RM4,657,400).

ULTIMATE HOLDING COMPANY

The Directors regard GTECH Holdings Sdn. Bhd., a company incorporated in Malaysia as the ultimate holding company.

Directors' Report

AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

AUDITORS' REMUNERATION

Auditors' remuneration of the Group and of the Company for the financial year ended 31 December 2024 were as follows:

	Group RM	Company RM
Statutory audit	290,978	67,000
Other services	5,000	5,000
	295,978	72,000

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

Dato' Seri Tan Eng Kee
Director

Khor Lean Heng
Director

Penang
25 April 2025

Statement By Directors

In the opinion of the Directors, the financial statements set out on pages 151 to 216 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions 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 2024 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

Dato' Seri Tan Eng Kee
Director

Khor Lean Heng
Director

Penang
25 April 2025

Statutory Declaration

I, Koay Lin Lin (CA 16631), being the officer primarily responsible for the financial management of Greatech Technology Berhad, do solemnly and sincerely declare that the financial statements set out on pages 151 to 216 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 Georgetown
in the State of Penang this 25 April 2025

Koay Lin Lin
Chief Financial Officer

Before me,

Commissioner for Oaths

Independent Auditors' Report

To The Members Of Greatech Technology Berhad

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Greatech Technology Berhad, which comprise the statements of financial position as at 31 December 2024 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 151 to 216.

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 2024, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ('MFRSs'), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ('ISAs'). 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 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, in forming our opinion thereon, and we do not provide a separate opinion on these matters.

(a) Revenue recognition for construction contracts

Revenue from construction contracts during the financial year as disclosed in Note 25 to the financial statements amounted to RM660,464,124.

We determined this to be a key audit matter because it requires management to exercise significant judgements in determining the satisfaction of performance obligations as stated in the contracts with customers and costs in applying the input method to recognise revenue over time.

The Group estimates total contract costs in applying the input method to recognise revenue over time. In estimating the total costs to complete, the Group considers the completeness and accuracy of its costs estimation, including its obligations to contract variations and claims.

Audit response

Our audit procedures included the following:

(i) assessed estimated total costs to complete through inquiries with operational and financial personnel of the Group;

(ii) inspected documentation to support cost estimates made including contract variations;

Independent Auditors' Report

To The Members Of Greatech Technology Berhad

Key Audit Matters (Cont'd)

***(a) Revenue recognition for construction contracts* (Cont'd)**

***Audit response* (Cont'd)**

Our audit procedures included the following: (Cont'd)

(iii) compared contract budgets to actual outcomes to assess reliability of management budgeting process and controls; and

(iv) recomputed the results of the input method determined by management for revenue recognition based on verified actual costs incurred to-date and budgeted costs.

(b) Adequacy of provision for warranties

We refer to Note 22 to the financial statements on the provision for warranties which amounted RM14,962,426.

We determined this to be a key audit matter because it requires management to exercise significant judgements and estimates on the expectation of the level of repair and replacement as well as probability of claims in determining the provision for warranties.

Audit response

Our audit procedures included the following:

(i) tested the relevant internal control in place on the completeness of warranty provision and assessed the valuation of provision;

(ii) evaluated the basis and assumptions underlying the basis of provisions by checking and verifying the inputs used to calculate the provisions, including interviewing project managers, sales managers and management;

(iii) assessed the level of historical warranty claims to determine whether the total provision for warranties held at year-end were sufficient to cover the expected warranty claims in light of known and expected cases and standard warranty periods provided; and

(iv) recomputed the provision for warranties based on the basis of provisions provided by the management.

(c) Impairment assessment of the carrying amount of goodwill

We refer to Note 9 to the financial statements on the carrying amount of goodwill arising on consolidation which amounted RM8,436,536.

We determined this to be a key audit matter because it requires significant judgements and estimates about the future results and key assumptions applied to cash flow projections of the cash generating units ('CGU') in determining the recoverable amount. These key assumptions include projected growth in future revenues and profit margins, as well as determining the appropriate pre-tax discount rate and growth rates.

Audit response

Our audit procedures included the following:

(i) compared cash flow projections against recent performance and historical accuracy of forecasts and assessed assumptions used in projections to available sources of data, where applicable;

(ii) evaluated the reasonableness of projected profit margins and growth rates by assessing evidence available to support these assumptions;

Independent Auditors' Report

To The Members Of Greatech Technology Berhad

Key Audit Matters (Cont'd)

***(c) Impairment assessment of the carrying amount of goodwill* (Cont'd)**

***Audit response* (Cont'd)**

Our audit procedures included the following: (Cont'd)

(iii) evaluated the reasonableness of the pre-tax discount rate used by management by comparing to market data as well as weighted average cost of capital of the industry and relevant risk factors; and

(iv) assessed and evaluated sensitivity analysis performed by management on the cash flow projections to evaluate the impact on the impairment assessment.

We have determined that there are no key audit matters to communicate in our report in respect of the audit of the financial statements of the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

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 MFRSs, IFRS Accounting Standards, and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of 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 ability of the Group and of the Company 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 ISAs 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.

Independent Auditors' Report

To The Members Of Greatech Technology Berhad

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 ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

(a) 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.

(b) 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 internal control of the Group and of the Company.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(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 ability of the Group and of the Company 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.

(e) 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.

(f) 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 year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulations 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 communications.

Independent Auditors' Report

To The Members Of Greatech Technology Berhad

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 7 to the financial statements.

Other Matters

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.

BDO PLT
201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Rejeesh A/L Balasubramaniam
02895/08/2026 J
Chartered Accountant

Penang
25 April 2025

Statements of Financial Position

As At 31 December 2024

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
ASSETS					
Non-current assets					
Property, plant and equipment	5	**387,223,803**	343,603,051	**0**	0
Right-of-use assets	6	**98,555,565**	100,403,868	**0**	0
Investments in subsidiaries	7	**0**	0	**84,390,214**	79,800,292
Intangible asset	8	**1,809,654**	2,483,442	**0**	0
Goodwill on consolidation	9	**8,436,536**	9,222,927	**0**	0
		496,025,558	455,713,288	**84,390,214**	79,800,292
Current assets					
Inventories	10	**68,918,787**	52,989,267	**0**	0
Trade and other receivables	11	**151,360,075**	162,845,460	**992,691**	28,134,706
Contract assets	12	**162,457,440**	137,956,545	**0**	0
Derivative assets	13	**0**	261,900	**0**	0
Current tax assets		**682,854**	682,920	**70,300**	48,231
Short term funds	14	**40,642,400**	33,899,481	**40,154,942**	30,535,029
Cash and bank balances	15	**192,180,102**	153,953,573	**22,584,085**	5,729,060
		616,241,658	542,589,146	**63,802,018**	64,447,026
TOTAL ASSETS		**1,112,267,216**	998,302,434	**148,192,232**	144,247,318
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Share capital	16	**129,284,383**	122,529,933	**129,284,383**	122,529,933
Reserves	17	**780,005,889**	628,854,745	**18,856,828**	21,654,460
TOTAL EQUITY		**909,290,272**	751,384,678	**148,141,211**	144,184,393

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

Statements of Financial Position

As At 31 December 2024

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
LIABILITIES					
Non-current liabilities					
Borrowings	18	**11,716,650**	12,816,654	**0**	0
Lease liabilities	6	**5,706,153**	5,725,369	**0**	0
Deferred tax liabilities	19	**13,973,459**	9,378,903	**0**	0
Government grants	20	**72,088**	128,375	**0**	0
		31,468,350	28,049,301	**0**	0
Current liabilities					
Trade and other payables	21	**85,709,804**	120,105,046	**51,021**	62,925
Contract liabilities	12	**64,618,839**	76,153,079	**0**	0
Provision for warranties	22	**14,962,426**	16,289,127	**0**	0
Borrowings	18	**1,100,004**	1,672,745	**0**	0
Lease liabilities	6	**1,837,495**	1,652,358	**0**	0
Government grants	20	**56,287**	132,592	**0**	0
Derivative liabilities	13	**0**	78,250	**0**	0
Current tax liabilities		**3,223,739**	2,785,258	**0**	0
		171,508,594	218,868,455	**51,021**	62,925
TOTAL LIABILITIES		**202,976,944**	246,917,756	**51,021**	62,925
TOTAL EQUITY AND LIABILITIES		**1,112,267,216**	998,302,434	**148,192,232**	144,247,318

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

Statements of Profit or Loss and Other Comprehensive Income

For The Financial Year Ended 31 December 2024

		Group		Company	
	Note	2024 RM	2023 RM	2024 RM	2023 RM
Revenue	25	**752,373,319**	658,749,531	**0**	0
Cost of sales		**(516,347,689)**	(454,438,817)	**0**	0
Gross profit		**236,025,630**	204,310,714	**0**	0
Other income	26	**14,394,353**	27,753,552	**2,028,530**	3,470,287
Net gain/(losses) on impairment of financial assets		**3,490,857**	(252,792)	**0**	0
Administrative and marketing expenses		**(73,336,364)**	(65,050,138)	**(2,634,401)**	(1,946,298)
Finance costs	27	**(1,016,465)**	(693,355)	**0**	0
Profit/(Loss) before tax		**179,558,011**	166,067,981	**(605,871)**	1,523,989
Tax expense	28	**(24,562,779)**	(11,704,876)	**(27,233)**	(2,370)
Profit/(Loss) for the financial year		**154,995,232**	154,363,105	**(633,104)**	1,521,619
Other comprehensive income					
Item that may be reclassified subsequently to profit or loss					
Foreign currency translations		**(1,679,560)**	(396,709)	**0**	0

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

Statements of Profit or Loss and Other Comprehensive Income

For The Financial Year Ended 31 December 2024

		Group		Company	
	Note	2024 RM	2023 RM	2024 RM	2023 RM
Total other comprehensive loss for the financial year, net of tax		(1,679,560)	(396,709)	0	0
Total comprehensive income/(loss) for the financial year		153,315,672	153,966,396	(633,104)	1,521,619
Profit/(Loss) attributable to owners of the parent		154,995,232	154,363,105	(633,104)	1,521,619
Total comprehensive income/(loss) attributable to owners of the parent		153,315,672	153,966,396	(633,104)	1,521,619
Earnings per ordinary share attributable to owners of the parent:					
Basic (sen)	31(a)	6.18	6.16		
Diluted (sen)	31(b)	6.17	6.14		

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

Consolidated Statement of Changes In Equity

For The Financial Year Ended 31 December 2024

Group	Note	Share capital RM	Exchange translation reserve RM	Reorganisation debit reserve RM	Revaluation reserve RM	Share grant reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 January 2024		**122,529,933**	**(798,587)**	**(39,500,000)**	**24,722,051**	**8,158,874**	**636,272,407**	**751,384,678**
Profit for the financial year		**0**	**0**	**0**	**0**	**0**	**154,995,232**	**154,995,232**
Foreign currency translations		**0**	**(1,679,560)**	**0**	**0**	**0**	**0**	**(1,679,560)**
Other comprehensive income, net of tax		**0**	**(1,679,560)**	**0**	**0**	**0**	**0**	**(1,679,560)**
Total comprehensive income		**0**	**(1,679,560)**	**0**	**0**	**0**	**154,995,232**	**153,315,672**
Realisation of revaluation surplus	17(c)	**0**	**0**	**0**	**(601,231)**	**0**	**601,231**	**0**
Transactions with owners:								
Issuance of ordinary shares pursuant to SGP	16	**6,754,450**	**0**	**0**	**0**	**(6,754,450)**	**0**	**0**
SGP expenses	30	**0**	**0**	**0**	**0**	**4,589,922**	**0**	**4,589,922**
Total transactions with owners		**6,754,450**	**0**	**0**	**0**	**(2,164,528)**	**0**	**4,589,922**
Balance as at 31 December 2024		**129,284,383**	**(2,478,147)**	**(39,500,000)**	**24,120,820**	**5,994,346**	**791,868,870**	**909,290,272**

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

Consolidated Statement of Changes In Equity

For The Financial Year Ended 31 December 2024

Group	Note	Share capital RM	Exchange translation reserve RM	Reorganisation debit reserve RM	Revaluation reserve RM	Share options reserve RM	Share grant reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 January 2023		116,585,280	(401,878)	(39,500,000)	25,347,646	1,137,649	3,450,276	480,146,058	586,765,031
Profit for the financial year		0	0	0	0	0	0	154,363,105	154,363,105
Foreign currency translations		0	(396,709)	0	0	0	0	0	(396,709)
Other comprehensive income, net of tax		0	(396,709)	0	0	0	0	0	(396,709)
Total comprehensive income		0	(396,709)	0	0	0	0	154,363,105	153,966,396
Realisation of revaluation surplus	17(c)	0	0	0	(625,595)	0	0	625,595	0
Transactions with owners:									
Issuance of ordinary shares pursuant to SGP	16	5,944,653	0	0	0	0	(5,944,653)	0	0
SGP expenses	30	0	0	0	0	0	10,653,251	0	10,653,251
Transfer of share options reserve to retained earnings upon lapse of SOP		0	0	0	0	(1,137,649)	0	1,137,649	0
Total transactions with owners		5,944,653	0	0	0	(1,137,649)	4,708,598	1,137,649	10,653,251
Balance as at 31 December 2023		122,529,933	(798,587)	(39,500,000)	24,722,051	0	8,158,874	636,272,407	751,384,678

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

Statement of Changes In Equity

For The Financial Year Ended 31 December 2024

Company	Note	Share capital RM	Share grant reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 January 2024		**122,529,933**	**8,158,874**	**13,495,586**	**144,184,393**
Loss for the financial year		**0**	**0**	**(633,104)**	**(633,104)**
Other comprehensive income, net of tax		**0**	**0**	**0**	**0**
Total comprehensive loss		**0**	**0**	**(633,104)**	**(633,104)**
Transactions with owners:					
Issuance of ordinary shares pursuant to SGP	16	**6,754,450**	**(6,754,450)**	**0**	**0**
SGP expenses	30	**0**	**4,589,922**	**0**	**4,589,922**
Total transactions with owners		**6,754,450**	**(2,164,528)**	**0**	**4,589,922**
Balance as at 31 December 2024		**129,284,383**	**5,994,346**	**12,862,482**	**148,141,211**

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

Statement of Changes In Equity

For The Financial Year Ended 31 December 2024

Company	Note	Share capital RM	Share options reserve RM	Share grant reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 January 2023		116,585,280	1,137,649	3,450,276	10,836,318	132,009,523
Profit for the financial year		0	0	0	1,521,619	1,521,619
Other comprehensive income, net of tax		0	0	0	0	0
Total comprehensive income		0	0	0	1,521,619	1,521,619
Transactions with owners:						
Issuance of ordinary shares pursuant to SGP	16	5,944,653	0	(5,944,653)	0	0
SGP expenses	30	0	0	10,653,251	0	10,653,251
Transfer of share options reserve to retained earnings upon lapse of SOP		0	(1,137,649)	0	1,137,649	0
Total transactions with owners		5,944,653	(1,137,649)	4,708,598	1,137,649	10,653,251
Balance as at 31 December 2023		122,529,933	0	8,158,874	13,495,586	144,184,393

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

Statements of Cash Flows

For The Financial Year Ended 31 December 2024

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit/(Loss) before tax		**179,558,011**	166,067,981	**(605,871)**	1,523,989
Adjustments for:					
Amortisation of government grant	20	**(132,592)**	(132,592)	**0**	0
Amortisation of intangible asset	8	**488,740**	42,092	**0**	0
Depreciation of:					
- property, plant and equipment	5	**18,405,664**	12,870,035	**0**	0
- right-of-use assets	6	**3,900,140**	2,541,094	**0**	0
Fair value adjustment on derivatives	13(a)	**183,650**	(183,650)	**0**	0
Gain on disposal of property, plant and equipment		**(119,879)**	(49,974)	**0**	0
Gain on lease termination	6(f)	**0**	(187)	**0**	0
Net impact on lease modification	6(f)	**21,339**	0	**0**	0
Impairment losses on:					
- contract assets	12(g)	**53,454**	375,825	**0**	0
- trade receivables	11(h)	**609,664**	3,778,150	**0**	0
Interest expense	27	**1,016,465**	693,355	**0**	0
Interest income	26	**(7,688,388)**	(7,118,488)	**(462,525)**	(285,084)
Inventories written down	10(b)	**196**	694	**0**	0
Property, plant and equipment written off		**610**	4,634	**0**	0
Provision for warranties	22(b)	**5,971,603**	5,939,864	**0**	0
Reversal of:					
- impairment losses on trade receivables	11(h)	**(3,778,150)**	(1,363,715)	**0**	0
- impairment losses on contract assets	12(g)	**(375,825)**	(2,537,468)	**0**	0
- unused provision for warranties	22(b)	**(7,298,304)**	(16,402,654)	**0**	0
Share grant expenses		**4,589,922**	10,653,251	**0**	0
Unrealised (gain)/loss on foreign exchange, net		**(2,598,535)**	2,635,892	**779,490**	(24,705)
Operating profit/(loss) before changes in working capital carried forward		**192,807,785**	177,814,139	**(288,906)**	1,214,200

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

Statements of Cash Flows

For The Financial Year Ended 31 December 2024

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
CASH FLOWS FROM OPERATING ACTIVITIES (Cont'd)					
Operating profit/(loss) before changes in working capital brought forward		**192,807,785**	177,814,139	**(288,906)**	1,214,200
Increase in inventories		**(15,929,716)**	(28,760,034)	**0**	0
Decrease/(Increase) in trade and other receivables		**19,476,976**	(48,736,517)	**27,142,015**	(28,109,218)
(Increase)/Decrease in contract assets		**(24,178,524)**	57,812,548	**0**	0
Decrease in trade and other payables		**(39,956,364)**	(1,507,025)	**(11,904)**	(63,344)
Decrease in contract liabilities		**(11,534,240)**	(166,844,997)	**0**	0
Cash generated from/(used in) operations		**120,685,917**	(10,221,886)	**26,841,205**	(26,958,362)
Interest paid		**(595,126)**	(603,117)	**0**	0
Interest received		**7,688,388**	7,118,488	**462,525**	285,084
Tax paid		**(19,912,425)**	(9,092,413)	**(49,302)**	(19,706)
Tax refunded		**352,325**	1,713,436	**0**	0
Net cash from/(used in) operating activities		**108,219,079**	(11,085,492)	**27,254,428**	(26,692,984)

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

Statements of Cash Flows

For The Financial Year Ended 31 December 2024

	Note	Group 2024 RM	Group 2023 RM	Company 2024 RM	Company 2023 RM
CASH FLOWS FROM INVESTING ACTIVITIES					
Net cash outflow on acquisition of a subsidiary	7(c)	**0**	(2,338,753)	**0**	(5,086,500)
Additional investment in subsidiaries		**0**	0	**0**	(15,077,960)
Proceeds from disposal of property, plant and equipment		**270,500**	50,000	**0**	0
Purchase of property, plant and equipment	5(e)	**(55,369,043)**	(122,614,026)	**0**	0
Net cash used in investing activities		**(55,098,543)**	(124,902,779)	**0**	(20,164,460)
CASH FLOWS FROM FINANCING ACTIVITIES					
Payments of lease liabilities		**(2,377,903)**	(737,890)	**0**	0
Repayments of term loans		**(1,177,952)**	(1,137,440)	**0**	0
Net cash used in financing activities		**(3,555,855)**	(1,875,330)	**0**	0
Net changes in cash and cash equivalents		**49,564,681**	(137,863,601)	**27,254,428**	(46,857,444)
Effects of exchange rate changes		**(4,100,440)**	(1,436,960)	**(779,490)**	24,705
Cash and cash equivalents at beginning of financial year		**187,358,261**	326,658,822	**36,264,089**	83,096,828
Cash and cash equivalents at end of financial year	15(b)	**232,822,502**	187,358,261	**62,739,027**	36,264,089

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

Statements of Cash Flows

For The Financial Year Ended 31 December 2024

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Group	
	Lease liabilities (Note 6) RM	**Term loans (Note 18) RM**
Balance as at 1 January 2024	**7,377,727**	**13,994,606**
Cash flows	**(2,377,903)**	**(1,177,952)**
Non-cash flows		
- addition of lease liabilities	**991,566**	**0**
- effects of lease modification	**1,586,269**	**0**
- accretion of interest	**421,339**	**0**
- translation adjustment	**(455,350)**	**0**
Balance as at 31 December 2024	**7,543,648**	**12,816,654**
Balance as at 1 January 2023	3,561,264	15,016,662
Cash flows	(737,890)	(1,137,440)
Non-cash flows		
- acquisition of a subsidiary	4,252,634	115,509
- addition of lease liabilities	72,752	0
- effects of lease modification	11,024	0
- lease termination	(3,584)	0
- accretion of interest	90,238	0
- translation adjustment	131,289	(125)
Balance as at 31 December 2023	7,377,727	13,994,606

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

Notes to The Financial Statements

31 December 2024

1. CORPORATE INFORMATION

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

The registered office of the Company is located at Suite 18.05, MWE Plaza, No.8, Lebuh Farquhar, 10200 Georgetown, Penang.

The principal place of business of the Company is located at Plot 287(A), Lengkok Kampung Jawa Satu, Bayan Lepas Free Industrial Zone, Phase 3, 11900 Bayan Lepas, Penang.

The ultimate holding company is GTECH Holdings Sdn. Bhd., a company incorporated in Malaysia.

The consolidated financial statements for the financial year ended 31 December 2024 comprise the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia ('RM'), which is also the functional currency of the Company.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 25 April 2025.

2. PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities and details of the subsidiaries are set out in Note 7 to the financial statements.

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

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ('MFRSs'), IFRS Accounting Standards and the provisions 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 new MFRSs and Amendments to MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 35.1 to the financial statements.

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.

4. OPERATING SEGMENTS

Information about operating segments has not been reported separately as the Group's revenue, profit or loss, assets and liabilities are mainly confined to a single operating segment, namely the sale of automated equipment together with provision of parts and services.

No provision of parts and services segment information is presented as the Chief Executive Officer ('CEO') views the Group as a single reportable segment.

The Group evaluates performance on the basis of profit or loss from operations before tax not including non-recurring losses.

(a) Geographical information

The manufacturing facilities of the Group are primarily based in Malaysia.

In presenting information on the basis of geographical areas, segment revenue is based on the geographical location from which the sale transactions originated.

Notes to The Financial Statements

31 December 2024

4. OPERATING SEGMENTS (Cont'd)

(a) Geographical information (Cont'd)

Majority of the assets and liabilities of the Group are derived from Malaysia. Hence, no additional disclosure is made on geographical breakdown/details of the segment assets and liabilities of the Group.

Revenue information based on the geographical location of customers are as follows:

	2024 RM	2023 RM
Revenue from external customers		
Germany	**2,449,697**	450,387
India	**39,291,872**	81,730,582
Ireland	**28,384,250**	2,913,472
Lithuania	**4,022,638**	402,761
Malaysia	**162,749,004**	58,737,834
Netherlands	**7,308,132**	2,214,855
People's Republic of China	**0**	45,454
Poland	**3,195,650**	0
Singapore	**858,363**	1,027,170
Switzerland	**6,208,001**	1,647,139
Thailand	**1,863,400**	0
United Kingdom	**160,927**	0
United States of America	**490,508,062**	506,105,444
Vietnam	**5,373,323**	3,474,433
	752,373,319	658,749,531

(b) Major customers

The following are major customers with revenue equal or more than ten percent (10%) of revenue of the Group:

	2024 RM	2023 RM
Customer A	**414,494,311**	410,572,543
Customer B	*****	81,730,582
Customer C	**89,884,395**	*
	504,378,706	492,303,125

*Less than 10%

Notes to The Financial Statements

31 December 2024

5. PROPERTY, PLANT AND EQUIPMENT

Group	Buildings, at valuation RM	Plant and machinery RM	Furniture, fittings, office equipment and computer system RM	Motor vehicles RM	Electrical installation RM	Tools and equipment RM	Renovation RM	Construc-tion in progress RM	Total RM
31 December 2024									
At cost/At valuation									
Balance as at 1 January 2024	**122,750,000**	**51,872,441**	**39,261,376**	**4,572,077**	**3,974,644**	**4,092,538**	**4,503,944**	**150,274,951**	**381,301,971**
Additions	**481,927**	**2,501,948**	**8,788,520**	**417,596**	**201,660**	**1,629,942**	**315,437**	**47,987,000**	**62,324,030**
Disposals	**0**	**0**	**0**	**(378,900)**	**0**	**(124,000)**	**0**	**0**	**(502,900)**
Written off	**0**	**0**	**0**	**0**	**0**	**(2,360)**	**0**	**0**	**(2,360)**
Reclassifications	**132,388,854**	**0**	**31,110,000**	**0**	**22,269,000**	**12,494,097**	**0**	**(198,261,951)**	**0**
Translation adjustment	**0**	**(195,259)**	**(138,131)**	**(29,095)**	**0**	**0**	**(110,319)**	**0**	**(472,804)**
Balance as at 31 December 2024	**255,620,781**	**54,179,130**	**79,021,765**	**4,581,678**	**26,445,304**	**18,090,217**	**4,709,062**	**0**	**442,647,937**

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

Group	Buildings, at valuation RM	Plant and machinery RM	Furniture, fittings, office equipment and computer system RM	Motor vehicles RM	Electrical installation RM	Tools and equipment RM	Renovation RM	Total RM
31 December 2024								
Accumulated depreciation								
Balance as at 1 January 2024	2,733,081	17,058,486	11,863,560	2,932,222	739,237	679,259	1,693,075	37,698,920
Current charge	3,453,068	4,839,375	7,154,758	749,853	959,231	799,160	450,219	18,405,664
Disposals	0	0	0	(327,762)	0	(24,517)	0	(352,279)
Written off	0	0	0	0	0	(1,750)	0	(1,750)
Translation adjustment	0	(128,788)	(122,152)	(20,043)	0	0	(55,438)	(326,421)
Balance as at 31 December 2024	6,186,149	21,769,073	18,896,166	3,334,270	1,698,468	1,452,152	2,087,856	55,424,134
Carrying amount								
Balance as at 31 December 2024	249,434,632	32,410,057	60,125,599	1,247,408	24,746,836	16,638,065	2,621,206	387,223,803

Notes to The Financial Statements

31 December 2024

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

Group	Buildings, at valuation RM	Plant and machinery RM	Furniture, fittings, office equipment and computer system RM	Motor vehicles RM	Electrical installation RM	Tools and equipment RM	Renovation RM	Construc-tion in progress RM	Total RM
31 December 2023									
At cost/At valuation									
Balance as at 1 January 2023	122,750,000	42,889,969	36,496,392	3,992,386	3,880,579	2,171,163	3,213,679	0	215,394,168
Additions due to acquisition of a subsidiary	0	2,305,064	1,378,192	345,607	0	0	1,185,394	0	5,214,257
Additions	0	6,679,900	1,546,284	453,767	94,065	1,922,572	101,200	150,274,951	161,072,739
Disposals	0	0	0	(219,310)	0	0	0	0	(219,310)
Written off	0	0	(189,636)	0	0	(1,197)	0	0	(190,833)
Translation adjustment	0	(2,492)	30,144	(373)	0	0	3,671	0	30,950
Balance as at 31 December 2023	122,750,000	51,872,441	39,261,376	4,572,077	3,974,644	4,092,538	4,503,944	150,274,951	381,301,971

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

Group	Buildings, at valuation RM	Plant and machinery RM	Furniture, fittings, office equipment and computer system RM	Motor vehicles RM	Electrical installation RM	Tools and equipment RM	Renovation RM	Construc-tion in progress RM	Total RM
31 December 2023									
Accumulated depreciation									
Balance as at 1 January 2023	0	11,156,340	6,898,513	2,192,380	360,676	373,395	798,254	0	21,779,558
Additions due to acquisition of a subsidiary	0	1,430,293	1,273,878	188,926	0	0	559,032	0	3,452,129
Current charge	2,733,081	4,473,399	3,872,639	770,406	378,561	306,453	335,496	0	12,870,035
Disposal	0	0	0	(219,284)	0	0	0	0	(219,284)
Written off	0	0	(185,610)	0	0	(589)	0	0	(186,199)
Translation adjustment	0	(1,546)	4,140	(206)	0	0	293	0	2,681
Balance as at 31 December 2023	2,733,081	17,058,486	11,863,560	2,932,222	739,237	679,259	1,693,075	0	37,698,920
Carrying amount									
Balance as at 31 December 2023	120,016,919	34,813,955	27,397,816	1,639,855	3,235,407	3,413,279	2,810,869	150,274,951	343,603,051

Notes to The Financial Statements

31 December 2024

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

(a) All items of property, plant and equipment are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the asset.

After initial recognition, property, plant and equipment except for buildings are stated at cost less any accumulated depreciation and any accumulated impairment losses. Buildings are stated at valuation, which is the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The surplus arising from revaluations is credited to shareholders' equity as a revaluation reserve, net of deferred tax, if any, and any subsequent deficit is offset against such surplus to the extent of a previous increase for the same property. In all other cases, the deficit would be charged to profit or loss. For a revaluation increase subsequent to a revaluation deficit of the same asset, the surplus is recognised as income to the extent that it reverses the deficit previously recognised as an expense with the balance of increase credited to revaluation reserve.

Depreciation is calculated to write off the cost or valuation of the assets to their residual values on a straight line basis over their estimated useful lives. The principal depreciation periods are as follows:

Buildings	30.4 - 50 years
Plant and machinery	10 years
Furniture, fittings, office equipment and computer system	3.3 - 10 years
Motor vehicles	5 years
Electrical installation	10 years
Tools and equipment	10 years
Renovation	10 years

Construction-in-progress represents building under construction and is stated at cost. Construction-in-progress is not depreciated until such time when the asset was available for use.

(b) The buildings of the Group were last valued on 31 December 2022 by the Directors based on a valuation exercise carried out in December 2022 by an independent professional valuer using the open market value basis.

Had the revalued assets been carried at historical cost less accumulated depreciation, the carrying amounts would have been:

	Group	
	2024 RM	2023 RM
Buildings	**102,602,169**	105,099,461

Notes to The Financial Statements

31 December 2024

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

(c) The fair value of buildings (at valuation) of the Group are categorised as Level 3 in the fair value hierarchy.

(i) Level 3 fair value of buildings (at valuation) was determined by an external and independent property valuer, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued. The fair value of buildings were derived using comparison/cost method.

The comparison/cost method of valuation entails separate valuations of the buildings to arrive at the market value of the subject property. Completed buildings are valued by reference to the current estimates on construction costs to erect equivalent buildings, taking into consideration of similar accommodation in term of building differences, improvements and amenities, time element and other relevant characteristics. Appropriate adjustments are then made for the factors of obsolescences, optimisation and existing physical condition of the buildings. The estimated fair value would be higher if the estimated replacement cost is lower and vice versa. The significant unobservable input into this valuation method is adjustment factors to prices of comparable assets.

(ii) The fair value measurements of the buildings (at valuation) are based on the highest and best use which does not differ from their actual use.

(d) As at the end of the reporting period, building with a total carrying amount of RM65,078,592 (2023: RM66,439,297) of the Group has been charged to banks for credit facilities granted to the Group as disclosed in Note 18(c) to the financial statements.

(e) During the financial year, the Group made the following cash payments to purchase property, plant and equipment:

	Group	
	2024 RM	**2023 RM**
Purchase of property, plant and equipment	**62,324,030**	161,072,739
Unpaid and included under other payables	**(6,954,987)**	(38,458,713)
Cash payments on purchase of property, plant and equipment	**55,369,043**	122,614,026

Notes to The Financial Statements

31 December 2024

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group as lessee

Right-of-use assets

Group	Balance as at 1 January 2024 RM	Additions RM	Depreciation RM	Effect of lease modification RM	Translation adjustment RM	Balance as at 31 December 2024 RM
Carrying amount						
Leasehold land, at valuation	**92,609,288**	**0**	**(2,074,637)**	**0**	**0**	**90,534,651**
Hostels	**105,488**	**147,894**	**(111,104)**	**2,408**	**0**	**144,686**
Motor vehicles	**209,683**	**0**	**(81,100)**	**0**	**(13,241)**	**115,342**
Plant and machinery	**1,472,702**	**0**	**(200,805)**	**0**	**(113,140)**	**1,158,757**
Rented premises	**6,006,707**	**843,672**	**(1,432,494)**	**1,562,522**	**(378,278)**	**6,602,129**
	100,403,868	**991,566**	**(3,900,140)**	**1,564,930**	**(504,659)**	**98,555,565**

Group	Balance as at 1 January 2023 RM	Acquisition of a subsidiary (Note 7) RM	Additions RM	Depreciation RM	Effect of lease modification RM	Lease termination RM	Translation adjustment RM	Balance as at 31 December 2023 RM
Carrying amount								
Leasehold land, at valuation	94,485,000	0	0	(1,875,712)	0	0	0	92,609,288
Hostels	134,069	0	72,752	(108,960)	11,024	(3,397)	0	105,488
Motor vehicles	0	217,178	0	(7,261)	0	0	(234)	209,683
Plant and machinery	0	1,491,591	0	(17,275)	0	0	(1,614)	1,472,702
Rented premises	3,323,248	3,087,109	0	(531,886)	0	0	128,236	6,006,707
	97,942,317	4,795,878	72,752	(2,541,094)	11,024	(3,397)	126,388	100,403,868

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)

The Group as lessee (Cont'd)

Lease liabilities

Group	Balance as at 1 January 2024 RM	Additions RM	Lease payments RM	Interest expense RM	Effects of lease modification RM	Translation adjustment RM	Balance as at 31 December 2024 RM
Carrying amount							
Hostels	**108,303**	**147,894**	**(116,731)**	**3,074**	**2,906**	**0**	**145,446**
Motor vehicles	**149,244**	**0**	**(102,337)**	**6,792**	**0**	**(7,358)**	**46,341**
Plant and machinery	**960,888**	**0**	**(458,840)**	**38,926**	**0**	**(58,037)**	**482,937**
Rented premises	**6,159,292**	**843,672**	**(1,699,995)**	**372,547**	**1,583,363**	**(389,955)**	**6,868,924**
	7,377,727	**991,566**	**(2,377,903)**	**421,339**	**1,586,269**	**(455,350)**	**7,543,648**

Group	Balance as at 1 January 2023 RM	Acquisition of a subsidiary (Note 7) RM	Additions RM	Lease payments RM	Interest expense RM	Effects of lease modification RM	Lease termination RM	Translation adjustment RM	Balance as at 31 December 2023 RM
Carrying amount									
Hostels	135,311	0	72,752	(113,220)	6,020	11,024	(3,584)	0	108,303
Motor vehicles	0	158,943	0	(10,452)	925	0	0	(172)	149,244
Plant and machinery	0	997,040	0	(39,469)	4,395	0	0	(1,078)	960,888
Rented premises	3,425,953	3,096,651	0	(574,749)	78,898	0	0	132,539	6,159,292
	3,561,264	4,252,634	72,752	(737,890)	90,238	11,024	(3,584)	131,289	7,377,727

Notes to The Financial Statements

31 December 2024

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)

The Group as lessee (Cont'd)

Lease liabilities (Cont'd)

	Group	
	2024 RM	2023 RM
Represented by:		
Current liabilities	**1,837,495**	1,652,358
Non-current liabilities	**5,706,153**	5,725,369
Total lease liabilities	**7,543,648**	7,377,727
Lease liabilities owing to a financial institution	**46,341**	149,244
Lease liabilities owing to non-financial institutions	**7,497,307**	7,228,483
	7,543,648	7,377,727

(a) The right-of-use assets are recognised at the commencement date of the lease (i.e. the date the underlying asset is available for use) at cost initially. The cost of right-of-use assets comprise the initial amount of the lease liabilities, initial direct costs incurred adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets except for leasehold land are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities. Leasehold land is stated at valuation, which is the fair value at the date of revaluation less subsequent accumulated depreciation. The surplus arising from revaluations is credited to shareholders' equity as a revaluation reserve, net of deferred tax, if any, and any subsequent deficit is offset against such surplus to the extent of a previous increase for the same property. In all other cases, the deficit would be charged to profit or loss. For a revaluation increase subsequent to a revaluation deficit of the same asset, the surplus is recognised as income to the extent that it reverses the deficit previously recognised as an expense with the balance of increase credited to revaluation reserve.

The right-of-use assets are depreciated from the commencement date to the earlier of the end 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:

Leasehold land	30.4 - 60 years
Hostels	2 years
Motor vehicles	5 years
Plant and machinery	10 years
Rented premises	3 - 9 years

Notes to The Financial Statements

31 December 2024

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)

(b) The leasehold land of the Group was last valued on 31 December 2022 by the Directors based on a valuation exercise carried out in December 2022 by an independent professional valuer using the open market value basis.

Had the revalued assets been carried at historical cost less accumulated depreciation, the carrying amounts would have been:

	Group	
	2024 RM	2023 RM
Leasehold land	**72,202,975**	73,801,162

(c) The fair value of leasehold land (at valuation) of the Group are categorised as Level 3 in the fair value hierarchy.

(i) Level 3 fair value of leasehold land (at valuation) was determined by an external and independent property valuer, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued. The fair value of leasehold land was derived using comparison method.

Under the comparison method of valuation, the leasehold land is valued by reference to transactions of similar lands in close proximity with adjustments made for differences in location, size and other relevant characteristics. The estimated fair value would be higher if the differential rate is lower and vice versa. The significant unobservable input into this valuation method is adjustment factors to prices of comparable assets.

(ii) The fair value measurements of the leasehold land (at valuation) are based on the highest and best use which does not differ from their actual use.

(d) As at the end of the reporting period, leasehold land with a total carrying amount of RM30,869,742 (2023: RM31,434,871) of the Group has been charged to banks as securities for credit facilities granted to the Group as disclosed in Note 18(c) to the financial statements.

(e) The Group has certain leases of warehouse and hostel with lease term of twelve (12) months or less, and certain low-value leases of office equipment of RM20,000 and below. The Group applies the 'short-term leases' and 'lease of low-value assets' exemptions for these leases.

(f) The following are the amounts recognised in profit or loss:

	Group	
	2024 RM	2023 RM
Depreciation charge of right-of-use assets (included in cost of sales)	**2,185,741**	1,984,672
(included in administrative and marketing expenses)	**1,714,399**	556,422
Expenses relating to short-term leases (included in cost of sales)	**342,774**	561,602
Expenses relating to low-value assets (included in cost of sales)	**93,563**	113,846
Interest expense on lease liabilities (included in finance costs)	**421,339**	90,238
Loss on lease modification (included in administrative and marketing expenses)	**21,339**	0
Gain on lease termination (included in other income)	**0**	(187)
	4,779,155	3,306,593

Notes to The Financial Statements

31 December 2024

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)

(g) The following are total cash outflows for leases as a lessee:

	Group	
	2024 RM	2023 RM
Included in net cash from operating activities:		
Payment relating to short-term leases and low value assets	**436,337**	675,448
Included in net cash from financing activities:		
Payment of lease liabilities	**2,377,903**	737,890
Total cash outflows for leases	**2,814,240**	1,413,338

(h) The Group leases several lease contracts that include extension and termination options. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations

There are no potential future rental payments that are not included in the lease terms.

(i) Management exercises significant judgement in determining the incremental borrowing rates whenever the implicit rates of interest in a lease are not readily determinable as well as the lease terms. The incremental borrowing rates used are based on prevailing market borrowing rates over similar lease terms, of similar value as the right-of-use asset in a similar economic environment. Lease terms are based on management expectations driven by prevailing market conditions and past experience in exercising similar renewal and termination options.

(j) Information on financial risks of lease liabilities is disclosed in Note 33 to the financial statements.

7. INVESTMENTS IN SUBSIDIARIES

	Company	
	2024 RM	2023 RM
At cost		
Unquoted equity shares	**60,664,460**	60,664,460
Equity contributions in a subsidiary in respect of SOP and SGP	**23,725,754**	19,135,832
	84,390,214	79,800,292

(a) Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

Notes to The Financial Statements

31 December 2024

7. INVESTMENTS IN SUBSIDIARIES (Cont'd)

(b) Details of the subsidiaries are as follows:

Name of company	Country of incorporation/ Principal place of business	Effective interest in equity 2024	Effective interest in equity 2023	Principal activities
Greatech Integration (M) Sdn.Bhd.	Malaysia	100%	100%	Designing and manufacturing of single automated equipment, production line system and provision of related components and engineering services.
Greatech Integration (Ireland) Limited*	Ireland	100%	100%	Development, design and precision engineering of custom automated equipment.
Subsidiaries of Greatech Integration (M) Sdn. Bhd.				
Greatech Integration (Shanghai) Limited*	People's Republic of China	100%	100%	Wholesale, import and export, commission agency (except for auction) and related supporting services in automation equipment and accessories, machinery and equipment, electromechanical equipment, hardware and electrical equipment, and electric tools. Engaged in technical development, technical consultation, technology transfer and technical services in the field of automation technology. Business information consulting. # Currently, it has not commenced operations.
Greatech Integration (USA) Inc.^	United States of America	100%	100%	Design, development and production of system, machinery and equipment and related components and engineering services.
GT Integration (Philippines) Inc. *	Philippines	100%	100%	To act as a design support center for holding company, an automation solution provider for all kinds of automated products ranging from single automated machines to production line systems; to hire qualified professionals to provide such designs, drawings and plans; to procure parts and components for machines and equipment; to commission and install machine and equipments for its holding company. Currently, it has not commenced operations.
Greatech Integration (S) Pte. Ltd.*	Singapore	100%	0%	To act as an engineering design and consultancy centre for all kinds of automated products.

* Subsidiaries not audited by BDO PLT, Malaysia or BDO member firms.

Approved projects according to law, approved by relevant departments before carrying out business activities.

^ Subsidiary not required to be audited in the country of incorporation.

Notes to The Financial Statements

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7. INVESTMENTS IN SUBSIDIARIES (Cont'd)

(c) Acquisition of a subsidiary

In the previous financial year, the Company acquired 10 ordinary shares, representing 100% equity interest in Greatech Integration (Ireland) Limited ("GII") for a total consideration of Euro 1,000,000 (equivalent to RM5,086,500) settled in cash and cash equivalents.

Fair values of the identifiable assets and liabilities acquired and the effects on cash flows arising from the acquisition were as follows:

	Recognised value on acquisition RM
Property, plant and equipment	1,762,128
Right-of-use assets	4,795,878
Intangible asset	2,525,534
Inventories	2,261,590
Trade and other receivables	6,885,539
Current tax assets	633,986
Cash and cash equivalents	2,747,747
Trade and other payables	(15,422,883)
Contract liabilities	(5,642,109)
Deferred tax liabilities	(315,694)
Term loans	(115,509)
Lease liabilities	(4,252,634)
Total identifiable net liabilities	(4,136,427)
Purchase consideration settled by way of cash and cash equivalents	5,086,500
Fair value of identifiable net liabilities	4,136,427
Goodwill on consolidation (Note 9)	9,222,927
Purchase consideration settled by way of cash and cash equivalents	5,086,500
Cash and cash equivalents of a subsidiary acquired	(2,747,747)
Net cash outflow of the Group on acquisition	2,338,753

If the acquisition occurred on 1 January 2023, the management estimates that the consolidated revenue and profit after tax of the Group for the financial year ended 31 December 2023 would have been RM681,245,937 and RM143,546,704 respectively.

Notes to The Financial Statements

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7. INVESTMENTS IN SUBSIDIARIES (Cont'd)

(d) During the financial year, a subsidiary of the Company, Greatech Integration (M) Sdn. Bhd. incorporated a wholly-owned subsidiary, Greatech Integration (S) Pte. Ltd. ("GISG") in Singapore for a total consideration of SGD 1 (equivalent to RM3.50) comprising of 1 ordinary share settled in cash and cash equivalents.

The subsidiary further invested in the capital of GISG by way of subscribing 9,999 ordinary shares for a total consideration of SGD 9,999 (equivalent to RM33,114) which was satisfied by way of cash and cash equivalents.

(e) In the previous financial year, the Company further invested in the capital of its wholly-owned subsidiary, Greatech Integration (M) Sdn. Bhd. by way of subscribing 9,000,000 ordinary shares at RM1 for a total consideration of RM9,000,000, which was satisfied by way of cash and cash equivalents.

(f) In the previous financial year, the Company further invested in the capital of its wholly-owned subsidiary, GII by way of subscribing 960,000 ordinary shares at Euro 1.25 for a total consideration of Euro 1,200,000 (equivalent to RM6,077,960), which was satisfied by way of cash and cash equivalents.

8. INTANGIBLE ASSET

Group	Customer relationships 2024 RM	Customer relationships 2023 RM
Cost		
Balance as at 1 January	**2,525,534**	0
Acquisition of a subsidiary (Note 7(c))	**0**	2,525,534
Exchange differences	**(185,048)**	0
Balance as at 31 December	**2,340,486**	2,525,534
Accumulated amortisation		
Balance as at 1 January	**42,092**	0
Amortisation	**488,740**	42,092
Balance as at 31 December	**530,832**	42,092
Carrying amount		
Balance as at 31 December	**1,809,654**	2,483,442

(a) Customer relationships acquired in a business combination are stated at cost less accumulated amortisation and accumulated impairment losses, if any.

Customer relationships represent the relationships established with its customers through continuous contracts which give rise to contractual rights.

(b) Amortisation is calculated to write off the cost of the assets to its residual value on a straight line basis over its estimated useful lives. The principal amortisation period is as follows:

Customer relationships	5 years

The residual values, useful lives and amortisation methods are reviewed at the end of each reporting period.

Notes to The Financial Statements

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9. GOODWILL ON CONSOLIDATION

	Group	
	2024 RM	2023 RM
Balance as at 1 January	**9,222,927**	0
Acquisition of a subsidiary (Note 7(c))	**0**	9,222,927
Exchange differences	**(786,391)**	0
Balance as at 31 December	**8,436,536**	9,222,927

(a) Goodwill is initially measured at cost. Subsequent to initial recognition, goodwill is measured at cost less accumulated impairment losses, if any.

(b) Goodwill and fair value adjustments arising on acquisition of foreign operation are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated in accordance with the accounting policies for foreign currencies.

(c) Impairment test for goodwill with indefinite useful life.

For the purpose of impairment testing, goodwill is allocated from the acquisition date, to each of the cash-generating unit ("CGU") of the Group that are expected to benefit from the synergies of the combination.

Goodwill is tested for impairment on an annual basis by comparing the carrying amount with the recoverable amount. The recoverable amounts of CGUs is determined based on value-in-use calculations using cash flows projections from the financial budgets and forecasts approved by management covering a period of five (5) years. Cash flows beyond the five (5) year period are extrapolated assuming zero growth rate.

Key assumptions on which management has based its cash flow projections are as follows:

(i) the anticipated annual revenue growth rate are determined based on the industry trends and past performance of the CGU;

(ii) the pre-tax discount rates which are the weighted average cost of capital adjusted for specific risks relating to relevant segments. The average discount rates used is 15.00% (2023: 15.50%); and

(iii) the exchange rate used to translate foreign currencies transactions into the other segment's functional currency is based on the exchange rates obtained immediately before the forecast year. Values assigned are consistent with external sources of information.

Based on the annual impairment testing undertaken by the Group, no impairment loss was required for the carrying amount of goodwill assessed as at 31 December 2024 as its recoverable amount was in excess of its carrying amount. Management believes that there is no reasonably possible change in the key assumptions on which management has based its determination of the CGU's recoverable amount, which would cause CGU's carrying amount to materially exceed its recoverable amount.

Notes to The Financial Statements

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10. INVENTORIES

	Group	
	2024 RM	**2023 RM**
At cost		
Raw materials	**63,938,742**	9,689,150
Work-in-progress	**3,860,037**	43,295,338
Finished goods	**355,586**	4,081
Goods in transit	**764,230**	0
At net realisable value		
Raw materials	**192**	698
	68,918,787	52,989,267

(a) Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first-in, first-out formula. The cost of inventories comprises all costs of purchase plus the cost of bringing the inventories to their present location and condition.

(b) As at the end of each reporting period, the following are the amounts recognised in cost of sales:

	Group	
	2024 RM	**2023 RM**
Cost of inventories	**339,921,637**	296,300,513
Inventories written down	**196**	694

The Group writes down its slow moving inventories whenever there are events that indicate the carrying amounts could not be recovered (eg. percentage of write down based on ageing of inventories). During the financial year, the Group had written down inventories amounted to RM196 (2023: RM694).

Notes to The Financial Statements

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11. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Trade receivables				
Third parties	**137,506,906**	132,803,044	**0**	0
Less: Impairment losses	**(609,664)**	(3,778,150)	**0**	0
Total trade receivables	**136,897,242**	129,024,894	**0**	0
Other receivables				
Other receivables	**61,052**	1,099,413	**3,180**	3,680
Deposits	**702,899**	631,932	**1,000**	1,000
Amount owing by a subsidiary	**0**	0	**964,084**	28,105,479
Total other receivables	**763,951**	1,731,345	**968,264**	28,110,159
Total receivables	**137,661,193**	130,756,239	**968,264**	28,110,159
Prepayments	**13,698,882**	32,089,221	**24,427**	24,547
Total trade and other receivables	**151,360,075**	162,845,460	**992,691**	28,134,706

(a) Total receivables are classified as financial assets measured at amortised cost.

(b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group ranged from 30 to 90 days (2023: 30 to 90 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.

(c) During the financial year, non-trade portion of an amount owing by a subsidiary is unsecured, bears interest rates ranging between 5.20% to 5.50% (2023: 5.50%) and payable within next twelve (12) months or upon demand in cash and cash equivalents.

(d) Included in prepayments of the Group are advance payments made to suppliers which amounted to RM12,999,085 (2023: RM31,144,378).

(e) The currency exposure profile of trade and other receivables are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Ringgit Malaysia	**24,483,398**	40,328,393	**28,607**	28,134,706
United States Dollar	**101,570,544**	114,119,787	**0**	0
Euro	**25,109,546**	8,397,280	**964,084**	0
Japanese yen	**125,402**	0	**0**	0
Singapore dollar	**71,185**	0	**0**	0
	151,360,075	162,845,460	**992,691**	28,134,706

Notes to The Financial Statements

31 December 2024

11. TRADE AND OTHER RECEIVABLES (Cont'd)

(f) Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses ('ECL').

The Group uses an allowance matrix to measure the ECL of trade receivables from monthly aging based on common credit risk characteristic - the days past due.

During this process, the probability of non-payment by the trade receivables is adjusted by forward-looking information (Export Unit Value Indices, USA inflation rate and Ireland GDP growth rate) and multiplied by the amount of the expected loss arising from default to determine the lifetime ECL for the trade receivables. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised in the statements of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectable, the gross carrying value of the asset would be written off against the associated impairment.

Individual assessment of impairment of trade receivables are separately assessed when it is probable that cash due will not be received in full.

The Group considers receivables to be in default when the receivables are more than twelve (12) months past due and there is no reasonable expectation of recovery.

(g) The ageing analysis and impairment losses for trade receivables of the Group are as follows:

Group	Gross carrying amount RM	Lifetime ECL allowance RM	Net carrying amount RM
31 December 2024			
Current - not past due	**109,568,672**	**(70,386)**	**109,498,286**
1 to 30 days past due	**26,939,715**	**(84,551)**	**26,855,164**
31 to 60 days past due	**425,585**	**(3,516)**	**422,069**
61 to 90 days past due	**37,982**	**(2,703)**	**35,279**
More than 90 days past due	**534,952**	**(448,508)**	**86,444**
Total	**137,506,906**	**(609,664)**	**136,897,242**
31 December 2023			
Current - not past due	60,282,796	(198,440)	60,084,356
1 to 30 days past due	3,284,156	(51,931)	3,232,225
31 to 60 days past due	30,018,940	(1,319,881)	28,699,059
61 to 90 days past due	345,898	(15,043)	330,855
More than 90 days past due	38,871,254	(2,192,855)	36,678,399
Total	132,803,044	(3,778,150)	129,024,894

During the financial year, the Group did not renegotiate the terms of any trade receivables.

Notes to The Financial Statements

31 December 2024

11. TRADE AND OTHER RECEIVABLES (Cont'd)

(h) Movements in the impairment losses for trade receivables are as follows:

	Group	
	2024 RM	2023 RM
Balance as at 1 January	**3,778,150**	1,363,715
Reversal of impairment losses	**(3,778,150)**	(1,363,715)
Charge for the financial year	**609,664**	3,778,150
Balance as at 31 December	**609,664**	3,778,150

(i) Impairment for other receivables are recognised based on the general approach within MFRS 9 *Financial Instruments* using the forward-looking ECL model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. The Group defined significant increase in credit risk when there are changes in contractual terms and delay in payment. The Group considered the qualitative and quantitative information that are reasonable, including historical experience and observable forward-looking information without undue cost or efforts. At the end of the reporting period, the Group assesses whether there has been a significant increase in credit risk for financial assets by comparing the risk of default occurring over the expected life with the risk of default since initial recognition. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve (12) months ECL along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime ECL along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime ECL along with interest income on a net basis are recognised.

Credit impaired refers to individually determined receivables who is in significant financial difficulties and has defaulted on payments to be impaired as at the end of the reporting period.

No expected credit loss is recognised arising from other receivables as it is negligible.

(j) Information on financial risks of trade and other receivables is disclosed in Note 33 to the financial statements.

12. CONTRACT ASSETS/(CONTRACT LIABILITIES)

	Group	
	2024 RM	2023 RM
Contract assets		
Construction contracts	**162,510,894**	138,332,370
Less: Impairment losses	**(53,454)**	(375,825)
	162,457,440	137,956,545
Contract liabilities		
Construction contracts	**(58,291,462)**	(73,169,234)
Deferred revenue	**(6,327,377)**	(2,983,845)
	(64,618,839)	(76,153,079)
	97,838,601	61,803,466

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12. CONTRACT ASSETS/(CONTRACT LIABILITIES) (Cont'd)

(a) Contract assets and contract liabilities represent the timing differences in revenue recognition and the milestone billings. The milestone billings are structured and/or negotiated with customers to reflect physical completion of the contracts.

Contract assets are transferred to trade receivables when the rights to economic benefits become unconditional. This usually occurs when the Group issues billing to the customer. Contract liabilities are recognised as revenue when performance obligations are satisfied.

(b) Contract assets/(contract liabilities) from construction contracts are as follows:

	Group	
	2024 RM	2023 RM
Aggregate costs incurred to date	**306,087,777**	292,051,167
Add: Attributable profits	**155,229,599**	167,210,081
Less: Impairment losses	**(53,454)**	(375,825)
	461,263,922	458,885,423
Less: Progress billings	**(357,097,944)**	(394,098,112)
	104,165,978	64,787,311
Represented by:		
Contract assets	162,457,440	137,956,545
Contract liabilities	(58,291,462)	(73,169,234)
	104,165,978	64,787,311

(c) The amount of RM73,169,234 (2023: RM236,688,535) recognised in contract liabilities at the beginning of the respective financial years have been recognised as revenue for the financial years ended 31 December 2024 and 31 December 2023.

(d) Contract assets have increased as the satisfaction of performance obligations of the Group is ahead than the agreed billing schedules.

Contract liabilities for construction contracts have decreased due to the negotiation of smaller prepayments from customers.

(e) Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, are as follows:

	Group			
	2024 RM	2025 RM	2026 RM	Total RM
31 December 2024	0	722,581,025	32,837,609	755,418,634
31 December 2023	752,742,169	108,082,667	0	860,824,836

Notes to The Financial Statements

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12. CONTRACT ASSETS/(CONTRACT LIABILITIES) (Cont'd)

(f) Impairment for contract assets that do not contain a significant financing component are recognised based on simplified approach using the lifetime ECL as disclosed in Note 11(e) to the financial statements.

The lifetime ECL allowance for contract assets are as follows:

Group	Gross carrying amount RM	Lifetime ECL allowance RM	Net carrying amount RM
31 December 2024			
Current	**162,510,894**	**(53,454)**	**162,457,440**
31 December 2023			
Current	138,332,370	(375,825)	137,956,545

(g) Movements in the impairment losses on contract assets are as follows:

	Group	
	2024 RM	2023 RM
Balance as at 1 January	**375,825**	2,537,468
Reversal of impairment losses	**(375,825)**	(2,537,468)
Charge for the financial year	**53,454**	375,825
Balance as at 31 December	**53,454**	375,825

13. DERIVATIVE ASSETS/(DERIVATIVE LIABILITIES) (2023 ONLY)

		Group 2023	
	Contracts amount RM	Asset RM	Liability RM
Financial asset at fair value through profit or loss			
Forward foreign exchange contracts	27,273,500	261,900	(78,250)

Notes to The Financial Statements

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13. DERIVATIVE ASSETS/(DERIVATIVE LIABILITIES) (2023 ONLY) (Cont'd)

(a) The fair value adjustments on derivative instruments are as follows:

	Group	
	2024 RM	2023 RM
Fair value changes in derivatives	**(183,650)**	183,650

(b) Derivative of the Group are categorised as Level 3 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

(c) Forward foreign exchange contracts are valued using a valuation technique with market observable inputs. The derivatives arising from the forward currency contracts are stated at fair value using the prevailing market rate. The fair value changes are attributable to changes in foreign exchange spot and forward rate.

14. SHORT TERM FUNDS

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Financial asset at fair value through profit or loss				
Short term funds in Malaysia (Note 15(b))	**40,642,400**	33,899,481	**40,154,942**	30,535,029

(a) Short term funds are mainly designated to manage free cash flows and optimise working capital so as to provide a steady stream of income returns. It is an integral part of the overall cash management.

(b) Short term funds are investments in money market fund which are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

(c) The currency exposure profile of short term funds are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Ringgit Malaysia	**40,228,669**	33,491,182	**40,154,942**	30,535,029
United States Dollar	**413,731**	408,299	**0**	0
	40,642,400	33,899,481	**40,154,942**	30,535,029

(d) Short term funds of the Group and of the Company are categorised as Level 1 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

(e) Information on financial risks of short term funds is disclosed in Note 33 to the financial statements.

Notes to The Financial Statements

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15. CASH AND BANK BALANCES

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Cash and bank balances	**192,180,102**	153,953,573	**22,584,085**	5,729,060

(a) The currency exposure profile of cash and bank balances are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Ringgit Malaysia	**39,951,744**	36,571,265	**5,179,408**	3,616,798
United States Dollar	**125,315,234**	108,663,370	**0**	0
Euro	**23,924,483**	5,548,759	**17,404,677**	2,112,262
Japanese Yen	**1,481,852**	3,039,752	**0**	0
Singapore Dollar	**1,398,083**	5,048	**0**	0
Chinese Renminbi	**71,885**	76,314	**0**	0
Philippine Peso	**36,821**	49,065	**0**	0
	192,180,102	153,953,573	**22,584,085**	5,729,060

(b) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of the reporting period:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Cash and bank balances	**192,180,102**	153,953,573	**22,584,085**	5,729,060
Short term funds (Note 14)	**40,642,400**	33,899,481	**40,154,942**	30,535,029
	232,822,502	187,853,054	**62,739,027**	36,264,089
Less:				
Bank overdraft (Note 18)	**0**	(494,793)	**0**	0
	232,822,502	187,358,261	**62,739,027**	36,264,089

(c) No expected credit losses were recognised arising from the cash and bank balances because the probability of default by these financial institutions were negligible.

(d) Information on financial risks of cash and bank balances is disclosed in Note 33 to the financial statements.

Notes to The Financial Statements

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16. SHARE CAPITAL

	Group and Company			
	2024		2023	
	Number of ordinary shares	Amount RM	Number of ordinary shares	Amount RM
Issued and fully paid-up ordinary shares with no par value:				
Balance as at 1 January	**1,254,199,450**	**122,529,933**	1,252,837,250	116,585,280
Issuance of ordinary shares pursuant to:				
- Bonus issue	**1,254,866,150**	**0**	0	0
- SGP vested	**2,357,300**	**6,754,450**	1,362,200	5,944,653
Balance as at 31 December	**2,511,422,900**	**129,284,383**	1,254,199,450	122,529,933

(a) Owners of the parent are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.

(b) During the financial year, the issued and fully paid-up ordinary shares of the Company was increased from 1,254,199,450 ordinary shares to 2,511,422,900 ordinary shares by way of issuance of 1,257,223,450 new ordinary shares pursuant to the following:

(i) bonus issue of 1,254,866,150 new ordinary shares on the basis of one (1) bonus share for every one (1) existing ordinary share held of 1,254,199,450 and 666,700 bonus shares for SGP vested prior to completing the bonus issue corporate exercise. The bonus shares were issued as fully paid, at nil consideration and without capitalisation of the reserves of the Company; and

(ii) 2,357,300 new ordinary shares under the Share Grant Plan ('SGP') at weighted average share price of RM2.865.

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

(c) In the previous financial year, the issued and fully paid-up ordinary shares of the Company was increased from 1,252,837,250 ordinary shares to 1,254,199,450 ordinary shares by way of issuance of 1,362,200 new ordinary shares under the SGP at weighted average share price of RM4.364.

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17. RESERVES

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Non-distributable:				
Exchange translation reserve	**(2,478,147)**	(798,587)	**0**	0
Reorganisation debit reserve	**(39,500,000)**	(39,500,000)	**0**	0
Revaluation reserve	**24,120,820**	24,722,051	**0**	0
Share grant reserve	**5,994,346**	8,158,874	**5,994,346**	8,158,874
	(11,862,981)	(7,417,662)	**5,994,346**	8,158,874
Distributable:				
Retained earnings	**791,868,870**	636,272,407	**12,862,482**	13,495,586
	780,005,889	628,854,745	**18,856,828**	21,654,460

(a) Exchange translation reserve

Exchange translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency of the Group. It is also used to record the exchange differences arising from monetary items which form part of the net investment in foreign operations of the Group, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

(b) Reorganisation debit reserve

The reorganisation debit reserve arose as a result of the difference between consideration paid over the share capital of Greatech Integration (M) Sdn. Bhd. pursuant to business combination under common control.

(c) Revaluation reserve

Revaluation reserve represents the surplus arising on the revaluation of the leasehold land and buildings of the Group.

The revaluation reserve which is non-distributable as cash dividend represents the surplus arising on the revaluation of the leasehold land and buildings of the Group.

	Group	
	2024 RM	2023 RM
Balance as at 1 January	**24,722,051**	25,347,646
Realisation of revaluation surplus	**(601,231)**	(625,595)
Balance as at 31 December	**24,120,820**	24,722,051

Notes to The Financial Statements

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17. RESERVES (Cont'd)

(d) Share grant reserve

The share grant reserve represents the value of equity-settled shares granted to employees under share grant scheme ('SGP'). The reserve is made up of the cumulative value of services received from employees recorded on grant of shares. The share grant plan will be vested from a period ranged from 3 years to 4 years from the grant date as disclosed in Note 30 to the financial statements.

18. BORROWINGS

	Group	
	2024 RM	2023 RM
Non-current liabilities		
Secured		
Term loans	**11,716,650**	12,816,654
Current liabilities		
Unsecured		
Bank overdraft	**0**	494,793
Term loans	**0**	77,948
	0	572,741
Secured		
Term loans	**1,100,004**	1,100,004
	1,100,004	1,672,745
Total borrowings		
Bank overdraft	**0**	494,793
Term loans	**12,816,654**	13,994,606
	12,816,654	14,489,399

(a) Borrowings are classified as financial liabilities measured at amortised cost.

(b) The currency profile of borrowings is as follows:

	Group	
	2024 RM	2023 RM
Ringgit Malaysia	**12,816,654**	13,916,658
Euro	**0**	572,741
	12,816,654	14,489,399

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18. BORROWINGS (Cont'd)

(c) Certain term loan is secured by the following:

(i) a legal charge over leasehold land and buildings as disclosed in Note 6(d) and Note 5(d) to the financial statements respectively; and

(ii) corporate guarantee by the Company.

(d) The carrying amounts of borrowing are reasonable approximation of fair values, as they are floating rate instruments that are re-priced at market interest rates on or near the end of the reporting period.

Fair values of the borrowings of the Group are categorised as Level 2 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

(e) Information on financial risks of borrowings and its remaining maturity is disclosed in Note 33 to the financial statements.

19. DEFERRED TAX LIABILITIES

(a) The deferred tax (assets)/liabilities are made up of the following:

	Group	
	2024 RM	**2023 RM**
Balance as at 1 January	**9,378,903**	9,216,547
Recognised in:		
Acquisition of a subsidiary (Note 7(c))	**0**	315,694
- profit or loss (Note 28)	**4,617,687**	(153,338)
- foreign exchange differences	**(23,131)**	0
Balance as at 31 December	**13,973,459**	9,378,903
Presented after appropriate offsetting:		
Deferred tax assets	**(2,812,400)**	(473,800)
Deferred tax liabilities	**16,785,859**	9,852,703
	13,973,459	9,378,903

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19. DEFERRED TAX LIABILITIES (Cont'd)

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

Deferred tax assets

	Provision for warranties RM	Others RM	Total RM
Balance as at 1 January 2024	**159,400**	**314,400**	**473,800**
Recognised in profit or loss	**1,626,800**	**711,800**	**2,338,600**
Balance as at 31 December 2024	**1,786,200**	**1,026,200**	**2,812,400**
Balance as at 1 January 2023	6,420,447	145,617	6,566,064
Recognised in profit or loss	(6,261,047)	168,783	(6,092,264)
Balance as at 31 December 2023	159,400	314,400	473,800

Deferred tax liabilities

	Property, plant and equipment RM	Revaluation surplus of revalued properties RM	Total RM
Balance as at 1 January 2024	**2,024,099**	**7,828,604**	**9,852,703**
Recognised in profit or loss	**7,145,804**	**(189,517)**	**6,956,287**
Foreign exchange differences	**(23,131)**	**0**	**(23,131)**
Balance as at 31 December 2024	**9,146,772**	**7,639,087**	**16,785,859**
Balance as at 1 January 2023	7,803,864	7,978,747	15,782,611
Acquisition of a subsidiary	315,694	0	315,694
Recognised in profit or loss	(6,095,459)	(150,143)	(6,245,602)
Balance as at 31 December 2023	2,024,099	7,828,604	9,852,703

(c) The amount of temporary differences for which no deferred tax assets have been recognised in the statements of financial position are as follows:

	Group	
	2024 RM	2023 RM
Unabsorbed tax losses	**16,956,242**	23,378,298

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19. DEFERRED TAX LIABILITIES (Cont'd)

(c) (Cont'd)

Deferred tax assets of certain subsidiaries had not been recognised in respect of these items as it was not probable that taxable profits of the subsidiaries would be available against which the deductible temporary differences can be utilised.

Unutilised tax losses of foreign subsidiaries is available for carry forward in the jurisdiction in which the foreign subsidiaries operate without expiry date.

20. GOVERNMENT GRANTS

	Group	
	2024 RM	2023 RM
Balance as at 1 January	**260,967**	393,559
Amortisation during the financial year	**(132,592)**	(132,592)
Balance as at 31 December	**128,375**	260,967
Represented by:		
Current liabilities	**56,287**	132,592
Non-current liabilities	**72,088**	128,375
	128,375	260,967

Government grants related to an asset are recognised as income and transferred to profit or loss on a systematic basis over the useful lives of the related assets.

21. TRADE AND OTHER PAYABLES

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Trade payables				
Third parties	**46,082,548**	45,505,676	**0**	0
Other payables				
Other payables	**20,943,060**	53,192,895	**12,223**	26,576
Accrued liabilities	**18,684,196**	21,406,475	**38,798**	36,349
Total other payables	**39,627,256**	74,599,370	**51,021**	62,925
Total trade and other payables	**85,709,804**	120,105,046	**51,021**	62,925

(a) Trade and other payables are classified as financial liabilities measured at amortised cost.

(b) Trade and other payables are non-interest bearing and the normal credit terms granted to the Group ranged from 30 to 90 days (2023: 30 to 90 days).

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21. TRADE AND OTHER PAYABLES (Cont'd)

(c) The currency exposure profile of trade and other payables are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Ringgit Malaysia	**63,381,088**	92,438,796	**51,021**	62,925
United States Dollar	**17,347,060**	16,348,987	**0**	0
Euro	**4,690,701**	9,302,655	**0**	0
Singapore Dollar	**276,324**	245,247	**0**	0
Chinese Renminbi	**11,212**	15,384	**0**	0
Philippines Peso	**2,319**	2,484	**0**	0
Pound Sterling	**1,100**	0	**0**	0
Indian Rupee	**0**	1,751,493	**0**	0
	85,709,804	120,105,046	**51,021**	62,925

(d) Maturity profile of trade and other payables of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations is repayable on demand or within one (1) year.

(e) Information on financial risks of trade and other payables is disclosed in Note 33 to the financial statements.

22. PROVISION FOR WARRANTIES

(a) The Group provides warranty on certain automated production system and equipment for a period of up to three (3) years and undertakes to repair or replace parts and components that fail to perform satisfactorily. A provision has been recognised at end of the reporting period for expected warranty claims based on management's expectation of the level of repair and replacement and probability of warranties claims.

It requires management to exercise significant judgements and estimates in determining the valuation of provision for warranties. The key input on the valuation of provision for warranties is the estimation of probability of warranty claims. In arriving the probability of warranty claims, the management analyses the historical warranty claims, if any, to determine the amount of provision.

(b) Movements during the financial year in the amount recognised in the consolidated statements of financial position in respect of the provision for warranties are as follows:

	Group	
	2024 RM	2023 RM
Balance as at 1 January	**16,289,127**	26,751,917
Provision made during the financial year	**5,971,603**	5,939,864
Provision reversed during the financial year	**(7,298,304)**	(16,402,654)
Balance as at 31 December	**14,962,426**	16,289,127

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23. CAPITAL COMMITMENT

	Group	
	2024 RM	2023 RM
Capital expenditure in respect of purchase of property, plant and equipment - contracted but not provided for	**990,487**	56,066,538

24. FINANCIAL GUARANTEE CONTRACTS

	Company	
	2024 RM	2023 RM
Unsecured		
Financial guarantee given to financial institutions for credit facilities		
- Limit of guarantee	**212,674,606**	145,624,606
- Amount utilised	**12,816,654**	13,916,658

(a) The Company provides financial guarantees to financial institutions for credit facilities granted to a subsidiary.

(b) Financial guarantee contracts are initially measured at fair value and subsequently at the higher of the amount determined in accordance with the expected loss model under MFRS 9 and the amount initially recognised less amortisation, where appropriate.

(c) The fair values of the financial guarantees have not been recognised on initial recognition as it is negligible. As at the end of each reporting period, there was no indication that the subsidiary would default in payment.

(d) Maturity profile of financial guarantee contracts of the company at the end of each reporting period based on contractual undiscounted obligations is repayable upon any default by the subsidiary.

(e) Information of financial risks of financial guarantee contracts are disclosed in Note 33 to the financial statements.

25. REVENUE

	Group	
	2024 RM	2023 RM
Revenue from contracts with customers:		
Construction contracts	**660,464,124**	623,838,618
Sale of goods	**35,036,862**	4,974,504
Provision of parts and services	**56,872,333**	29,936,409
	752,373,319	658,749,531

Notes to The Financial Statements

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25. REVENUE (Cont'd)

Disaggregation of revenue from contracts with customers

Revenue from contracts with customers is disaggregated in the table below by primary geographical market and timing of revenue recognition.

	Timing of revenue recognition		
Group	**Transferred over time RM**	**Transferred at a point in time RM**	**Total RM**
31 December 2024			
Germany	**0**	**2,449,697**	**2,449,697**
India	**23,294,931**	**15,996,941**	**39,291,872**
Ireland	**19,698,733**	**8,685,517**	**28,384,250**
Lithuania	**3,207,344**	**815,294**	**4,022,638**
Malaysia	**152,373,946**	**10,375,058**	**162,749,004**
Netherlands	**0**	**7,308,132**	**7,308,132**
Poland	**3,195,650**	**0**	**3,195,650**
Singapore	**0**	**858,363**	**858,363**
Switzerland	**6,208,001**	**0**	**6,208,001**
Thailand	**0**	**1,863,400**	**1,863,400**
United Kingdom	**0**	**160,927**	**160,927**
United States of America	**449,899,756**	**40,608,306**	**490,508,062**
Vietnam	**2,585,763**	**2,787,560**	**5,373,323**
	660,464,124	**91,909,195**	**752,373,319**

Notes to The Financial Statements

31 December 2024

25. REVENUE (Cont'd)

Disaggregation of revenue from contracts with customers (Cont'd)

Revenue from contracts with customers is disaggregated in the table below by primary geographical market and timing of revenue recognition. *(Cont'd)*

	Timing of revenue recognition		
Group	Transferred over time RM	Transferred at a point in time RM	Total RM
31 December 2023			
Germany	0	450,387	450,387
India	75,044,103	6,686,479	81,730,582
Ireland	2,717,740	195,732	2,913,472
Lithuania	398,594	4,167	402,761
Malaysia	51,686,328	7,051,506	58,737,834
Netherlands	0	2,214,855	2,214,855
People's Republic of China	0	45,454	45,454
Singapore	0	1,027,170	1,027,170
Switzerland	1,647,139	0	1,647,139
United States of America	491,541,385	14,564,059	506,105,444
Vietnam	803,329	2,671,104	3,474,433
	623,838,618	34,910,913	658,749,531

(a) Revenue from construction contracts

Contracts with customers include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

Revenue from construction contracts is measured at the fixed transaction price agreed under the agreement.

Revenue is recognised as and when control of the asset is transferred to the customer and it is probable that the Group would collect the consideration to which it will be entitled in exchange for the asset that would be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the performance of the Group does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract using the input method by reference to the cost incurred relative to the total expected cost for satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

Significant judgement is required in determining the satisfaction of performance obligations as stated in the contracts with customers and costs in applying the input method to recognise revenue over time.

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25. REVENUE (Cont'd)

(a) Revenue from construction contracts (Cont'd)

The management specifically analyses the contract with customers to identify performance obligations that are distinct and material, which is judgmental in the context of contract. The management also estimated total contract costs in applying the input method to recognise revenue over time. In estimating the total costs to complete, the management relies on past experience of completed project and considers the completeness and accuracy of its costs estimation, including its obligations to contract variations and claims. A change in the estimates will directly affect the revenue to be recognised.

There is no significant financing component in the revenue arising from construction contracts as the contracts are on normal credit terms not exceeding twelve (12) months.

(b) Sale of products and services rendered

Revenue from sale of products and services rendered is recognised at a point in time when the products has been transferred or the services has been rendered to the customer and coincides with the delivery of products and services and acceptance by customers.

There is no right of return provided to the customers on the sale of products and services rendered.

There is no significant financing component in the revenue arising from sale of products and services rendered as sales or services are made on the normal credit terms not exceeding twelve (12) months.

26. OTHER INCOME

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Interest income	**7,688,388**	7,118,488	**462,525**	285,084
Dividend income from short term funds	**293,583**	437,118	**290,017**	369,610
Fair value gain on short term funds	**1,306,132**	2,476,308	**1,275,988**	1,940,766
Fair value gain on derivative financial instruments	**0**	183,650	**0**	0
Realised gain on foreign exchange	**0**	13,587,521	**0**	850,122
Gain on lease termination	**0**	187	**0**	0
Amortisation of government grant	**132,592**	132,592	**0**	0
Unrealised gain on foreign exchange	**2,598,535**	720,606	**0**	24,705
Others	**2,375,123**	3,097,082	**0**	0
	14,394,353	27,753,552	**2,028,530**	3,470,287

Interest income

Interest income is recognised as it accrues, using the effective interest method.

Dividend income from short term funds

Dividend income from short term funds is recognised when the right to receive payment is established.

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27. FINANCE COSTS

	Group	
	2024 RM	2023 RM
Interest expense on:		
- term loans	**595,126**	584,923
- lease liabilities	**421,339**	90,238
- bank overdraft	**0**	18,194
	1,016,465	693,355

28. TAX EXPENSE

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Current tax expense based on profit for the financial year	**14,716,903**	12,019,706	**22,439**	19,706
Under/(Over)provision of income tax expense in prior years	**3,420,172**	(177,709)	**4,794**	(17,336)
	18,137,075	11,841,997	**27,233**	2,370
Deferred tax (Note 19):				
- crystallisation of deferred tax liability on revaluation surplus	**(189,517)**	(150,143)	**0**	0
- relating to origination and reversal of temporary differences	**4,807,204**	(3,195)	**0**	0
	4,617,687	(153,338)	**0**	0
Withholding tax expense	**1,808,017**	16,217	**0**	0
Total tax expense	**24,562,779**	11,704,876	**27,233**	2,370

(a) The Malaysian income tax is calculated at the statutory tax rate of 24% (2023: 24%) of the estimated taxable profits for the fiscal year.

Notes to The Financial Statements

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28. TAX EXPENSE (Cont'd)

(b) The numerical reconciliation between the tax expense and the product of accounting profit multiplied by the applicable tax rate of the Group and of the Company are as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit/(Loss) before tax	**179,558,011**	166,067,981	**(605,871)**	1,523,989
Tax at Malaysian statutory tax rate of 24% (2023: 24%)	**43,093,923**	39,856,315	**(145,409)**	365,757
Tax effects in respect of:				
Non-allowable expenses	**2,715,131**	10,521,227	**614,044**	233,754
Non-taxable income	**(4,636,442)**	(10,461,796)	**(446,196)**	(579,805)
Tax exempt income under pioneer status	**(20,844,774)**	(27,534,335)	**0**	0
Annual crystallisation of deferred tax on revaluation surplus	**(189,517)**	(150,143)	**0**	0
Utilisation of deferred tax asset previously not recognised	**(803,731)**	(364,900)	**0**	0
Withholding tax expense	**1,808,017**	16,217	**0**	0
Under/(Over)provision of income tax expense in prior years	**3,420,172**	(177,709)	**4,794**	(17,336)
Tax expense for the financial year	**24,562,779**	11,704,876	**27,233**	2,370

(c) The Group has been granted pioneer status by Malaysian Investment Development Authority ("MIDA") under Income Tax Act 1967 on 4 October 2023 for fully automated production line complete with multiple equipment for continuous assembly process of PV module which exempt 70% of its statutory income derived from those activities for a period of five (5) years beginning on 12 October 2022 and expired on 11 October 2027.

The Group has been granted approval-in-principle by MIDA under Income Tax Act 1967 on 27 June 2022 for its pioneer status incentive application for the robotic and factory automation system and related modules and components for electric vehicle and energy storage industries. The statutory income for this activity is exempted from tax for a period of ten (10) years from the manufacturing date. The Group is required to submit the application of pioneer status certificate to MIDA within twenty-four (24) months from the approval date. As at the date of this report, the application has been submitted to MIDA.

The Group has been granted approval-in-principle by MIDA under Promotion of Investment Act 1986 on 10 January 2025 for its pioneer status incentive application for production, packaging, and testing machinery & equipment and related modules and components for medical and life science industries which exempts 100% of its statutory income derived from those activities for a period of ten (10) years from the manufacturing date. The Group is required to submit the application of pioneer status certificate to MIDA within twenty-four (24) months from the approval date. As at the date of this report, the application has yet been submitted to MIDA.

Notes to The Financial Statements

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28. TAX EXPENSE (Cont'd)

(d) Tax on components of other comprehensive income of the Group are as follows:

	Before tax RM	Tax effect RM	After tax RM
2024			
Item that may be reclassified subsequently to profit or loss			
Foreign currency translations	**(1,679,560)**	**0**	**(1,679,560)**
2023			
Item that may be reclassified subsequently to profit or loss			
Foreign currency translations	(396,709)	0	(396,709)

29. EMPLOYEE BENEFITS

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Wages, salaries, overtime and bonuses	**130,203,086**	104,879,992	**0**	0
Directors' fees	**748,512**	569,032	**748,512**	569,032
Contributions to defined contribution plan	**14,788,251**	12,682,346	**0**	0
Social security contributions	**2,985,083**	1,727,776	**0**	0
Other benefits	**566,390**	476,262	**48,000**	42,000
SGP expenses	**4,589,922**	10,653,251	**0**	0
	153,881,244	130,988,659	**796,512**	611,032

(a) Included in the employee benefits of the Group are Directors' remuneration amounting to RM3,085,252 (2023: RM2,127,690).

(b) Estimated monetary value of benefits-in-kind provided to the Executive Directors of the Group is RM38,525 (2023: RM45,400).

30. SHARE OPTION PLAN ('SOP') AND SHARE GRANT PLAN ('SGP')

The establishment of LTIP which consist of Share Option Plan ('SOP') and Share Grant Plan ('SGP') was approved by the shareholders of the Company at an Extraordinary General Meeting held on 27 November 2020. The LTIP was came into effect on 11 January 2021 and will continue to be in force for a period of five (5) years.

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30. SHARE OPTION PLAN ('SOP') AND SHARE GRANT PLAN ('SGP') (Cont'd)

Salient features of the LTIP are as follows:

(a) The maximum number of shares which may be made available under the LTIP shall not in aggregate exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point of time during the duration of the LTIP.

(b) The maximum number of shares to be awarded to an eligible person under the LTIP at any point of time in each LTIP Award shall be at the sole and absolute discretion of the LTIP Committee, and subject to the following conditions:

(i) not more than ten percent (10%) of the total number of issued shares of the Company made available under the Proposed LTIP shall be allocated to any eligible person who, either singly or collectively through persons connected with the eligible person, holds twenty percent (20%) or more of the total number of issued shares of the Company (excluding treasury shares, if any); and

(ii) up to fifty percent (50%) of the total number of shares which may be made available under LTIP could be allocated, in aggregate, to the Executive Directors and senior management of the Company who are eligible persons.

(c) Any employee of the Group who fulfill the following conditions shall be eligible to participate in the LTIP as at the date of award, the employee:

(i) is at least eighteen (18) years of age and is not an undischarged bankrupt nor subject to any bankruptcy proceedings;

(ii) is employed by the Group on a full-time basis or serving in a specific designation under an employment contract with the Group for a fixed duration and is on the payroll of any company within the Group and has not served a notice of resignation or received notice of termination;

(iii) must have been in employment of the Group for a period of at least six (6) months prior to the LTIP award date; and

(iv) is confirmed in writing as a full time employee of the Group prior to and up to the LTIP award date.

(d) The Executive Director of the Group shall be eligible to participate in the LTIP as at the date of award, the Executive Director:

(i) is at least eighteen (18) years of age and is not an undischarged bankrupt nor subject to any bankruptcy proceedings; and

(ii) is appointed as an Executive Director of the Company or any company within the Group prior to and up to the LTIP award date.

(e) The shares to be issued upon vest of SGP and/or exercise of the SOP will not be subjected to any retention period or restriction on transfer.

(f) The shares to be allotted and issued upon vest of SGP and/or exercise of the SOP will, upon such allotment and issuance, rank equally, in all respects with the existing shares in the Company, save and except that the new shares allotted and issued will not be entitled to any dividends, rights, allotments and/or other distributions.

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30. SHARE OPTION PLAN ('SOP') AND SHARE GRANT PLAN ('SGP') (Cont'd)

The details of the share options of the Company were as follows:

	[----------Number of options over ordinary shares ----------]				
Date of offer	Balance as at 1.1.2023	Exercised	Lapsed*	Outstanding as at 31.12.2023	Exercisable as at 31.12.2023
10 March 2021	356,250	0	(356,250)	0	0

* Due to resignation.

Fair value of share options was estimated by the Group using the Black-Scholes-Merton option pricing model, taking into account the terms and conditions upon which the options were granted. The fair value of share options measured at grant date and the assumptions used were as follows:

Fair value of share options at the following grant dates (RM)	3.193
Weighted average share price (RM)	5.539
Weighted average exercise price (RM)	5.475
Expected volatility (%)	67.98
Expected life (years)	5
Risk free rate (%)	2.63
Expected dividend yield (%)	0

The following table illustrates the movement of shares under the SGP during the financial year:

	[----------Number of ordinary shares granted under SGP ----------]				
Date of grant	Balance as at 1.1.2024	Bonus issue	Vested	Forfeited*	Outstanding as at 31.12.2024
17 January 2022	917,600	861,800	(816,400)	(146,600)	816,400
26 January 2022	977,400	931,800	(874,200)	(156,000)	879,000
24 November 2022	1,673,800	897,100	(666,700)	(197,600)	1,706,600
	3,568,800	**2,690,700**	**(2,357,300)**	**(500,200)**	**3,402,000**

	[----------Number of ordinary shares granted under SGP----------]			
Date of grant	Balance as at 1.1.2023	Vested	Forfeited*	Outstanding as at 31.12.2023
17 January 2022	1,401,800	(302,400)	(181,800)	917,600
26 January 2022	1,400,500	(325,500)	(97,600)	977,400
24 November 2022	2,500,000	(734,300)	(91,900)	1,673,800
	5,302,300	(1,362,200)	(371,300)	3,568,800

* Due to resignation.

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30. SHARE OPTION PLAN ('SOP') AND SHARE GRANT PLAN ('SGP') (Cont'd)

The share grant vested during the financial year resulted in the issuance of 2,357,300 new ordinary shares as disclosed in Note 16(b) to the financial statements. The weighted average share price at the date of vesting for the financial year was RM2.865.

The total fair value of SGP shares granted to eligible employees is recognised as an employee cost with a corresponding increase in the reserve within equity over the vesting period. The fair value of SGP shares is measured at grant date, taking into account the market and non-market vesting conditions upon which the SGP shares were granted. During the financial year, RM4,589,922 (2023: RM10,653,251) has been recognised as employee cost.

31. EARNINGS PER ORDINARY SHARE

(a) Basic

Basic earnings per ordinary share for the financial year is 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.

	Group	
	2024	**2023**
Profit for the financial year attributable to owners of the parent (RM)	**154,995,232**	154,363,105
Weighted average number of ordinary shares in issue	**2,509,065,600**	2,506,408,800
SGP vested	**707,760**	490,821
Adjusted weighted average number of ordinary shares applicable to basic earnings per ordinary share (unit)	**2,509,773,360**	2,506,899,621
Basic earnings per ordinary share (sen)	**6.18**	6.16*

(b) Diluted

Diluted earnings per ordinary share for the financial year is 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 adjusted for the effects of dilutive potential ordinary shares.

	Group	
	2024	**2023**
Profit for the financial year attributable to owners of the parent (RM)	**154,995,232**	154,363,105
Weighted average number of ordinary shares in issue	**2,509,773,360**	2,506,899,621
Effect of dilution due to SGP	**3,402,000**	7,137,600
Adjusted weighted average number of ordinary shares applicable to diluted earnings per ordinary share (unit)	**2,513,175,360**	2,514,037,221
Diluted earnings per ordinary share (sen)	**6.17**	6.14*

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31. EARNINGS PER ORDINARY SHARE (Cont'd)

* Comparative figures for the weighted average number of ordinary shares used in the calculation of basic and diluted earnings per share have been restated to reflect the increase number of shares arising from the bonus issue during the year. Excluding the bonus issue, the basic and diluted earnings per ordinary share for the financial year 2023 was 12.32 sen and 12.29 sen respectively

32. RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group 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 and the party are subject to common control or common significant influence. Related parties could be individuals or other parties.

Related parties of the Group include:

(i) ultimate holding company, GTECH Holdings Sdn. Bhd.;

(ii) direct and indirect subsidiaries as disclosed in Note 7 to the financial statements; and

(iii) key management personnel as disclosed in Note 32(c) to the financial statements.

(b) The Company has not entered into transactions with related parties during the financial year.

(c) Compensation of key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group, either directly or indirectly. The key management personnel include all the Directors and certain members of the senior management of the Group.

The total remuneration of Directors and key management personnel during the financial year was as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Directors' fees	**748,512**	569,032	**748,512**	569,032
Short term employee benefits	**5,779,867**	4,141,164	**48,000**	42,000
Contributions to defined contribution plan	**808,806**	469,744	**0**	0
SGP expenses	**456,010**	418,812	**0**	0
	7,793,195	5,598,752	**796,512**	611,032

Estimated monetary value of benefits-in-kind provided to the Executive Directors and key management personnel of the Group is RM771,845 (2023: RM544,790).

Notes to The Financial Statements

31 December 2024

33. CAPITAL AND FINANCIAL RISK MANAGEMENT

(a) Capital management

The primary objective of the capital management of the Group is to ensure that the Group would be able to continue as a going concern whilst maximising return to shareholders through the optimisation of the debt and equity ratios. The overall strategy of the Group remains unchanged from that in the previous financial years.

The Group manages its capital structure and makes adjustments to it in response to changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholder, return capital to shareholder or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2024 and 31 December 2023.

The Group monitors capital using a gearing ratio, which is net debt divided by total equity attributable to the owners of the parent. Net debt is calculated as borrowings, lease liabilities and provision for warranties, less short term funds and cash and bank balances.

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Borrowings	**12,816,654**	14,489,399	**0**	0
Lease liabilities	**7,543,648**	7,377,727	**0**	0
Provision for warranties	**14,962,426**	16,289,127	**0**	0
Less:				
Short term funds	**(40,642,400)**	(33,899,481)	**(40,154,942)**	(30,535,029)
Cash and bank balances	**(192,180,102)**	(153,953,573)	**(22,584,085)**	(5,729,060)
Net cash	**(197,499,774)**	(149,696,801)	**(62,739,027)**	(36,264,089)
Total equity attributable to owners of the parent	**909,290,272**	751,384,678	**148,141,211**	144,184,393
Gearing ratio	*	*	*	*

* No gearing ratio is presented as the Group and the Company are in net cash position.

Pursuant to the requirements of Practice Note No. 17/2005 of the Bursa Malaysia Securities Berhad, the Group is required to maintain a consolidated shareholders' equity of more than 25% of the issued and paid-up capital and such shareholders' equity is not less than RM40.0 million. The Group has complied with this requirement for the financial year ended 31 December 2024.

(b) Financial risk management

The financial risk management objective of the Group is to optimise value creation for shareholder whilst minimising the potential adverse impact arising from fluctuations in foreign currency exchange and interest rates and the unpredictability of the financial markets.

Notes to The Financial Statements

31 December 2024

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

The Group and the Company are exposed mainly to credit risk, foreign currency risk, liquidity and cash flow risk and interest rate risk. Information on the management of the related exposures is detailed below.

(i) Credit risk

Cash deposits, short term funds, and receivables could give rise to credit risk which requires the loss to be recognised if a counter party fails to perform as contracted. The counter parties are major licensed financial institutions, creditworthy debtors and a subsidiary with good payment records. It is the policy of the Group and of the Company to monitor the financial standing of these counter parties on an ongoing basis to ensure that the Group and of the Company is exposed to minimal credit risk.

The primary exposure of the Group to credit risk arises through its trade receivables. The trading terms of the Group with its customers are mainly on credit. The credit period ranged between 30 days to 90 days. Each customer has a maximum credit limit and the Group seeks to maintain strict control over its outstanding receivables to minimise credit risk. Overdue balances are reviewed regularly by senior management.

In respect of the cash and bank balances placed with major financial institutions, the Directors believe that the possibility of non-performance by these financial institutions is remote on the basis of their financial strength.

Exposure to credit risk

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

Notes to The Financial Statements

31 December 2024

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(i) Credit risk (Cont'd)

Credit risk concentration profile

The Group determines concentration of credit risk by monitoring the country and industry sector profiles of its trade receivables on an ongoing basis. The credit risk concentration profile of the trade receivables of the Group at the end of the reporting period are as follows:

	Group			
By country	2024 RM	% of total	2023 RM	% of total
Germany	**241,300**	*	**429,679**	*
India	**14,380,816**	10%	**39,216,314**	30%
Ireland	**23,937,750**	17%	**5,228,125**	4%
Lithuania	**19,072**	*	**2,497,225**	2%
Malaysia	**21,235,259**	16%	**12,538,826**	10%
Netherlands	**3,852,277**	3%	**1,824,709**	2%
People's Republic of China	*****	*	**751**	*
Thailand	**1,875,580**	1%	*****	*
Singapore	**796,424**	1%	**12,821**	*
United States of America	**69,176,749**	51%	**66,706,520**	52%
Vietnam	**1,382,015**	1%	**569,924**	*
	136,897,242	100%	**129,024,894**	100%

* Less than 1%

At the end of the reporting period, approximately 44% (2023: 74%) of the trade receivables of the Group were due from two (2) (2023: two (2)) major customers who are multi-industry conglomerates located in United States of America and India (2023: United States of America and India).

At the end of the reporting period, approximately 97.12% (2023: 99.91%) of the receivables of the Company was amount owing by a subsidiary.

The maximum exposure to credit risk in relation to financial guarantee contracts provided as credit enhancements to the secured loans of subsidiaries and associates amounts to RM212,674,606 representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period.

Notes to The Financial Statements

31 December 2024

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(ii) Foreign currency risk

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

The Group is exposed to foreign currency risk on sales and purchases that are denominated in currencies other than the respective functional currencies of the entities within the Group. The Group and the Company also holds short term funds and cash and bank balances denominated in foreign currencies for working capital purposes. The currencies giving rise to this risk are primarily USD and Euro.

The following table demonstrates the sensitivity analysis of the Group and of the Company to a reasonably possible change in the USD and EURO exchange rate against the functional currency of the Group and of the Company, with all other variables held constant:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit/(Loss) after tax				
Increase by 5%				
USD/RM	**7,978,193**	7,860,014	**0**	0
EURO/RM	**1,685,046**	154,684	**698,013**	80,266
Decrease by 5%				
USD/RM	**(7,978,193)**	(7,860,014)	**0**	0
EURO/RM	**(1,685,046)**	(154,684)	**(698,013)**	(80,266)
Equity				
Increase by 5%				
USD/RM	**(50,271)**	(31,917)	**0**	0
EURO/RM	**(42,819)**	2,027	**0**	0
Decrease by 5%				
USD/RM	**50,271**	31,917	**0**	0
EURO/RM	**42,819**	(2,027)	**0**	0

Sensitivity analysis of other foreign currencies are not disclosed as they are not material to the Group.

Notes to The Financial Statements

31 December 2024

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iii) Liquidity and cash flow risk

Liquidity and cash flow risk is the risk that the Group will encounter difficulty in meeting their financial obligations due to shortage of funds. The exposure of the Group to liquidity and cash flow risk arises primarily from mismatches of maturities of financial assets and financial liabilities. The objective of the Group is to maintain a balance between continuity of funding and flexibility through the use of available credit facilities.

The Group actively manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all operating, investing and financing needs are met. In executing its liquidity risk management strategy, the Group measures and forecasts its cash commitments and maintains a level of cash and cash equivalents deemed adequate to finance the activities of the Group.

The Group and the Company practice prudent liquidity risk management to minimise the mismatch of financial assets and liabilities whilst maintaining sufficient cash and the availability of funding through standby credit facilities.

The table below summaries the maturity profile of the liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations.

	On demand or within one year RM	Over one year to within five years RM	Over five years RM	Total RM
31 December 2024				
Group				
Lease liabilities	**2,328,861**	**6,346,519**	**115,335**	**8,790,715**
Trade and other payables	**85,709,804**	**0**	**0**	**85,709,804**
Borrowings	**1,591,829**	**5,927,916**	**8,301,132**	**15,820,877**
Total undiscounted liabilities	**89,630,494**	**12,274,435**	**8,416,467**	**110,321,396**
31 December 2023				
Group				
Lease liabilities	1,947,741	5,487,078	562,877	7,997,696
Trade and other payables	120,105,046	0	0	120,105,046
Borrowings	2,252,977	6,103,676	9,717,201	18,073,854
Total undiscounted liabilities	124,305,764	11,590,754	10,280,078	146,176,596

Notes to The Financial Statements

31 December 2024

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iii) Liquidity and cash flow risk (Cont'd)

	On demand or within one year RM	Over one year to within five years RM	Over five years RM	Total RM
31 December 2024				
Company				
Other payables	**51,021**	**0**	**0**	**51,021**
Financial guarantee contracts	**12,816,654**	**0**	**0**	**12,816,654**
Total undiscounted liabilities	**12,867,675**	**0**	**0**	**12,867,675**
31 December 2023				
Company				
Other payables	62,925	0	0	62,925
Financial guarantee contracts	13,916,658	0	0	13,916,658
Total undiscounted liabilities	13,979,583	0	0	13,979,583

(iv) Interest rate risk

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

The exposure of the Group and of the Company to interest rate risk arises primarily from their borrowings and short term funds. The Group and the Company borrow at both, floating and fixed rates of interest to generate the desired interest profile and to manage the Group's and the Company's exposure to interest rate fluctuations.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity analysis of the Group and of the Company if interest rates at the end of reporting period changed by fifty (50) basis points with all other variables held constant:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Profit/(Loss) after tax				
- Increase by 0.5%	**105,738**	73,758	**156,252**	116,033
- Decrease by 0.5%	**(105,738)**	(73,758)	**(156,252)**	(116,033)

Notes to The Financial Statements

31 December 2024

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iv) Interest rate risk (Cont'd)

There is no interest rate risk exposure to the equity, hence the effect of change in the interest rate is not explained.

Sensitivity analysis for fixed rate instrument as at the end of the reporting period was not presented as fixed rate instrument is not affected by changes in interest rates.

Notes to The Financial Statements

31 December 2024

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iv) Interest rate risk (Cont'd)

The following tables set out the carrying amounts, the interest rates/incremental borrowing rates as at the end of the reporting period and the remaining maturities of the financial instruments and lease liabilities of the Group and of the Company that are exposed to interest rate risk:

Group	Note	Interest rates/ Incremental borrowing rates* %	On demand or within 1 year RM	1 - 2 years RM	2 - 3 years RM	3 - 4 years RM	4 - 5 years RM	More than 5 years RM	Total RM
31 December 2024									
Fixed rates									
Lease liabilities	**6**	**2.46 - 7.95***	**(1,837,495)**	**(1,745,791)**	**(1,688,933)**	**(1,504,020)**	**(653,147)**	**(114,262)**	**(7,543,648)**
Floating rates									
Short term funds	**14**	**1.97 - 3.07**	**40,642,400**	**0**	**0**	**0**	**0**	**0**	**40,642,400**
Term loans	**18**	**4.05**	**(1,100,004)**	**(1,100,004)**	**(1,100,004)**	**(1,100,004)**	**(1,100,004)**	**(7,316,634)**	**(12,816,654)**
31 December 2023									
Fixed rates									
Lease liabilities	**6**	1.75 - 7.95*	(1,652,358)	(1,658,579)	(1,130,802)	(1,191,694)	(1,129,584)	(614,710)	(7,377,727)
Floating rates									
Short term funds	**14**	1.62 - 2.96	33,899,481	0	0	0	0	0	33,899,481
Bank overdraft	**18**	8.08	(494,793)	0	0	0	0	0	(494,793)
Term loans	**18**	2.79 - 5.47	(1,177,952)	(1,100,004)	(1,100,004)	(1,100,004)	(1,100,004)	(8,416,638)	(13,994,606)

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iv) Interest rate risk (Cont'd)

The following tables set out the carrying amounts, the interest rates/incremental borrowing rates as at the end of the reporting period and the remaining maturities of the financial instruments and lease liabilities of the Group and of the Company that are exposed to interest rate risk: (Cont'd)

Company	Note	Interest rates %	On demand or within 1 year RM	1 - 2 years RM	2 - 3 years RM	3 - 4 years RM	4 - 5 years RM	More than 5 years RM	Total RM
31 December 2024									
Floating rates									
Short term funds	**14**	**2.95**	**40,154,942**	**0**	**0**	**0**	**0**	**0**	**40,154,942**
Amount due from a subsidiary	**11**	**5.20 - 5.50**	**964,084**	**0**	**0**	**0**	**0**	**0**	**964,084**
31 December 2023									
Floating rates									
Short term funds	**14**	2.78	30,535,029	0	0	0	0	0	30,535,029
Amount due from a subsidiary	**11**	5.50	28,105,479	0	0	0	0	0	28,105,479

Notes to The Financial Statements

31 December 2024

34. SIGNIFICANT EVENTS SUBSEQUENT TO THE END OF THE REPORTING PERIOD

(a) On 27 January 2025, the Company incorporated a wholly-owned subsidiary, Greatech Mechatronics (M) Sdn. Bhd. in Malaysia for a cash consideration of RM100 comprising of 100 ordinary shares.

(b) On 28 February 2025, the Company has entered into a sales and purchase agreement with Mr. Martin Mucha acting in his capacity as insolvency administrator over the assets of Manz AG, to acquire 100% equity interest in Manz Slovakia S.R.O., a wholly-owned subsidiary of Manz AG in Slovakia for a cash consideration of Euro 1,000,000 (equivalent to RM4,657,400).

35. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

35.1 New MFRSs adopted during the financial year

The Group and the Company adopted the following Amendments to the Standards of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ('MASB') during the financial year:

Title	Effective Date
Amendments to MFRS 16 *Lease Liability in a Sale and Leaseback*	1 January 2024
Amendments to MFRS 101 *Classification of Liabilities as Current or Non-current*	1 January 2024
Amendments to MFRS 101 *Non-current Liabilities with Covenants*	1 January 2024
Amendments to MFRS 107 and MFRS 7 *Supplier Finance Arrangements*	1 January 2024

The adoption of the above Amendments to the Standards did not have any material effect on the financial performance or position of the Group and of the Company.

35.2 New MFRSs and Amendments to MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2025

The following are Standards and Amendments to the Standards of the MFRS Framework that have been issued by the Malaysian Accounting Standards Board ('MASB') but have not been early adopted by the Group and the Company:

Title	Effective Date
Amendments to MFRS 121 *Lack of Exchangeability*	1 January 2025
Amendments to MFRS 9 and MFRS 7 *Amendments to the Classification and Measurement of Financial Instruments*	1 January 2026
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
Amendments to MFRS 9 and MFRS 7 *Contracts Referencing Nature - dependent Electricity*	1 January 2026
MFRS 18 *Presentation and Disclosure in Financial Statements*	1 January 2027
MFRS 19 *Subsidiaries without Public Accountability: Disclosures*	1 January 2027
Amendments to MFRS 10 and MFRS 128 *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*	Deferred

The Group and the Company do not expect the adoption of the above Standards and Amendments to Standards to have a significant impact on the financial statements.

Notes to The Financial Statements

31 December 2024

36. STATUTORY DISCLOSURE

Pursuant to Section 249(4)(e) of Companies Act 2016, details of auditors' remuneration payable by the Group and the Company during the financial year were as follows:

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Statutory audit				
- BDO PLT	**179,000**	144,800	**72,000**	47,000
- Other firms	**116,978**	18,824	**0**	0
	295,978	163,624	**72,000**	47,000

List of Properties

(as at 31 December 2024)

Registered/ Beneficial owner	Property address	Description/ Existing use	Tenure of property	Date of acquisition/ Date of revaluation	Approximate age of building	Land/ Gross built-up area (sq ft)	Carrying amount as at 31 December 2024 RM'000
Greatech Integration (M) Sdn Bhd	Plot 287A, Lengkok Kampung Jawa Satu, Bayan Lepas Free Industrial Zone Phase 3, 11900 Bayan Lepas, Pulau Pinang	Industrial land with a three-storey detached office block and an annexed double storey detached factory /Used as head office, assembly plant and storage	Leasehold (44 years expiring on 29 May 2051)	21 March 2018 /31 December 2022	6 years	69,599/ 74,701	23,426
Greatech Integration (M) Sdn Bhd	Plot 287B, Lengkok Kampung Jawa Satu, Bayan Lepas Free Industrial Zone Phase 3, 11900 Bayan Lepas, Pulau Pinang	Industrial land with a double storey detached office block, an annexed single storey detached factory and a guard house /Used as office and storage	Leasehold (60 years expiring on 29 May 2051)	5 November 2014 /31 December 2022	31 years	33,044/ 20,064	5,903
Greatech Integration (M) Sdn Bhd	Plot 287C, Lengkok Kampung Jawa Satu, Bayan Lepas Free Industrial Zone Phase 3, 11900 Bayan Lepas, Pulau Pinang	Industrial land with a double storey detached office block, an annexed double storey detached factory and a guard house /Used as office, assembly plant and storage	Leasehold (60 years expiring on 29 May 2051)	6 February 2015 /31 December 2022	31 years	30,053/ 24,283	6,600
Greatech Integration (M) Sdn Bhd	Lot 72493, Mukim 12, Lengkok Kampung Jawa Satu, Daerah Barat Daya, Pulau Pinang ("Plot 287D")	Industrial land with tar road and sidewalk /Used as car park	Leasehold (30 years expiring on 6 Mar 2052)	16 November 2021 /31 December 2022	N/A	10,764/ N/A	964
Greatech Integration (M) Sdn Bhd	PMT 778, Persiaran Cassia Selatan 2, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia ("Batu Kawan I")	Industrial land with a double storey detached office block, an annexed single storey detached factory and a guard house /Used as office, manufacturing plant and storage	Leasehold (60 years expiring on 17 August 2074)	20 June 2019 /31 December 2022	4 years	183,244/ 126,694	32,443

List of Properties

(as at 31 December 2024)

Registered/ Beneficial owner	Property address	Description/ Existing use	Tenure of property	Date of acquisition/ Date of revaluation	Approximate age of building	Land/ Gross built-up area (sq ft)	Carrying amount as at 31 December 2024 RM'000
Greatech Integration (M) Sdn Bhd	PMT 800, Persiaran Cassia Selatan 6, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Seberang Perai Selatan, Pulau Pinang ("Batu Kawan II")	Industrial land with a double storey detached office block, an annexed single storey detached factory and a guard house /Used as office, assembly plant and storage	Leasehold (60 years expiring on 14 October 2082)	13 January 2021 /31 December 2022	3 years	257,052/ 209,721	48,181
Greatech Integration (M) Sdn Bhd	807, Jalan Cassia Selatan 7/1, Taman Perindustrian Batu Kawan, MK 13 Seberang Perai Selatan, 14110 Bandar Cassia, Penang ("Batu Kawan III")	Industrial land with a double storey detached office block, an annexed single storey detached factory and a guard house /Used as office, assembly plant and storage	Leasehold (60 years expiring on 18 January 2083)	10 September 2021 /31 December 2022	3 years	305,522/ 241,222	63,220
Greatech Integration (M) Sdn Bhd	PMT 839, Persiaran Cassia Selatan 6, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Seberang Perai Selatan, Pulau Pinang ("Batu Kawan IV")	Industrial land with a double storey detached office and double storey factory with a mezzanine floor and a guard house.	Leasehold (60 years expiring on 28 April 2083)	3 November 2021 /31 December 2022	3 months (CCC[1] on 15 October 2024)	504,224/ 629,301	158,946

[1] Certificate of Completion and Compliance

Analysis of Shareholdings

as at 2 April 2025

Share Capital

Total Issued Shares	:	2,511,422,900 Ordinary Shares
Type of Shares	:	Ordinary Shares
Voting Rights	:	One vote per Ordinary Share on a poll

Distribution of Shareholding

Size of Shareholdings	No. of Holders	%	No. of Holdings	%
1 – 99	106	0.83	1,519	*
100 – 1,000	2,803	22.08	1,689,761	0.07
1,001 – 10,000	7,232	56.98	30,093,587	1.20
10,001 – 100,000	2,119	16.70	61,422,847	2.44
100,001 to less than 5% of Issued Shares	431	3.40	969,436,586	38.60
5% and above of Issued Shares	1	0.01	1,448,778,600	57.69
Total	**12,692**	**100.00**	**2,511,422,900**	**100.00**

* Negligible

30 Largest Securities Account Holders based on Record of Depositors
(without aggregating the securities from different securities accounts belonging to the same person)

No.	Name	No. of Shares held	%
1	GTECH HOLDINGS SDN BHD	1,448,778,600	57.69
2	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *EXEMPT AN FOR AIA BHD.*	105,739,900	4.21
3	LEMBAGA TABUNG HAJI	77,969,400	3.10
4	LLH HOLDINGS SDN BHD	59,098,200	2.35
5	SMARTCAP VENTURE SDN BHD	47,542,600	1.89
6	AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM BUMIPUTERA*	39,957,300	1.59
7	CITIGROUP NOMINEES (ASING) SDN BHD *EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 22)*	36,890,126	1.47
8	PERMODALAN NASIONAL BERHAD	36,055,600	1.44
9	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *EMPLOYEES PROVIDENT FUND BOARD (ASIANISLAMIC)*	27,640,900	1.10
10	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH *OPPORTUNITIES FUND (50156 TR01)*	23,562,900	0.94

Analysis of Shareholdings

as at 2 April 2025

30 Largest Securities Account Holders based on Record of Depositors (Cont'd)
(without aggregating the securities from different securities accounts belonging to the same person)

No.	Name	No. of Shares held	%
11	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *EMPLOYEES PROVIDENT FUND BOARD (AHAM AM)*	17,200,000	0.68
12	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)*	13,681,800	0.54
13	HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND*	13,275,600	0.53
14	HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND*	12,026,200	0.48
15	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD *CIMB ISLAMIC TRUSTEE BERHAD - KENANGA SYARIAH GROWTH FUND*	11,848,100	0.47
16	AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM MALAYSIA 3*	11,148,400	0.44
17	*CIMB GROUP NOMINEES (TEMPATAN) SDN BHD* *CIMB COMMERCE TRUSTEE BERHAD - KENANGA GROWTH FUND*	10,470,900	0.42
18	DB (MALAYSIA) NOMINEE (ASING) SDN BHD *EXEMPT AN FOR STATE STREET BANK & TRUST COMPANY (WEST CLT OD67)*	10,326,800	0.41
19	AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM BUMIPUTERA 3 - DIDIK*	9,866,200	0.39
20	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD *DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR HONG LEONG DIVIDEND FUND*	8,300,000	0.33
21	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (PRINCIPAL EQITS)*	8,186,200	0.33
22	OOI HOE LENG	8,050,000	0.32
23	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD *CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA GROWTH OPPORTUNITIES FUND (50154 TR01)*	7,794,200	0.31
24	AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM MALAYSIA*	7,775,200	0.31
25	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)*	7,662,950	0.31
26	AMANAHRAYA TRUSTEES BERHAD *AMANAH SAHAM BUMIPUTERA 2*	7,546,000	0.30

Analysis of Shareholdings

as at 2 April 2025

30 Largest Securities Account Holders based on Record of Depositors (Cont'd)
(without aggregating the securities from different securities accounts belonging to the same person)

No.	Name	No. of Shares held	%
27	CARTABAN NOMINEES (TEMPATAN) SDN BHD *TMF TRUSTEES MALAYSIA BERHAD FOR AFFIN HWANG WHOLESALE EQUITY FUND 2*	7,400,000	0.29
28	CITIGROUP NOMINEES (TEMPATAN) SDN BHD *KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (AIIMAN IS EQ)*	7,278,000	0.29
29	HSBC NOMINEES (ASING) SDN BHD *JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II*	6,842,400	0.27
30	TAN ENG KEE	6,072,600	0.24

Directors' Shareholdings based on Register of Director's Shareholdings

	No. of Shares beneficially held				
Name of Directors	Direct	%	Indirect		%
DATO' SERI TAN ENG KEE	10,072,600	0.40	1,448,821,400	**	57.69
KHOR LEAN HENG	3,230,000	0.13	-		-
DATO' OOI HOOI KIANG	3,063,200	0.12	-		-
DATO' SERI WONG SIEW HAI	-	-	2,113,400	^	0.08
DATO' OOI BOON CHYE	715,800	0.02	-		-
DR. MICHAEL DOMINIC KIRK	-	-	-		-
DR. KONG SIEW MUI	-	-	-		-

** Dato' Seri Tan Eng Kee is deemed interested through GTECH Holdings Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016 ("Act") and through his child pursuant to Section 59(11)(c) of the Act.
^ Dato' Seri Wong Siew Hai is deemed interested through his children pursuant to Section 59(11)(c) of the Act.

Substantial Shareholders' Shareholdings based on Register of Substantial Shareholders

	No. of Shares beneficially held				
Name of Substantial Shareholders	Direct	%	Indirect		%
GTECH HOLDINGS SDN BHD	1,448,778,600	57.69	-		-
DATO' SERI TAN ENG KEE	10,072,600	0.40	1,448,821,400	**	57.69

** Dato' Seri Tan Eng Kee is deemed interested through GTECH Holdings Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016 ("Act") and through his child pursuant to Section 59(11)(c) of the Act.

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Seventh (**"7th"**) Annual General Meeting (**"AGM"**) of Greatech Technology Berhad (**"Company"**) will be held at **Jadeite Room, Level 4, Amari SPICE Penang, 2, Persiaran Mahsuri, Bayan Baru, 11900 Bayan Lepas, Pulau Pinang** on **Wednesday, 28 May 2025** at **10.00 a.m.** for the following purposes:

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and Auditors thereon. *(Please refer to Explanatory Note 1)*

2. To re-elect Mr. Khor Lean Heng who retires in accordance with Clause 170 of the Company's Constitution and being eligible, has offered himself for re-election. ***Ordinary Resolution 1***

   Dato' Seri Wong Siew Hai who is subject to retirement pursuant to Clause 170 of the Company's Constitution has expressed his intention not to seek re-election and hence, he will retire as Director at the conclusion of the 7th AGM of the Company.

3. To approve the payment of Directors' fees of RM8,000.00 per month for each of the Directors of the Company for the period from 29 May 2025 until the next AGM of the Company in the year 2026. ***Ordinary Resolution 2***

4. To approve the payment of Directors' benefits (excluding Directors' fees) to the Directors up to an amount of RM100,000.00 for the period from 29 May 2025 until the next AGM of the Company in the year 2026. ***Ordinary Resolution 3***

5. To re-appoint BDO PLT as Auditors of the Company to hold office until the conclusion of the next AGM of the Company in the year 2026 and to authorise the Directors to fix their remuneration. ***Ordinary Resolution 4***

AS SPECIAL BUSINESS

6. To consider and, if thought fit, with or without any modification, to pass the following resolutions which will be proposed as Ordinary Resolutions:

6.1 **Authority to Issue Shares pursuant to the Companies Act 2016 ("the Act") and Waiver Of Pre-Emptive Rights** ***Ordinary Resolution 5***

"THAT subject to the Act, the Constitution of the Company, and the approvals from Bursa Malaysia Securities Berhad (**"Bursa Securities"**) and any relevant governmental/regulatory authority, the Directors of the Company be and are hereby empowered, pursuant to the Act, to issue and allot shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being;

THAT pursuant to Section 85 of the Act to be read together with Clause 32 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares arising from any issuance of new shares pursuant to Section 75 and 76 of the Act;

AND THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities;

AND FURTHER THAT such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company."

Notice of Annual General Meeting

6.2 **Proposed Renewal of Share Buy-Back Authority** ***Ordinary Resolution 6***

"THAT subject to the Companies Act 2016 (the **"Act"**), the Constitution of Company, Bursa Malaysia Securities Berhad (**"Bursa Securities"**) Main Market Listing Requirements (**"MMLR"**) and the approvals of all relevant governmental and/or regulatory authorities (if any), the Company be and is hereby authorised to purchase such number of ordinary shares in the Company (**"Proposed Share Buy-Back"**) as may be determined by the Board of Directors (**"Board"**) from time to time through Bursa Securities upon such terms and conditions as the Board may deem fit and expedient in the best interest of the Company provided that:

(a) the aggregate number of ordinary shares to be purchased pursuant to this resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company; and

(b) the maximum amount of funds to be utilised for the purpose of the Proposed Share Buy-Back shall not exceed the aggregate retained profits of the Company based on its Audited Financial Statements for the financial year ended 31 December 2024 of RM12,862,482.

THAT at the discretion of the Board, the shares of the Company to be purchased are proposed to be cancelled and/or retained as treasury shares and/or distributed as dividends and/or resold on Bursa Securities and/or transferred the shares for the purposes of or under an employees' share scheme in the manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and Bursa Securities MMLR and any other relevant authorities for the time being in force;

THAT such authority shall commence immediately upon the passing of this resolution until:

(i) the conclusion of the next Annual General Meeting (**"AGM"**) of the Company following this general meeting at which such resolution was passed at which time it will lapse unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or

(ii) the expiration of the period within which the next AGM of the Company after that date is required by law to be held; or

(iii) the authority is revoked or varied by ordinary resolution passed by the shareholders of the Company in general meeting;

whichever occurs first.

AND THAT the Board be and is hereby authorised to take such steps to give full effect to the Proposed Share Buy-Back with full power to assent to any condition, modification, variation and/or amendment as may be imposed by the relevant authorities and/or to do all such acts and things as the Board may deem fit and expedient in the best interest of the Company."

7. To transact any other business of which due notice shall have been given.

Notice of Annual General Meeting

By Order of the Board,

YEOW SZE MIN, *SSM PC NO. 201908003120 (MAICSA 7065735)*
LOW SEOW WEI, *SSM PC NO. 202008000437 (MAICSA 7053500)*
Company Secretaries

Penang
29 April 2025

(A) NOTES:

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on **20 May 2025** (General Meeting Record of Depositors) shall be eligible to participate in the 7th AGM of the Company.

2. Every member including authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 (SICDA) is entitled to appoint another person as his proxy to exercise all or any of his rights to participate, speak and vote in his stead at the 7th AGM, and that such proxy need not be a Member. There shall be no restriction as to the qualification of the proxy. A proxy appointed by the member shall have the same rights as the member to participate, speak and vote at the 7th AGM of the Company.

3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account (**"omnibus account"**), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.

4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.

5. The instrument appointing a proxy or representative and the duly registered power of attorney or other authority, if any, shall be in writing under the hand of the appointer or his/her attorney duly appointed under a Power of Attorney or, if such appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly appointed under a Power of Attorney.

6. The instrument appointing proxy(ies) may be made in the form of hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 7th AGM or any adjournments thereof:

   (i) In Hardcopy Form
   The proxy form shall be deposited at the Company's Registered Office at Suite 18.05, MWE Plaza, No. 8, Lebuh Farquhar, 10200 George Town, Pulau Pinang, Malaysia.

   (ii) By Electronic Means
   The proxy form may also be lodged electronically by email to eservices@sshsb.com.my.

7. The members or their proxies or their corporate representatives may submit questions to the Company at enquiry@greatech-group.com prior to the 7th AGM not later than **20 May 2025** at **5.00 p.m**. The questions and/or remarks submitted by the members or their proxies or their corporate representatives will be presented and responded by the Chairman/Board/Management during the Meeting.

Notice of Annual General Meeting

(B) EXPLANATORY NOTES: -

1. **Item 1 of the Agenda - Audited Financial Statements for the financial year ended 31 December 2024 ("FY2024")**

   Agenda item no. 1 is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require a formal approval from the shareholders for the Audited Financial Statements. Hence, this agenda item is not put forward for voting.

2. **Ordinary Resolution 1: Re-election of Director**

   Clause 170 of the Company's Constitution states that one-third (1/3) of the Directors of the Company for the time being shall retire by rotation at an AGM of the Company. All the Directors shall retire from office at least once in each three (3) years but shall be eligible for re-election.

   Mr. Khor Lean Heng, who is retiring in accordance with Clause 170 of the Company's Constitution, has offered himself for re-election and is eligible to do so. **Dato' Seri Wong Siew Hai,** who is also retiring by rotation pursuant to Clause 170 of the Company's Constitution, has informed the Board of his decision not to seek re-election as a Director of the Company. Accordingly, he will retire as a Director upon the conclusion of the 7th Annual General Meeting of the Company.

   The profile of the Director standing for re-election is provided on page 10 of the Company's Annual Report 2024.

   For the purpose of determining the eligibility of the Director seeking re-election at the 7th AGM, the Nominating Committee (**"NC"**) has undertaken a review and assessment based on the annual assessment and evaluation of the Board for the FY2024.

   Following this assessment, the NC has recommended the re-election of the retiring Director based on the following considerations:

   (i) satisfactory performance and meeting the Board's expectations in discharging his duties and responsibilities;
   (ii) met the criteria of character, experience, integrity, competence and time commitment in discharging his roles as Director of the Company; and
   (iii) his ability to act in the best interest of the Company in decision-making.

   Based on the above, the Board has endorsed the NC's recommendation to seek shareholders' approval for the re-election of the retiring Director.

   The retiring Director has consented to his re-election and has abstained from all deliberations and decisions at the Board meeting relating to the recommendation to seek shareholders' approval for his re-election.

   As a shareholder of the Company, the retiring Director will also abstain from voting on the resolution concerning his re-election at the 7th AGM.

3. **Ordinary Resolutions 2 and 3: Directors' fees and benefits**

   Clause 186 of the Company's Constitution, any fees and benefits payable to Directors shall be subject to annual shareholders' approval at a General Meeting. Pursuant thereto, shareholders' approval is sought for the payment of fees to Directors (Resolutions 3) and benefits payable to Directors (Resolution 4).

   The shareholders' approval shall be sought at this 7th AGM for the payment of Directors' fees of RM8,000.00 per month to each of the Directors of the Company from 29 May 2025 until the next AGM of the Company in the year 2026, to be payable on monthly basis in arrears.

   The Remuneration Committee and the Board opined that it is just and equitable for the Directors to be paid such payment upon them discharging their responsibilities and rendering their services to the Company.

Notice of Annual General Meeting

(B) EXPLANATORY NOTES: -

3. **Ordinary Resolutions 2 and 3: Directors' fees and benefits (Cont'd)**

The payment of Directors' fees and benefits to the Directors has been reviewed by the Remuneration Committee and the Board of the Company, which recognises that the benefits payable is in the best interest of the Company for the applicable period from 29 May 2025 up to the conclusion of the next AGM in the year 2026. The benefits comprise Directors and Officers Liabilities Insurance and the meeting allowance, which will only be accorded based on actual attendance of meetings by the Directors.

The Directors who are also shareholders of the Company and persons connected to the said Director will abstain from voting on the resolutions in respect of the fees and benefits payable to him/her at the 7th AGM.

4. **Ordinary Resolution 4: Re-appointment of Auditors**

The Audit and Risk Management Committee (**"ARMC"**) and the Board have considered the re-appointment of BDO PLT as Auditors of the Company, are satisfied with the performance, competency, audit approach and independence of BDO PLT and collectively agreed that they have met the relevant criteria prescribed by Paragraph 15.21 of Bursa Securities MMLR.

The Board endorsed ARMC's recommendation to seek shareholders' approval to re-appoint BDO PLT as external auditors of the Company until the conclusion of the next AGM in the year 2026 and to authorise the Directors to fix their remuneration.

5. **Ordinary Resolution 5: Authority to issue shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights**

The proposed Ordinary Resolution 5 is primarily to seek for the renewal of the Previous Mandate (as defined herein) to give flexibility to the Board to issue and allot shares up to 10% of the total number of issued share (excluding treasury shares) of the Company for the time being, at any time to such persons in their absolute discretion for such purposes as the Board considers to be in the best interests of the Company (hereinafter referred to as the **"General Mandate"**).

The Company had been granted a general mandate by its shareholders at the last AGM held on 24 May 2024 of which will lapse at the conclusion of the 7th AGM (hereinafter referred to as the **"Previous Mandate"**).

The Previous Mandate granted by the shareholders had not been utilised and therefore, no proceed been raised therefrom.

The General Mandate, upon renewal, will provide flexibility to the Company to undertake any possible fund raising activities, including but not limited to placement of shares, for the purpose of funding Company's future investment projects, working capital, acquisitions and/or such other purposes as the Directors may deem fit, without having to convene a general meeting, provided that the aggregate number of the shares issued pursuant to the General Mandate does not exceed 10% of the total number of issued shares of the Company. This authority, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company.

6. **Ordinary Resolution 6: Proposed Renewal of Share Buy-Back Authority**

The proposed Ordinary Resolution 6, if passed, will empower the Directors of the Company to exercise the power of the Company to purchase the Company Shares of not more than 10% of the total number of issued shares of the Company at any time within the time period stipulated in the Bursa Securities MMLR by utilising the funds allocated which shall not exceed the total retained profits of the Company. This authority, unless revoked or varied at a meeting of members, shall continue to be in full force until the conclusion of the next AGM.

Please refer to the Share Buy-Back Statement dated 29 April 2025 which is despatched together with the Company's Annual Report 2024 for further information.

Notice of Annual General Meeting

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the 7th AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the 7th AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the **"Purposes"**), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

Statement Accompanying Notice of Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Bursa Securities MMLR)

- As at date of this notice, there are no individuals who are standing for election as Directors (excluding the above Director who are standing for re-election) at the 7th AGM.
- The renewal of General Mandate for issue of securities in accordance with Paragraph 6.03(3) of the Bursa Securities MMLR.

Details of the renewal of General Mandate to issue securities in the Company pursuant to Sections 75 and 76 of the Act are set out in Note 5 of the Explanatory Notes of the Notice of the 7th AGM.

GREATECH

GREATECH TECHNOLOGY BERHAD
(Registration No.: 201801008633 (1270647-H))
(Incorporated in Malaysia)

Proxy Form

CDS Account No.	
No. of ordinary shares held	

I/We _____ (Tel:) _____ NRIC/Registration No. _____
(Full Name in Capital Letters)

of _____

_____
(Full address in Capital Letters)

being a member of **GREATECH TECHNOLOGY BERHAD** ("the Company") hereby appoint the following person(s):

First Proxy		
Name	NRIC/Passport No.	No. of shares to be represented
Second Proxy		
Name	NRIC/Passport No.	No. of shares to be represented

or failing him/her, the Chairman of the Meeting, as *my/our proxy/proxies to attend and to vote for *me/us on *my/our behalf at the Seventh Annual General Meeting ("**7th AGM**") of the Company to be held at **Jadeite Room, Level 4, Amari SPICE Penang, 2, Persiaran Mahsuri, Bayan Baru, 11900 Bayan Lepas, Pulau Pinang** on **Wednesday, 28 May 2025** at **10.00 a.m.** and at any adjournment thereof.

My/Our Proxy is to vote as indicated below:

AGENDA			
To receive the Audited Financial Statements for financial year ended 31 December 2024 together with the Reports of the Directors and Auditors thereon.			
Ordinary Business		**For**	**Against**
Ordinary Resolution 1	To re-elect Mr. Khor Lean Heng as a Director of the Company.		
Ordinary Resolution 2	To approve the payment of Directors' Fee to each of Director of the Company.		
Ordinary Resolution 3	To approve the payment of Directors' benefits (excluding Directors' fees).		
Ordinary Resolution 4	To re-appoint BDO PLT as Auditors of the Company.		
Special Business			
Ordinary Resolution 5	Authority to issue shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights.		
Ordinary Resolution 6	Proposed Renewal of Share Buy-Back Authority.		

(Please indicate with an 'X' in the space provided against each resolution of how you wish your vote to be cast. In the absence of specific directions, your proxy(ies) or Chairman of the Meeting will vote or abstain as he/she thinks fit.

Note: Please note that the short description given above on the Resolutions to be passed does not in any way whatsoever reflect the intent and purpose of the Resolutions. Shareholders are encouraged to refer to the Notice of 7th AGM for the full purpose and intend of the Resolutions to be passed.

Signed this _____ day of _____, 2025.

_____
*Signature /Common Seal of Member

** Strike out whichever not applicable.*

Notes:

1. *In respect to deposited securities, only members whose names appear in the Record of Depositors on **20 May 2025** (General Meeting Record of Depositors) shall be eligible to participate in the 7th AGM of the Company.*
2. *Every member including authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 (SICDA) is entitled to appoint another person as his proxy to exercise all or any of his rights to participate, speak and vote in his stead at the 7th AGM, and that such proxy need not be a Member. There shall be no restriction as to the qualification of the proxy. A proxy appointed by the member shall have the same rights as the member to participate, speak and vote at the 7th AGM.*
3. *Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.*
4. *Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.*
5. *The instrument appointing a proxy or representative and the duly registered power of attorney or other authority, if any, shall be in writing under the hand of the appointer or his/her attorney duly appointed under a Power of Attorney or, if such appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly appointed under a Power of Attorney.*
6. *The instrument appointing proxy(ies) may be made in the form of hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 7th AGM or any adjournments thereof:*
   (i) In Hardcopy Form
   The proxy form shall be deposited at the Company's Registered Office at Suite 18.05, MWE Plaza, No. 8, Lebuh Farquhar, 10200 George Town, Pulau Pinang, Malaysia.
   (ii) By Electronic Means
   The proxy form may also be lodged electronically by email to eservices@sshsb.com.my.
7. *The members or their proxies or their corporate representatives may submit questions to the Company at enquiry@greatech-group.com prior to the 7th AGM not later than **20 May 2025** at **5.00 p.m**. The questions and/or remarks submitted by the members or their proxies or their corporate representatives will be presented and responded to by the Chairman/Board/ Management during the Meeting.*
8. *Any alteration in this form must be initialed.*

Personal data privacy:
By submitting the duly executed proxy form, the member and his/her proxy consent to the Company and/or its agents/service providers to collect, use and disclose the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the 7th AGM of the Company and any adjournment thereof.

Please fold across the lines and close

Affix
Stamp

The Company Secretaries
GREATECH TECHNOLOGY BERHAD
201801008633 (1270647-H)
Suite 18.05, MWE PLaza
No.8, Lebuh Farquhar
10200 George Town
Pulau Pinang
Malaysia

Please fold across the lines and close

GREATECH TECHNOLOGY BERHAD
201801008633 (1270647-H)

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