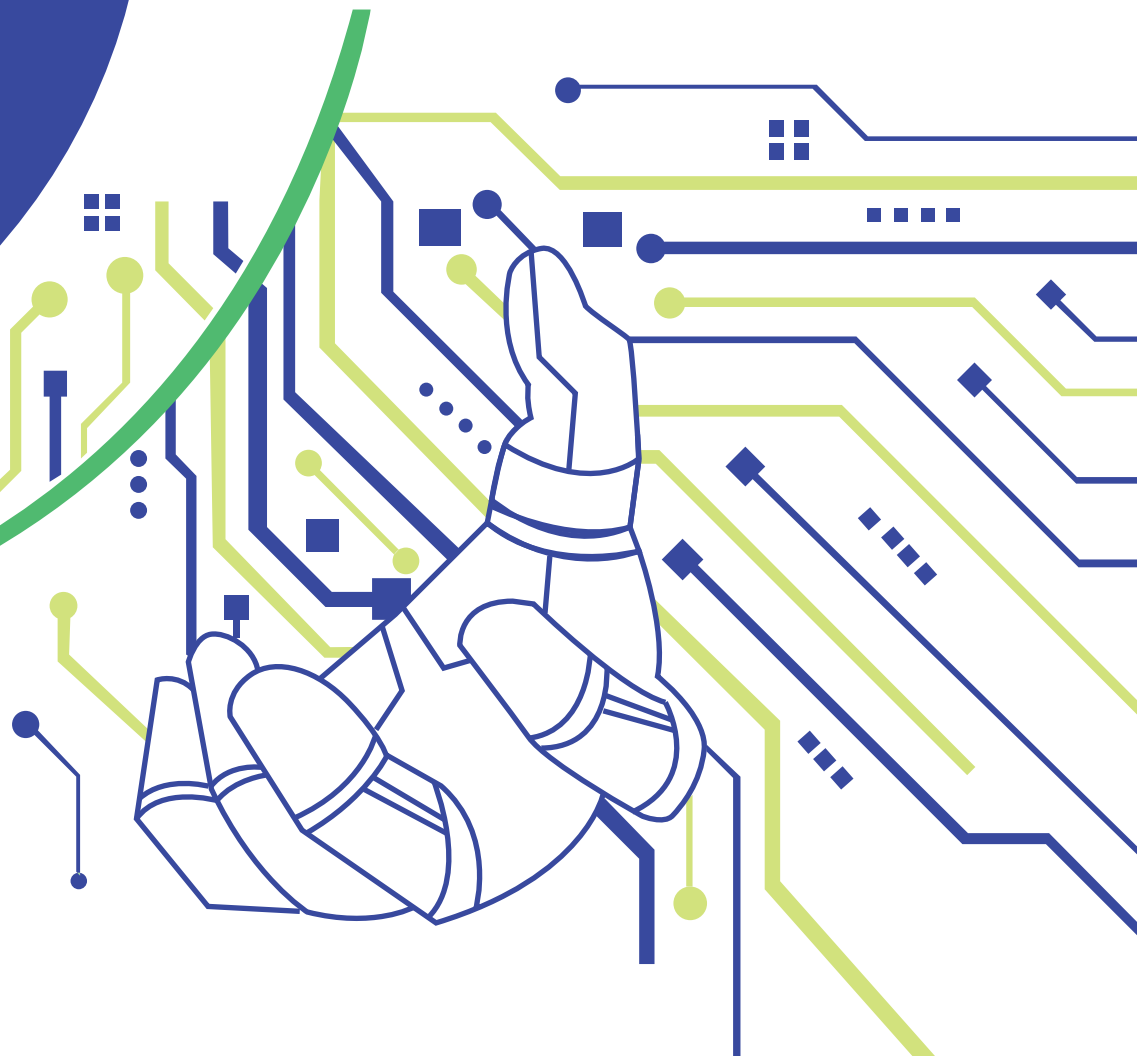


EXCELFORCE

Innovating The Future

Annual Report 2025



OUR VISION

To be an innovative and high value adding software solution provider

OUR MISSION

We continuously strive to increase our technology know-how and capabilities, deepen our domain knowledge & optimise the use of our resources to produce high quality applications and services that expand our market reach, grow our revenue & sustain our profitability

OUR CORE VALUES

CUSTOMER FOCUS



Create value for customers
Which means solve their problems!

Source of our growth and profitability
Otherwise how to pay dividend and bonuses!

ACCOUNTABILITY

Accept responsibility for actions and decisions
Don't pass the buck!

Take charge and get the work done
Do the work and do it with pride!



RESPECT

Treat everyone with dignity
Regardless of creed, colour and religion.

Do not discriminate and demean anyone
This speaks for itself. Period.

Foster a safe and vibrant work environment
Allow creativity to flourish.



TEAMWORK & COLLABORATION

Combine strengths in numbers and capabilities
Overcome individual limitations.

Breakthrough comes from diverse ideas and opinions
Not with herd mentality!

Get more done better and faster
The ultimate results we want!



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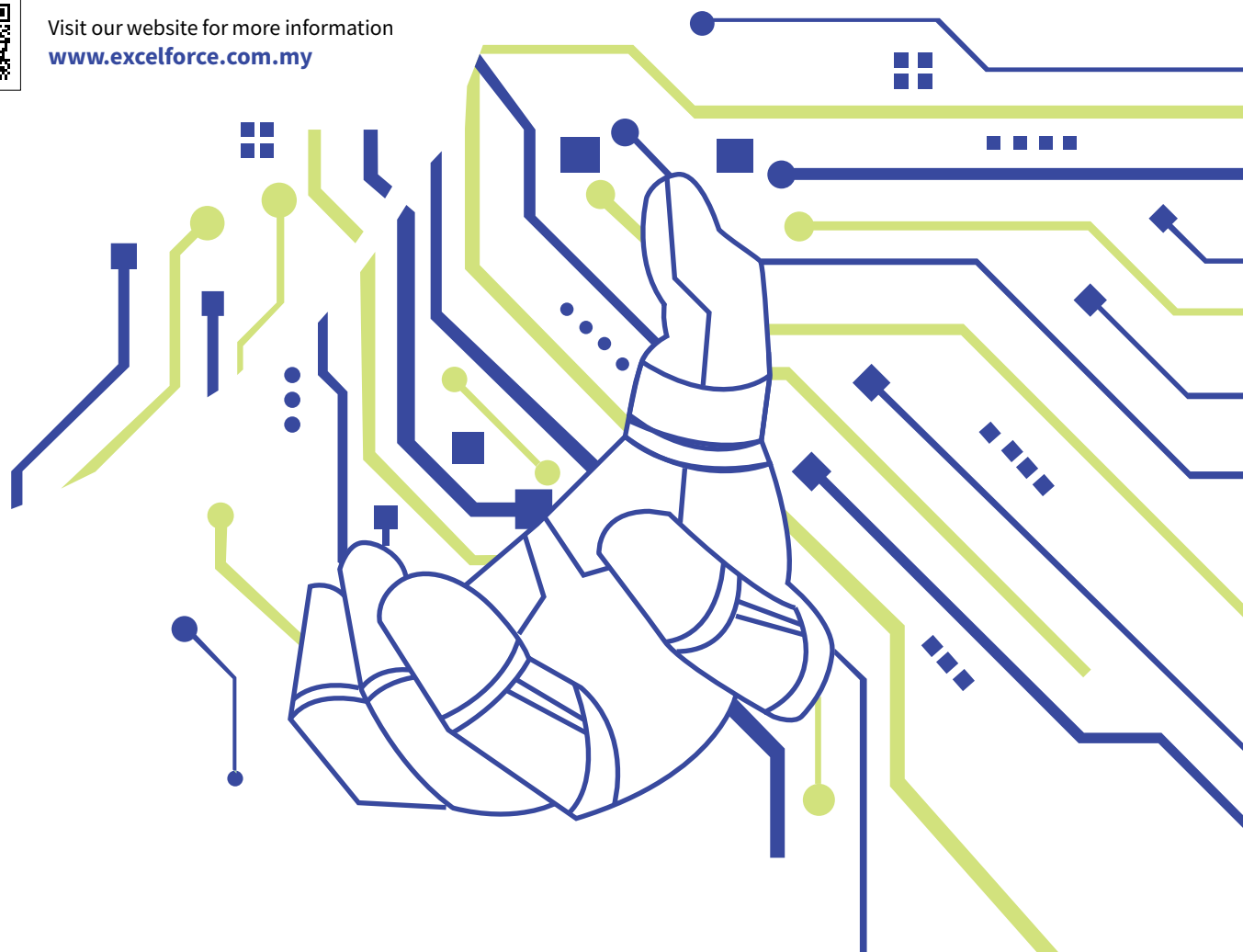
ANNUAL REPORT 2025

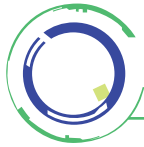
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www.excelforce.com.my





NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Third Annual General Meeting (“23rd AGM”) of the Company will be held at Function Room 2 & 3, Level 1 Main Lobby, Kuala Lumpur Golf & Country Club of 10, Jalan 1/70D, Off Jalan Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan, Malaysia on Thursday, 4 December 2025 at 2.30 p.m. or at any adjournment thereof for the transaction of the following businesses:

AGENDA

Ordinary Business

1. To receive the Audited Financial Statements for the financial year ended 30 June 2025 together with the Reports of the Directors and Auditors thereon. **Please refer to Note 1**
2. To approve the payment of a final single-tier dividend of 0.50 sen per ordinary share for the financial year ended 30 June 2025. **Ordinary Resolution 1**
3. To re-elect the following Directors who are retiring by rotation pursuant to Clause 105 of the Company’s Constitution and being eligible, have offered themselves for re-election:-
 - a) Dato’ Sri Ismail bin Ahmad **Ordinary Resolution 2**
 - b) Elisa Tan Mun-E **Ordinary Resolution 3**
4. To approve the Directors’ fees amounting to RM624,000.00 for the period from the 23rd AGM of the Company up to the Twenty-Fourth Annual General Meeting (“24th AGM”) of the Company. **Ordinary Resolution 4**
5. To re-appoint Messrs. TGS TW PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. **Ordinary Resolution 5**

Special Business

To consider and if thought fit, to pass the following resolutions: -

6. **Authority to allot and issue shares in general pursuant to Sections 75 and 76 of the Companies Act 2016** **Ordinary Resolution 6**

“THAT pursuant to Sections 75 and 76 of the Companies Act 2016 (“the Act”) and subject to the approvals of the relevant governmental/ regulatory authorities, the Directors be and are hereby empowered to issue shares in the capital of the Company from time to time and upon such terms and conditions and for such purposes as the Directors, may in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being and that the Directors be and are hereby also empowered to obtain approval from the Bursa Malaysia Securities Berhad for the listing and quotation of the additional shares so issued and that such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.

AND THAT in connection with the above, pursuant to Section 85(1) of the Act read together with Clause 61 of the Company’s Constitution, the shareholders of the Company by approving this resolution are deemed to have waived their pre-emptive rights over all new shares, options over or grants of new shares or any other convertible securities in the Company and/or any new shares to be issued pursuant to such options, grants or other convertible securities, such new shares when issued, to rank *pari passu* with the existing shares in the Company.”



NOTICE OF ANNUAL GENERAL MEETING

7. **Proposed Renewal of authority for the Company to purchase its own shares (“Proposed Renewal of Share Buy-Back Authority”)** **Ordinary Resolution 7**

“THAT subject to the Act, the provisions of the Constitution of the Company, the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approval of all relevant governmental and/or regulatory authorities, the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase such amount of ordinary shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that:-

- i) the aggregate number of shares purchased or held as treasury shares does not exceed 10% of the total number of issued and paid-up shares of the Company as quoted on Bursa Securities as at the point of purchase;
- ii) the maximum fund to be allocated by the Company for the purpose of purchasing the shares be backed by an equivalent amount of retained profits; and
- iii) the Directors of the Company may decide either to retain the shares purchased as treasury shares, or cancel the shares, or retain part of the shares so purchased as treasury shares and cancel the remainder, or resell the shares, or transfer the shares or distribute the shares as dividends;

AND THAT the authority conferred by this resolution will commence after the passing of this ordinary resolution and will continue to be in force until:

- i) the conclusion of the next AGM at which time it shall lapse unless by ordinary resolution passed at the 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 is required by law to be held; or
- iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever occurs first.

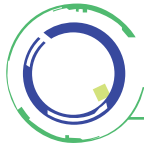
AND THAT the Directors of the Company be and are hereby authorised to take all such steps as are necessary or expedient to implement or to effect the purchase(s) of the shares with full power to assent to any condition, modification, variation and/or amendment as may be imposed by the relevant authorities and to take all such steps as they may deem necessary or expedient in order to implement, finalise and give full effect in relation thereto.”

8. **Proposed Amendments to the Constitution of the Company** **Special Resolution 1**

“THAT the proposed amendments to the Company’s Constitution, as annexed herewith as Appendix A, be and is hereby approved and adopted, with immediate effect.

AND THAT the Directors of the Company be and are hereby authorised to assent to any conditions, modification, variation and/or amendments as may be required by any relevant authorities, and to do all acts and things and take all such steps as may be considered necessary to give full effect to the foregoing.”

9. To transact any other business of the Company for which due notice shall have been given.



NOTICE OF ANNUAL GENERAL MEETING

EXCELFORCE
EXCEL FORCE MSC BERHAD

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS ALSO HEREBY GIVEN THAT the Final Single-tier Dividend of 0.50 sen per ordinary share in respect of the financial year ended 30 June 2025, if approved by shareholders at the forthcoming AGM, will be payable on 7 January 2026 to the shareholders whose names appear in the Record of Depositors of the Company at the close of business on 23 December 2025.

A Depositor shall qualify for entitlement only in respect of:

- a) shares transferred to the Depositor's Securities Account before 4.30 p.m. on 23 December 2025 in respect of transfer; and
- b) shares bought on Bursa Malaysia Securities Berhad on a cum-entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

BY ORDER OF THE BOARD

TAN TONG LANG (MAICSA 7045482 / SSM PC NO. 202208000250)

LOW VEN SIN (MAICSA 7076080 / SSM PC NO. 202208000340)

Company Secretaries

Wilayah Persekutuan, Kuala Lumpur

Date: 31 October 2025

NOTES:

1. The Audited Financial Statements laid at this meeting pursuant to Section 340(1)(a) of the Companies Act 2016 are meant for discussion only. It does not require shareholders' approval, and therefore, it shall not be put forward for voting.
2. A member entitled to attend and vote at this meeting is entitled to appoint a proxy/proxies to attend and vote instead of him. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting shall have the same rights as the member to speak at the Meeting.
3. Where a member appoints more than one proxy, the appointment shall be invalid unless he/she specifies the proportions of his/her holdings to be represented by each proxy.
4. The Form of Proxy, in the case of an individual, shall be signed by the appointer or his attorney, and in the case of a corporation, shall be executed under its Common Seal or under the hand of its attorney of the corporation duly authorised.
5. For the purpose of determining a member who shall be entitled to attend the 23rd AGM, the Company shall request Bursa Malaysia Depository Sdn Bhd to issue a Record of Depositors as at 26 November 2025. Only a depositor whose name appears on the Record of the Depositor as at 26 November 2025 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/her behalf.
6. To be valid, the proxy form duly completed and signed must be deposited at the Company's Share Registrar, Aldpro Corporate Services Sdn Bhd at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1 Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia not less than forty-eight (48) hours before the time set for holding the meeting or any adjournment thereof.



NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes:

Item 1 of the Agenda - Audited Financial Statements for the financial year ended 30 June 2025

This item of the Agenda is for discussion purposes only, as Section 340(1)(a) of the Companies Act 2016 does not require the shareholders to formally approve the Audited Financial Statements. Therefore, this item will not be put forward for voting.

Ordinary Resolutions 2 & 3: Re-election of Directors who retire by rotation pursuant to Clause 105 of the Company's Constitution

Clause 105 of the Company's Constitution states that an election of Directors shall take place each year at the annual general meeting of the Company, where one-third of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third shall retire from office and be eligible for re-election, PROVIDED ALWAYS that Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the close of meeting at which he retires.

Dato' Sri Ismail bin Ahmad and Elisa Tan Mun-E are standing for re-election as Directors of the Company and being eligible, have offered themselves for re-election.

For the purpose of determining the eligibility of the Directors to stand for re-election at the 23rd AGM, the Nomination Committee has considered and recommended Dato' Sri Ismail bin Ahmad and Elisa Tan Mun-E for re-election as Directors pursuant to Clause 105 of the Company's Constitution.

Ordinary Resolution 6 : Authority to allot and issue shares in general pursuant to Sections 75 and 76 of the Companies Act 2016

The proposed Ordinary Resolution 6 is the renewal of the mandate obtained from the members at the last Annual General Meeting held on 5 December 2024 ("the Previous Mandate"). The Previous Mandate was not utilised and accordingly no proceeds were raised. The proposed Ordinary Resolution 6, if passed, will provide flexibility to the Directors to undertake fund raising activities, including but not limited to placement of shares for the funding of the Company's future investments projects, working capital and/or acquisitions, by the issuance of shares in the Company to such persons at any time, as the Directors may deem fit, without having to convene a general meeting. This authority, unless revoked or varied by the Company in a general meeting will expire at the conclusion of next Annual General Meeting of the Company.

Ordinary Resolution 7 : Proposed Renewal of Share Buy-Back Authority

The proposed Ordinary Resolution 7 if passed, will allow the Directors of the Company to exercise the power of the Company to purchase not more than ten percent (10%) of the total number of issued shares of the Company at any time within the time period stipulated in the Listing Requirements. This authority, unless revoked or varied by the Company at a general meeting, shall continue to be in full force until the conclusion of the next AGM of the Company. Further details are set out in the Statement to Shareholders dated 31 October 2025.

Special Resolution 1 : Proposed Amendments to the Constitution of the Company

The proposed amendments to the existing Clause of the Constitution of the Company ("Proposed Amendments") are made mainly to have express constitutional provisions to allow the appointment of proxy(ies) and/or representative(s) to attend, speak and vote at any general meeting/meeting of members of the Company and/or any adjournment thereof to be lodged via electronic means, to enhance administrative efficiency.

The shareholders' approval is being sought under a Special Resolution 1 for the Company to incorporate the Proposed Amendments into its existing Constitution. The Proposed Amendments to be made to the Constitution are listed as per Appendix A, which is circulated together with the Notice of 23rd AGM dated 31 October 2025.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

No notice of nomination has been received to date from any member nominating any individual for election as a Director at the AGM of the Company. There is therefore no individual standing for election as Director, save for the above Directors who are standing for re-election.

Further details of Directors standing for re-election as Directors are set out in their respective profiles which appear in the Board of Directors' Profile of this Annual Report and the details of their interests in the securities of the Company are disclosed in the Analysis of Shareholdings of this Annual Report.

Please refer to Explanatory Note 1 for information relating to general mandate for issue of securities.



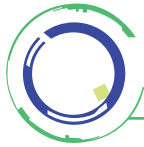
NOTICE OF ANNUAL GENERAL MEETING

Appendix A

Proposed Amendments to the Constitution of the Company

This is the Appendix A referred to in Special Resolution 1 of the Notice of 23rd AGM of the Company dated 31 October 2025. The Constitution of the Company to be amended in the following manner:

Clause	Existing Clause	Proposed Amendment
96	The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised. The Directors may, but shall not be bound to require evidence of the authority of any such attorney or officer. An instrument appointing a proxy to vote at a meeting shall be deemed to include the power to demand a poll on behalf of the appointor.	The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's seal or under the hand of an officer or attorney duly authorised. The Directors may, but shall not be bound to require evidence of the authority of any such attorney or officer. An instrument appointing a proxy to vote at a meeting (including the electronic proxy appointment and voting manner) , shall be deemed to include the power to demand a poll on behalf of the appointor.
100	The instrument appointing a proxy and the power of attorney, or other authority (if any) under which it is signed, or a certified copy of such power or authority by a notary public, shall be deposited at the Office or at such other place within Malaysia, as is specified for that purpose in the notice convening the meeting, not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument, proposes to vote or, in the case of a poll, not less than twenty-four (24) hours before the time appointed for the taking of the poll, and in default, the instrument of proxy shall not be treated as valid, PROVIDED ALWAYS that the Company may by written notice waive the prior lodgement of the above instrument appointing a proxy and the power of attorney or other authority.	The instrument appointing a proxy and the power of attorney or other authority (if any) under which it is signed, or a certified copy of such power or authority by a notary public, shall be deposited at the Office or at such other place within Malaysia, or be lodged by electronic means in the manner prescribed by the Company , as specified for that purpose in the notice convening the meeting, not less than forty-eight (48) hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument, proposes to vote or, in the case of a poll, not less than twenty-four (24) hours before the time appointed for the taking of the poll, and in default, the instrument of proxy shall not be treated as valid, PROVIDED ALWAYS that the Company may by written notice waive the prior lodgement of the above instrument appointing a proxy and the power of attorney or other authority.
102	A member of the Company is permitted to give the Company notice of termination of a person's authority to act as proxy not less than twenty-four (24) hours before the time appointed for holding the meeting. The notice of termination must be in writing and be deposited at the Office or at such other place within Malaysia.	A member of the Company is permitted to give the Company notice of termination of a person's authority to act as proxy not less than twenty-four (24) hours before the time appointed for holding the meeting. The notice of termination must be in writing or by electronic means in the manner prescribed by the Company and be deposited at the Office or at such other place within Malaysia.



FIVE-YEARS FINANCIAL HIGHLIGHTS

	31.12.2020	31.12.2021	18 months 30.6.2023	12 months 30.6.2024	12 months 30.6.2025
Financial Performance (RM'000)					
Turnover	31,386	37,289	43,380	29,020	27,386
Profit before Tax	14,175	16,886	16,354	11,281	7,362
Profit for the Year	10,766	12,320	11,784	8,282	5,075
PATANCI	10,766	12,320	12,119	8,282	5,075
Key Statement of Financial Position Data (RM'000)					
Cash and Bank Balances	22,853	32,356	31,171	21,004	22,170
Total Assets	102,390	110,300	107,146	148,093	142,186
Total Liabilities	11,637	10,596	10,250	19,961	16,669
Total Net Tangible Assets	78,821	87,529	81,434	106,699	102,562
Share Capital	89,303	81,176	81,176	98,094	98,094
Equity Attributable to the Owners of the Company	90,752	99,159	96,896	128,132	125,517
Share Information (sen)					
Basic Earnings Per Share ¹	1.91	2.20	2.17	1.44	0.83
Diluted Earnings Per Share ²	1.91	2.20	2.17	1.44	0.83
Dividend Per Share	1.50	1.50	1.00	1.00	0.50
Financial Ratios					
Current Ratio (times)	6.11	6.95	7.31	7.70	10.48
Net Asset Per Share (RM)	0.15	0.18	0.17	0.21	0.21
Return on Equity (ROE)	12%	12%	13%	6%	4%
Dividend Payout Ratio	79%	68%	46%	71%	60%
Debts to Equity Ratio	-	-	-	5%	5%

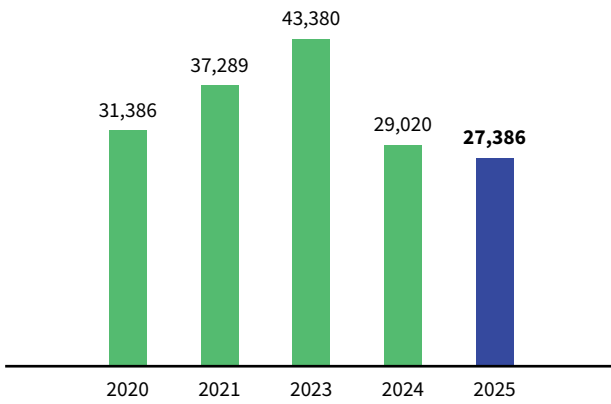
Notes:

- Earnings per share ("EPS") is computed by dividing the PATANCI by the weighted average number of ordinary shares in issue during the financial year.
PATANCI represents Profit after Tax and Non-Controlling Interests, being profit attributable to equity holders of the Company.
- The diluted earnings per ordinary share is computed by dividing the PATANCI by the weighted average number of ordinary shares in issue during the financial year adjusted for the dilutive effects of all potential ordinary shares in issued at the end of the reporting period.
- ROE is calculated by dividing the PATANCI by the equity attributable to equity holders of the Company.

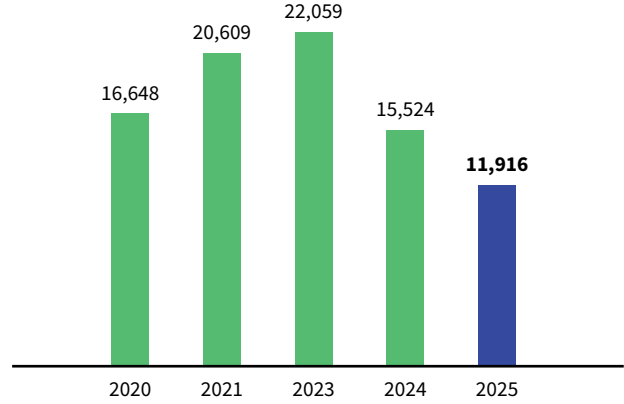


FIVE-YEARS FINANCIAL HIGHLIGHTS

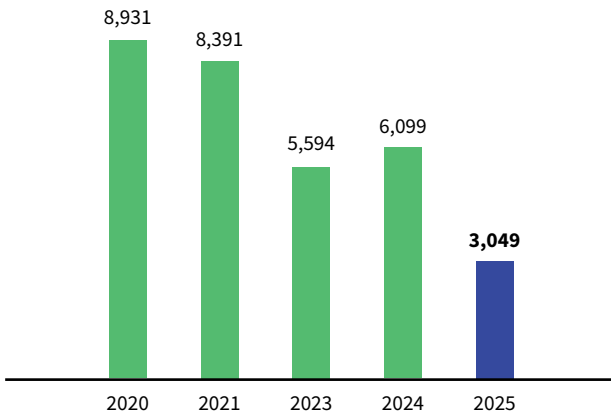
Turnover (RM'000)



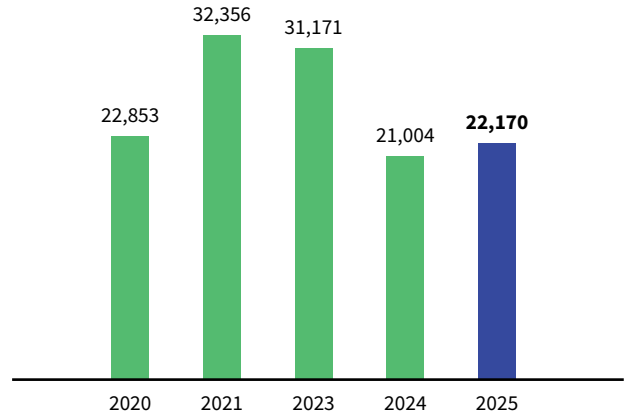
EBITDA (RM'000)



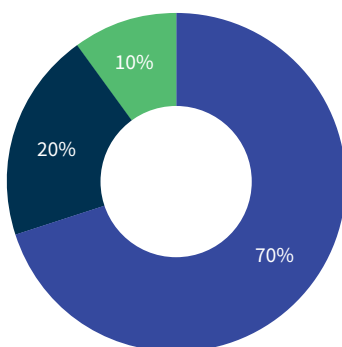
Dividend Paid & Proposed (RM'000)



Cash & Cash Equivalent (RM'000)

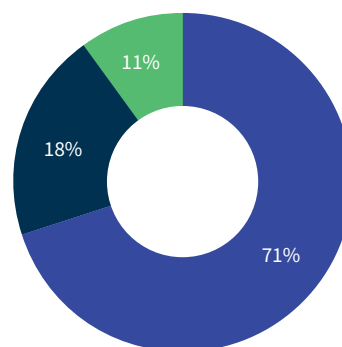


Group Segmental Revenue 2024



■ Application Solution
■ Maintenance Services
■ Application Services Provider

Group Segmental Revenue 2025



■ Application Solution
■ Maintenance Services
■ Application Services Provider

Notes:

- Application Solutions ("AS") represent sales of software applications and products on an outright purchase basis.
- Application Services Provider ("ASP") represents provision of application services on monthly recurring fixed and variable charges.
- Maintenance Services represent provision of maintenance services.
- EBITDA represents Earnings before Interest, Taxation, Depreciation and Amortisation.



CORPORATE INFORMATION

EXCELFORCE
EXCEL FORCE MSC BERHAD

BOARD OF DIRECTORS

Executive Chairman

Dato' Seri Farhash Wafa Salvador

Managing Director

Mr Wong Kok Chau

Executive Director

Mr Eng Shao Hon

Independent Non-Executive Directors

Datuk Mat Noor bin Nawī

Dato' Sri Ismail bin Ahmad

Ms Elisa Tan Mun-E

AUDIT COMMITTEE

Chairman

Datuk Mat Noor bin Nawī

Members

Dato' Sri Ismail bin Ahmad

Ms Elisa Tan Mun-E

REMUNERATION COMMITTEE

Chairman

Dato' Sri Ismail bin Ahmad

Members

Datuk Mat Noor bin Nawī

Ms Elisa Tan Mun-E

NOMINATION COMMITTEE

Chairman

Dato' Sri Ismail bin Ahmad

Members

Datuk Mat Noor bin Nawī

Ms Elisa Tan Mun-E

COMPANY SECRETARIES

Tan Tong Lang

(MAICSA 7045482 / SSM PC No. 202208000250)

Low Ven Sin

(MAICSA 7076080 / SSM PC No. 202208000340)

BUSINESS OFFICE

Level 31, Zetrix Tower, Empire City

No. 8, Jalan Damansara, PJU 8

47820 Petaling Jaya

Selangor Darul Ehsan

Tel: 03-7735 2288 (Hunting line)

Fax: 03-7735 2289

REGISTERED OFFICE

B-21-1, Level 21, Tower B

Northpoint Mid Valley City

No. 1 Medan Syed Putra Utara

59200 Kuala Lumpur

Wilayah Persekutuan

Tel: 03-9770 2200

Fax: 03-2201 7774

Email: boardroom@boardroom.com.my

SOLICITORS

Cheong Wai Meng & Van Buerle

No. 30, 2nd Floor, Jalan USJ 10/1

47620 Subang Jaya

Selangor Darul Ehsan

Tel: 03-5638 7621

Fax: 03-5638 2313

PRINCIPAL BANKER

Hong Leong Bank Berhad

AUDITORS

TGS TW PLT

202106000004 (LLP0026851-LCA) & AF002345

Chartered Accountants

E-16-2B, Level 16, ICON Tower (East)

No.1, Jalan 1/68F, Jalan Tun Razak

50400 Kuala Lumpur

Tel: 03-9771 4326

Fax: 03-9771 4327

SHARE REGISTRAR

Aldpro Corporate Services Sdn Bhd

B-21-1, Level 21, Tower B

Northpoint Mid Valley City

No. 1 Medan Syed Putra Utara

59200 Kuala Lumpur

Wilayah Persekutuan

Tel: 03-9770 2200

Fax: 03-2201 7774

Email: admin@aldpro.com.my

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Berhad

Stock Name: EFORCE

Stock Code: 0065

Sector: Technology

WEBSITE

www.excelforce.com.my



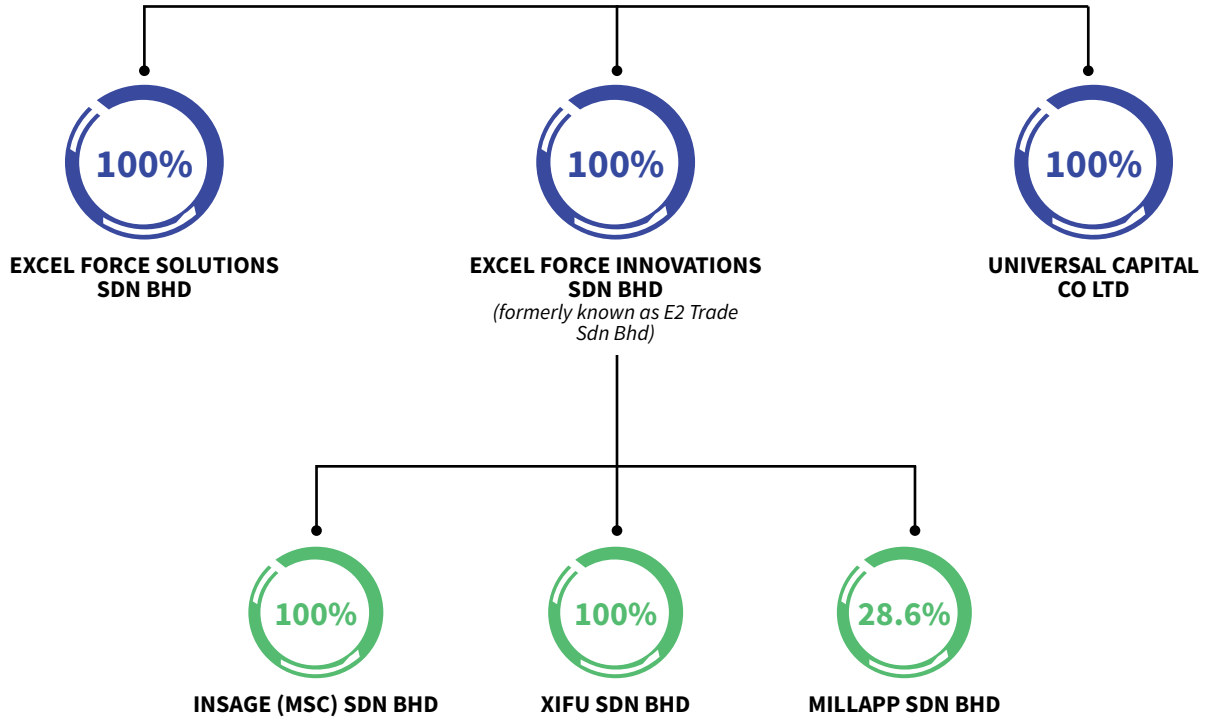


CORPORATE STRUCTURE

AS AT 30 JUNE 2025

EXCELFORCE
EXCEL FORCE MSC BERHAD

EXCEL FORCE MSC BERHAD





BOARD OF DIRECTORS' PROFILE

DATO' SERI FARHASH Wafa SALVADOR

Executive Chairman

Male, Aged 43

Dato' Seri Farhash Wafa Salvador ("Dato' Seri Farhash"), a Malaysian, was appointed to the Board on 9 May 2023.

Dato' Seri Farhash was graduate with professional qualification major in Executive Certificate in Public Leadership from Harvard Kennedy School, Harvard University, a masters holder major in Master Science in Finance from University of Portsmouth, United Kingdom and a degree holder major in Honours Degree of Bachelor of Arts in Business Administration from University of Portsmouth, United Kingdom.

Dato' Seri Farhash brings with him over more than a decades worth of experience in the field of business, consultancy and advisory. In the business front, his illustrious career spans across a broad range of sectors which includes construction, technology, hotel, food & beverage. He is also a staunch advocate to promoting the development of the Small Medium Enterprise ("SME") industry in the country. Moreover, Dato' Seri Farhash is a multi-talented innovator with five award-winning patents held across the world including the United States, United Kingdom, France, Germany, and China.

As testament to his talents and invaluable contribution to the industry, he was named, amongst the many, Emerging Entrepreneur of the Year in 2020 by the Global Business Leadership Awards, Enterprising Entrepreneur of the Year in 2019 and Technopreneur of the Year in 2018 by SEBA, Malaysia Outstanding National Entrepreneur Bumiputra in Business in 2018, 100th most influential young entrepreneur in 2017 and Bumiputera Entrepreneur Startup Scheme Award by the Bumiputera Agenda Leadership Unit (TERAJU) in 2016.

He is or had been a director and/or shareholder in at least ten (10) private companies which includes Swag Technologies Sdn Bhd, Salvador & Sons Sdn Bhd and Pacific Samudera Sdn Bhd. He was also an Independent Non-Executive Director of Bluemont Group Limited (now known as Southern Archipelago Limited) from 2014 to 2016, a Public Listed Company listed on the Mainboard of the Singapore Exchange ("SGX").

He presently sits in the Board of Advisory of Yayasan Usahawan Malaysia, a non-government organisation that thrives on the frontier of gathering, creating and developing sustainable companies with strong entrepreneurship traits. He is also a Group Executive Chairman of Apex Equity Holdings Berhad, an Executive Chairman of Key Alliance Group Berhad, a Non-Independent and Non-Executive Chairman of MMAG Holdings Berhad and a Director of Berjaya Construction Berhad and Bukit Kiara Resort Berhad.

He has attended all five (5) Board meetings held during the financial year ended 30 June 2025.

WONG KOK CHAU

Managing Director

Male, Aged 56

Wong Kok Chau ("Kok Chau"), a Malaysian, was appointed to the Board on 24 November 2016 and re-designated as Managing Director on 1 July 2020. He is a member of the Chartered Global Management Accountant (CGMA) and the Malaysian Institute of Accountants (MIA).

He started his career with Ernst & Young providing corporate advisory services to business investors. Next, he joined a French based fast-moving consumer goods, BIC, as their Regional Controller for Asia. Kok Chau was a member of the Asian growth strategy execution team.

He was subsequently recruited by Kepner-Tregoe (KT), a US-based training and consulting company as Financial Controller for Asia Pacific. His responsibility included financial and management reporting, treasury, costing, logistic and administration, and managed a team of back office support resources across 6 countries.

Midway in his career with KT, he switched role to be a full time Consultant. He was a key resource in margin improvement and strategy formulation consulting projects, assuming the role of analyst and process consultant. He managed a regional inside sale team, responsible for selling training services and identifying consulting opportunities.

He left KT to establish his own business in Singapore. A Davids & Company (ADC) is a productivity improvement consulting company, focus on increasing the thinking capability of people to solve problems and get the right things done right first time. Amongst the projects he implemented were formulating business direction of a global facilities management company and improving cross functional team communication and coordination of a regional telco.

In EForce, he is responsible to formulate and execute strategic projects for business growth, increase operational efficiency, improve service delivery quality and business development.

On 9 July 2018, Kok Chau was appointed as an independent and non-executive director of Zetrix AI Berhad. He is also Chairman of the Audit Committee, Chairman of Employees' Share Option Scheme Committee, and a member of the Risk Management and Remuneration Committee of Zetrix AI Berhad.

He has attended all five (5) Board meetings held during the financial year ended 30 June 2025.



BOARD OF DIRECTORS' PROFILE

ENG SHAO HON
Executive Director
Male, Aged 50

Eng Shao Hon (“Shao Hon”), a Malaysian, was appointed to the Board on 2 January 2013. He graduated with a Bachelor Degree in Electrical and Electronic Engineering from Universiti Teknologi Malaysia in 1999. He is a Microsoft Certified Solutions Developer, holding a MCSD certification from Microsoft Corporation in 2003.

Shao Hon started his career in 1999 with Motorola Malaysia as Research & Development (R&D) Software Engineer. He was responsible for the design and development of software for new telecommunication products.

Two years later, he joined EForce as a Senior Software Engineer and subsequently, he was transferred to R&D department to assist in the development of the CyberBroker suite of solutions.

He was the solution designer and key person in the development of StockBanking System, where his knowledge and expertise in Share Margin Financing System was applied.

He did not hold any directorship in public companies and listed issuer.

Presently, he is the Chief Technology Officer responsible for research and development function in EForce.

He has attended all five (5) Board meetings held during the financial year ended 30 June 2025.

DATUK MAT NOOR BIN NAWI
Independent Non-Executive Director
Male, Aged 70

Datuk Mat Noor bin Nawi (“Datuk Mat Noor”), a Malaysian, was appointed to the Board of the Company on 27 September 2019. He graduated with a Bachelor of Science (Resource Economics) from Universiti Putra Malaysia and Master of Science (Policy Economics) from University of Illinois, Urbana-Champaign, USA.

Datuk Mat Noor had served with the Government of Malaysia for over 30 years where he started his career in the Malaysian civil service in 1981 as an Agriculture Economist at the Federal Agriculture Marketing Authority (FAMA) before joining the Economic Planning Unit (EPU), Prime Minister’s Department in 1983. He had since continued to serve the EPU in various capacities and his last position was the Deputy Director General I, EPU, prior to joining the Ministry of Finance (MOF) in October 2011.

He was the Deputy Secretary General, Treasury (Investment) in MOF and later became the Deputy Secretary General, Treasury (Policy) at the MOF, a position he held since 16 November 2012. He then retired from the Malaysian civil service on 6 June 2015.

On 1 October 2015, Datuk Mat Noor was appointed as Chairman of Export-Import Bank of Malaysia Berhad (EXIM Bank) and retired on 31 September 2018. Currently, he is the Chairman of MX Global Sdn Bhd, Executive Director in Asiapac Oil & Gas Sdn Bhd, an Independent Non-Executive Director of Cuscap Berhad. He also sits on the Board of Megah Perkasa Security Services Sdn Bhd, Longbow Solutions Sdn Bhd and Longbow Digital Sdn Bhd.

He is the Chairman of the Audit Committee and a member of the Remuneration Committee and Nomination Committee of EForce.

He has attended all five (5) Board meetings held during the financial year ended 30 June 2025.



BOARD OF DIRECTORS' PROFILE

DATO' SRI ISMAIL BIN AHMAD
Independent Non-Executive Director
Male, Aged 69

Dato' Sri Ismail bin Ahmad, a Malaysian, was appointed to the Board of the Company on 1 July 2020. He is a graduate with Bachelor of Science (Agriculture), Universiti Putra Malaysia and Masters of Business Administration, University of Hull, United Kingdom.

He started his career as a diplomatic and administrative officer.

He has more than 35 years of experience in public service, in 1991 he work as Assistant Secretary for Economic Planning Unit, in 1988 he is Deputy Registrar for National Institute of Public Service (INTAN), in 2006 he is the Senior Director of Ministry of Domestic Trade, Co-operation and Consumer Affairs and in 2013 he is the Director General of Road & Transport Department.

He did not hold any directorship in public companies and listed issuer.

He is Chairman of Nomination Committee and Remuneration Committee and a member of Audit Committee of EForce

He has attended all five (5) Board meetings held during the financial year ended 30 June 2025.

ELISA TAN MUN-E
Independent Non-Executive Director
Female, Aged 42

Elisa Tan Mun-E, a Malaysian, was appointed to the Board of the Company on 1 December 2021. She graduated from The One Academy with Diploma in Graphic Designer.

She has vast working experience in private sector. In 2006, she worked as Assistant Designer at White Fairy Sdn Bhd. In 2012 she was the Business Development Executive at Megastonic Sdn Bhd. In 2013 she was a Director at Beyond Entity Sdn Bhd and subsequently taken additional role as Talent Manager. Currently she was the Managing Director at Awesome Lounge Sdn Bhd.

On 1 June 2023, she was appointed as Independent Non-Executive Director of MYTECH Group Berhad.

She is a member of Audit Committee, Nomination Committee and Remuneration Committee of EForce.

She has attended four (4) out of five (5) Board meetings held during the financial year ended 30 June 2025.

Other information in respect of all Directors

1. Save as disclosed above, none of the Directors have any family relationship with any director and/or major shareholder of the Company.
2. Details of the conflicts of interest involving Dato' Seri Farhash Wafa Salvador are disclosed in the Audit Committee Report in this Annual Report.
3. Save as disclosed in item (2), none of the Directors have any conflict of interest or potential conflict of interest, including interest in any competing business that the person has with Excel Force MSC Berhad or its subsidiaries.
4. None of the Directors have been convicted for offences (other than traffic offences), if any, within the past five (5) years.
5. None of the Directors have any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



KEY SENIOR MANAGEMENT PROFILE

The Management team is headed by the Managing Director, Mr. Wong Kok Chau. He is assisted by Mr. Eng Shao Hon and the following key senior management.

GAN TECK BAN

Head, Sales and Business Development | Male, Aged 59

Gan Teck Ban, a Malaysian, graduated with a Diploma in Computer Studies from Informatics Computer Centre in 1990. He obtained the MCS D certification from Microsoft Corporation in 2003.

He began his career with Wise Industries Sdn. Bhd., a rubber glove manufacturer as an Information Technology Supervisor where he was responsible for the maintenance of office computer hardware.

Thereafter, he joined Rapid Computer Centre Sdn. Bhd., a company involved in development of educational software, as Software Specialist, and was later promoted to Technical Specialist. His responsibilities include managing a software team, project planning and management.

On 1 October 1997, he joined EForce as Senior Programmer. He was involved in a number of software and system developments. In 2005, he was promoted as Customer Service Manager. His responsibilities included managing a support team, liaise with various departments for resource planning and project implementation in EForce.

He is now Head of Sales and Business Development, responsible for formulating marketing plan, product and proposal presentation, secure new business and maintain good relationship with customers.

CH'NG SWEE TIONG

Head, Customer Service | Male, Aged 45

Ch'ng Swee Tiong, a Malaysian, joined EForce on 1 April 2011. He holds a degree in Business Information Systems.

He began his career at EForce as a System Engineer. During his tenure, he actively participated in technical discussions, provided system infrastructure diagrams, and led system implementations. He also played a key role in supporting daily operations, including performing system health checks, managing Disaster Recovery deployments, and offering technical support. He has gained valuable experience in both technical and system support while demonstrating exceptional dedication and capabilities. Over the years, he has excelled in several critical operational and management areas, gaining a deep understanding of our daily operations and customer needs.

As the Head of Customer Service, he leads the customer service and support teams, working to enhance service quality while ensuring the smooth operation of both hardware and software systems.

WONG BOON LEONG

Head, Solution Design and Assurance | Male, Aged 45

Wong Boon Leong, a Malaysian, joined EForce on 23 August 2005 as a Software Developer. He graduated with Bachelor of Information Systems Engineering degree from Universiti Tunku Abdul Rahman. He is also a Project Management Professional (PMP) certified practitioner.

Throughout his employment service with EForce, he has held various positions such as System Analyst, Project Manager and Head of System Design. He has vast overseas and local projects experience, engaging with our clients from stock trading, banking and insurance industries. He helps them to fulfill not just their business needs but gain competitive advantages by leveraging on IT systems and products.

Currently he is responsible for Solution Design and Assurance function.



KEY SENIOR MANAGEMENT PROFILE

ALICIA CHAN SAU HSIA

Head, Human Resources and Administration | Female, Aged 52

Alicia Chan Sau Hsia, a Malaysian, was appointed as the Manager of Human Resources and Administration on 1 March 2012.

She graduated with a Bachelor of Management (Marketing) from the University of South Australia. She also obtained professional certificate in Human Resources Management.

Prior to joining EForce, she was attached to several large corporations with operational roles in retail, service and human resources management. She has more than 15 years of experience in human resources and administration with over 10 years of experience at managerial level. She is experienced in recruitment, compensation and benefits, training and development, payroll management and in initiating Corporate Social Responsibility.

Currently as Head of Human Resources and Administration, she is responsible in formulating and implementing human resources strategy and productivity, aligning them to the organisation's aspirations and objectives. She also assists in creating balance amongst people, work environment and performance.

LIEW KEAN FATT

Head, Finance | Male, Aged 57

Liew Kean Fatt, a Malaysian, joined EForce on 15 May 2013 as Finance Manager.

He completed his Chartered Accountancy qualification with the Association of Chartered Certified Accountants (ACCA) and subsequently admitted as member of ACCA in 2000. He is a member of the Malaysian Institute of Accountants (MIA) and member of Chartered Taxation Institute of Malaysia (CTIM).

Prior to joining EForce, he worked in various industries, including manufacturing, share broking house, trading and travel agency. He joined MBP Malaysia Sdn. Bhd. (MBP) in 1995, a wholly owned subsidiary of Sime Darby Berhad (SDB), a multi-national company, involved in manufacturing of road construction product. Thereafter, he worked in another subsidiary of SDB, Sime Darby Travel Sdn Bhd (SDT) as Accounts Executive, upon completion of his ACCA qualification, he has promoted to Finance Manager position. In SDT, he was responsible for operation of finance department, prepare monthly financial report and variance analysis report. He was also involved in the preparation of consolidated financial statements, tax computation, management budget and treasury management.

Currently, he is the Head of Finance, his responsibilities include overseeing the operation of finance and accounts functions, reviewing monthly management accounts, preparing quarterly interim financial report, annual report, risk management report and treasury management of the Group as well as ensuring compliance to the Main Market Listing Requirement of Bursa Malaysia Securities Berhad. He is member of Risk Management Committee and Sustainability Committee.

Conflict of Interest

None of the key senior management have any conflict of interest or potential conflict of interest, including interest in any competing business that the person has with Excel Force MSC Berhad or its subsidiaries.

Conviction of Offences

None of the key senior management has been convicted of any offences (other than ordinary traffic offences, if any) within the past five (5) years.

Family Relationship

None of the key senior management has family relationship with any Directors and/or major shareholders of the Company.

Other directorship in public companies and listed issuers

None of the key senior management hold any directorship in public companies and listed issuer.



MANAGEMENT DISCUSSION AND ANALYSIS

This Statement contains the Group's review and analysis of the business operation and performance for the financial year ended 30 June 2025. It should be read in conjunction with the audited financial statements of the Group as set out in this Annual Report.

BUSINESS REVIEW

EForce is a leading information technology solution provider involved in the development, provision and maintenance of application and system solutions for the financial services industry, specifically stockbroking companies and investment banks.

EForce organises its business activities into four (4) segments. They are:

1. Application Solutions ("AS") for sales of software applications and products on outright purchase basis.
2. Maintenance Services ("MS") for provision of maintenance services.
3. Application Services Provider ("ASP") for provision of application services on monthly recurring fixed and variable charges.
4. Others for investment holding and etc.

The Group's products include CyberBroker Front Office (for client-server, web and mobile-based stock trading system), CyberBroker Middle Office, CyberBroker Back Office (including Custodian and Nominee System), StockBanking System (including Share Margin Financing System) and Fundamental Analysis System.

EForce customers are familiar with our reliable and stable solutions to fulfil their mission critical role as capital market intermediaries. Over the years, EForce earned and retained a solid reputation in consistently meeting, and at times, exceeding customers' expectations. The Group adopts a collaborative approach with customers to continuously assess their evolving business needs and develop good quality and timely applications to fulfil them.

REVIEW OF FINANCIAL RESULTS

For the year up to 30 June 2025, the Group achieved total revenue of RM27.4 million, RM1.6 million or 6% lower compared to last year, with ASP segment contributing 71% of total revenue. The primary reason for reduced performance is lower overall trading activities at Bursa Malaysia and lower billings recorded for AS segment.

Compared to previous financial year, Profit Before Tax registered a drop of RM3.9 million to RM7.4 million, while Profit After Tax recorded at RM5.1 million, lower by RM3.2 million, primarily due to lower revenue and unrealized loss on foreign exchange.

Profit After Tax would have been RM6.7 million in current financial year against RM7.5 million last year if translation loss in foreign exchange is excluded.

REVIEW OF OPERATIONS

The Group's business performance is supported by a cohesive and flexible operational management structure, agile to adapt to changing business needs and maintained clear focus and discipline to execute projects critical to our long-term growth. EForce works closely with our customers and monitors emerging trends locally and globally to uncover opportunities for new applications and enhancements to our product line-up.

To expand our competitive edge, the Group continues to research innovative solutions and ensures a healthy product development pipeline. The latest focus is on Artificial Intelligence ("AI") whereby we have enabled Microsoft Co-Pilot for developers to increase their work rate and actively research on AI applications to help our broking customers increase their business volume and productivity.

In the year under review, The Group participated in a few Requests for Proposal exercises and successfully secured a multi-year project with an existing customer. EForce has also developed its own multi factor authentication solution in response to recent industry wide cyber-security incident, and currently is in implementation stage. Fortunately, none of our customers reported any system breach that resulted in unauthorized trading in that incident.

During this period, the Group embarked on enhancement projects to implement government's Expanded Sales and Service Tax ("SST") scope. EForce also launched a new application called "Engage", enabling customers to engage and reward users for using their platform to trade.

Roll out of our new web trading platform (eForce One), new mobile app (Mobile Trader 3.5G), advanced charting tools (eForce Interactive X-Chart), new back-office system (eForce EmPower) and enhanced market data feed distribution engine are gathering pace, with a mix of on-going implementations and some are now live.



REVIEW OF OPERATIONS (CONT'D)

The Group remains steadfast in investing in our people to strengthen our core capability and explore new technology to create new income stream. We are open to collaboration opportunities, with local and overseas partners, that will further solidify our leading position in Malaysia as an innovative technology solution provider.

EForce continues to optimise and improve our resource utilisation, leveraging on our deep domain and system knowledge to increase efficiency in service delivery, troubleshooting and supporting our customers' operations. The Group seeks to eliminate non-value adding activities in our application development process and improve time to market of applications launch.



To this end, we continue to emphasize on our “Customer Centricity and Getting Things Right First Time” initiative to achieve better and faster business outcome for the Group.

Excel Force Innovations Sdn Bhd - Subsidiaries Review

The business performance of Instage (MSC) Sdn Bhd (“Instage”) is stable and profitable, notwithstanding a challenging business environment. Instage is a market leading provider of online investor relation websites and built up a database with more than 13 years of Bursa quoted companies' financial and corporate information.

Instage continues to attract new customers yearly due to its reliable and high-quality service and continuous features and functions enhancements. New Initial Public Offerings (IPOs) and those existing public listed companies looking for outsourced investor relation services are the target customers.

Xifu Sdn Bhd (“Xifu”) and i4value jointly developed a new feature called Fundamental Mapper on Xifu mobile app. Fundamental Mapper is an educational tool designed to help users visualize how their preferred stock performed compared to their peers, based on fundamentals and investment potential. The full feature is available on subscription basis.

The Group is also marketing Xifu infrastructure to broking customers who are interested in creating and/or expanding their digital content hosting and broadcasting capabilities. This will transform their front-end trading platforms with social engagement function.

KEY BUSINESS RISK AND MITIGATION STRATEGIES

Changes to government policies, banking and securities regulations and stockbroking rules have an impact to EForce's business and operational performance. The Group monitors trends in regulatory development, and through regular engagements with brokers, regulators and relevant governmental agencies, the Group can better anticipate risks and formulate appropriate responses.

The Group's business operation is highly dependent on the stability, availability and reliability of our application solutions, data centre, network infrastructure and equipment. EForce mitigates the operational and system risk through pre-trading system health check, close monitoring of equipment resource use for preventive actions, regular back up procedures to ensure business continuity, and fine tune our applications for performance improvement.

Keeping abreast and updated on technology advancement is critical to ensure timely and effective maintenance of our application solutions and provide quick response to customers when issues arise. EForce mitigate this risk by providing training and exposure to our employees on relevant technology development, and update on changes in the broking business landscape to ensure our solutions remain current.

The growing threats of cyber-attack to steal data for ransom, unauthorized trading and deny genuine user access to systems requires timely and effective countermeasures. To mitigate this risk, the Group tracks cybersecurity trends and development, and periodically reviews its system security settings to strengthen cyber-defences. The Group also works closely with customers security teams to periodically review our application and fix any vulnerabilities found.



MANAGEMENT DISCUSSION AND ANALYSIS

KEY BUSINESS RISK AND MITIGATION STRATEGIES (CONT'D)

The Group has implemented the Anti-Bribery Management System (ABMS), Anti-Bribery policy, Code of Conduct and Ethics as published on our website. The Group conducts training for staff about ABMS on yearly basis.

The detail risk management and internal control are disclosed in Statement on Risk Management and Internal Control (SORMIC) on pages 44 to 47 in this annual report. The framework enables the Board to continuously identify, assess and manage risks that affect the Group.

FORWARD LOOKING STATEMENT

The International Monetary Fund (IMF) has projected Malaysia's real gross domestic product (GDP) growth at 4.5% in 2025, and the government projected real GDP growth of between 4% to 4.5% in 2026. Economic growth is supported by resilient domestic demand, although external risks remain significant. Uncertainty about inflation, interest rate, US reciprocal tariffs and geopolitical tension have disrupted market operations and global supply chain and are not expected to abate in coming year.

On the flip side, the same uncertainty does contribute to volatility in trading activities in exchanges, as evident by stellar performances of US and EU stock exchanges this year. Investors are also looking at risk diversifications from over-concentration and potential over-valuation of US stocks. This could augur well for exchanges in emerging markets like Malaysia when liquidity flows in.

The Group will stay focused on research and development activities for both immediate and long-term business growth. The objective is to ensure our products are relevant and meet the requirements of the market and customers. We expect our current research activities on AI applications will contribute positively to the Group results.

In view of the heightened focus on cyber-security, we anticipate regulators will call for further fortification of cyber-defences of customers' broking operations and implementation of technology risks guidelines issued by Bursa Malaysia, Securities Commission of Malaysia and Bank Negara Malaysia. EForce will actively participate in strengthening and improving cyber security resiliency in this industry wide initiative.

In the Group's market space, there is increased competition from local and foreign solution providers. Current and prospective customers are also looking to diversify their product and service offerings to improve revenue stream and stand out in a crowded field.

The Group's strategy is to work in lockstep with our customers by leveraging on our deep local domain knowledge and capability to develop innovative and good quality solutions to address their unique business needs.

To execute this strategy, the Group is constantly engaged with our customers to understand their business needs, uncover new ways or ideas to achieve their business objectives, thereby contributing to our revenue growth.

Concurrently, the Group will optimise utilization of resources for productive gain and improve margin. The Group regularly reviews its resource allocation to ensure our people are concentrating their time and effort on the right activities and get them done right first time, balancing between short- and long-term objectives.

The Group remains positive on our business performance in the new financial year 2025/26.

DIVIDEND

EForce proposed a final single-tier dividend of 0.50 sen per ordinary share, subject to shareholders' approval in the upcoming 23rd AGM to be held on 4 December 2025. The dividend payout ratio will be 60% of the Group's profit or 0.50 sen per ordinary share for the current financial year.

EForce has no dividend distribution policy as management is of the view that adequate resources must be maintained within the Group for working capital and future expansion needs of the Group. Factors that may influence dividend pay-out include profitability of the Group, the availability of cash balance, adequacy of reserve and economic situation.



SUSTAINABILITY STATEMENT

Sustainability is often defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Commission, 1987). In essence, sustainability is about ensuring our actions today do not deplete resources or damage the environment in a way that harms future generations. It involves a holistic approach that considers the interconnectedness of business, economic, social, and environmental factors.

The Group recognizes the need to adopt sustainable practices within the Group and in interacting with external stakeholders – customers and the industry, immediate and upstream value chain suppliers, resource provider (people, technology, financier), shareholders, government and regulators and community. The Group’s current business growth and future expansion predicated on a clear set of values and codes that governs our behavior and action to achieve sustainable outcome.

The Group’s Sustainability Committee of the Management (“SCM”) was established in 2nd half of 2024, with the aim of identifying, developing and executing actions to embed sustainability practices within our business. SCM updates its activities to the Audit Committee and the Board of Directors (“the Board”) on a quarterly basis. The Board oversees the Group’s sustainability strategy and ensures adequate resources, procedures and processes are in place to manage sustainability matters.

The Group has adopted the following declaration on sustainability.

SUSTAINABILITY@EXCELFORCE

Sustainability is about ensuring our actions today do not deplete resources or damage the environment in a way that harms future generations.

This means being mindful and present when making decisions and recognise their impact to our business and the broader ecosystem in which we operate. This includes our people, customers, shareholders, suppliers, the natural environment, and wider community. We must consider long-term implications of decisions and not just focus on short-term gains. Best balanced decisions are those that enable us to grow today AND allow future generations to thrive.

Sustainability is not a checklist, but a way of thinking, a mindset. We believe in doing what is right, learning from our own experiences and that of others, and taking consistent steps forward. We understand the small things we do now lay the foundation for a stronger, more sustainable tomorrow.

We are and will always be guided by our core values below in designing, developing and implementing practices on sustainability:

1. Respect – treat people with dignity and do not discriminate,
2. Accountability – take charge and accept responsibilities for actions and decisions,
3. Customer Focus – create value by solving customer problems,
4. Teamwork and Collaboration – combining strengths and capabilities to get more done better and faster.

Ultimately, the outcome of sustainability practices is to take care of our business to ensure long-term viability, resilience, and continuous value creation for customers and ourselves.

We operate in an ecosystem with many stakeholders. They are broadly classified into customers, suppliers, shareholders, employees, financiers, government, competitors and community. The ecosystem reacts to economic changes, technology advancement, and we recognize that all stakeholder decisions and actions have imprints on the natural environment.

As we grow, we are committed to being a responsible, innovative, and value-driven business — one that contributes meaningfully to the future of our industry, our people, and the world we share.

The information presented in this report is derived from fiscal year 2025 and includes the companies in the Group. The Sustainability Statement for the Group primarily focuses on operations and management of the economic, environmental and social sustainability. The Group is committed to operate its business in a responsible and sustainable manner and outlines the various practices embedded into Group’s processes with the objective of bringing value to its’ businesses, stakeholders and society in general.

EMPLOYEE AND THE WORKPLACE

The Group consistently strives to provide a healthy, safe, secure and friendly workplace for employees. They are our most valued asset. The Group encourages employees to maintain a healthy and active lifestyle and build camaraderie amongst management and employees through regular company sponsored sports activities. In addition, the Group subsidises annual health check-up cost of employees to ensure they take a proactive approach to manage their health and maintain good general well-being.



EMPLOYEE AND THE WORKPLACE (CONT'D)

Other actions on ensuring a safe and secure working environment include:-

- Policies and procedures to promote workplace health and safety and maintain zero accident/injury rate,
- Provide good office security (e.g. access control, CCTV surveillance, security guards etc.),
- Equip office with firefighting equipment and fire prevention fitting (e.g. fire alarms, fire extinguisher, fire-proof door, etc.),
- Participate in periodic fire drill exercises conducted by building management.

Employee Management

The Group continues to uphold fair labour practices and encourages recruiters to seek out under-represented female candidates whenever there are job vacancies. EForce adopts equal opportunity practices for management and line leadership roles. The Group has zero-tolerance towards bullying, sexual harassment and unethical behavior. There were no ethical misconduct cases reported in the period under review. The Employees Handbook provides guiding principles on the standards of ethics and professional conduct expected of our employees.

Compensation and benefits paid to employees comply with all applicable laws, including minimum wage, overtime and legally mandated benefits. The Group does not impose wage deduction as a disciplinary measure. The Group ensures employees have life insurance coverage and are covered with outpatient treatment and hospitalisation insurance in the event of any medical emergencies.

The Group contributes monthly levy to Human Resources Development Fund and regularly draws on it to upskill and reskill our employees. Managers and staff are encouraged to identify and undergo relevant job-related skills training, education, and conferences.

The Group has strategies to recruit, develop and retain its talent pool necessary to support the growth of our business. EForce strives to level up our employees' competency, skill and knowledge through structured and unstructured training. The training programs equip our employees with key skills and capabilities to support their career growth within the Group.

Total training hours provided for the current financial year are 1,088 hours, with courses attended as follows:-

No.	Training Title	Total Hours	Directors	Senior Management	Managers	Team Lead & Specialist	Senior Executive	Executive & Non-Executive
1.	Prompt Engineering with GitHub Copilot	624	✓		✓	✓	✓	✓
2.	Red Hat System Administration	160				✓	✓	✓
3.	Understanding Anti-Bribery Management System	120		✓	✓	✓	✓	✓
4.	2025 Budget Seminar	8		✓				
5.	E-Invoice Implementation: Comprehensive Analysis on E-Invoice Preparation for All Businesses	16					✓	
6.	E-Invoice and Its Impact on SMEs	8					✓	
7.	E-Invoice Practical Implementation Strategies for Businesses	16					✓	
8.	MBRS 2.0 for Prepares – Financial Statements	16					✓	
9.	MIA Accounting & Financial Technology Showcase 2025	8		✓				
10.	Project Management Professional Examination Preparatory Course (PMP)	80			✓			
11.	Strategy Key Account Management: Enhancing Client Experience	32			✓			
Total		1,088						

To foster a cohesive, strong and effective workforce, the Group organises various festive and birthday celebrations, outdoor sports activities such as badminton, bowling event, annual staff outing and appreciation dinner treat for all employees. The objective is to encourage interaction and relationship building amongst employees.

Under the Group's terms of employment, employees are free to leave anytime after serving due and reasonable notice of termination. Foreign hires have work permits and they have complete access to their passport at all times.



EMPLOYEE AND THE WORKPLACE (CONT'D)

Employee Management (cont'd)

Annual Staff Outing in Pulau Pangkor



Bowling Tournament 2025



Badminton Tournament 2025



Badminton Tournament 2025

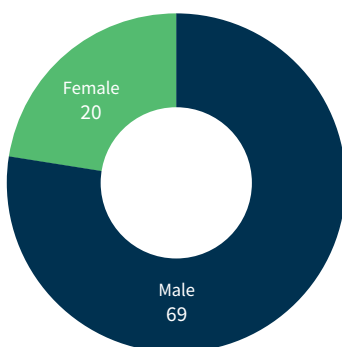


Workplace Diversity

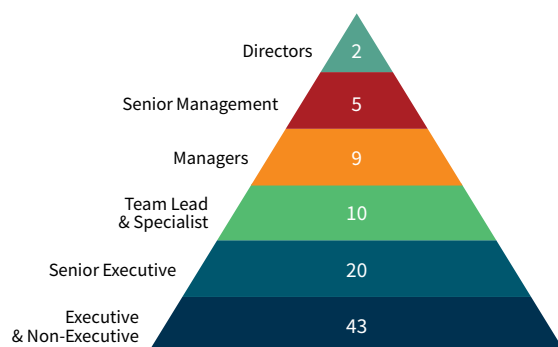
Each employee is unique and EForce embraces diversity in the workplace. This melting pot of multi-racial, multi-cultural and multi-religious people promotes respect, tolerance and inclusivity in the workplace. We respect each person for who they are and the capabilities they bring to EForce.

The following is an analysis of our workforce:

Headcount by Gender



Number of Employee by Level

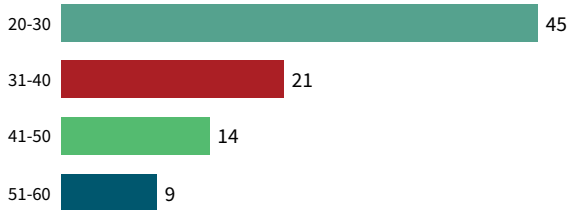




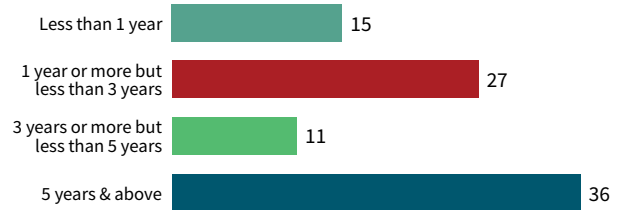
EMPLOYEE AND THE WORKPLACE (CONT'D)

Workplace Diversity (cont'd)

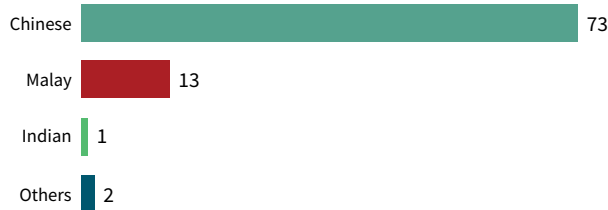
Number of Employee by Age Group



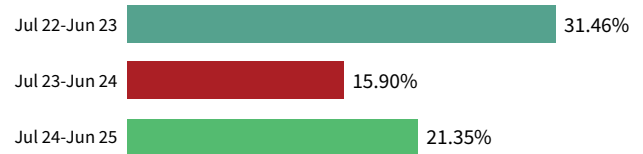
Length of Service by Years



Number of Employee by Race



Group Turnover



COMMUNITY AND SOCIETY

The Group supports communities in need, collaborating with local charities and non-profit organisations.

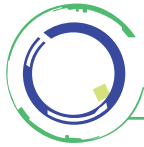
EForce donated monetary contribution to non-profit organisations catering to the needs of women, children, teenagers, sick and poor community. They are:

Name of Organisation	Principle activity
HOPE Worldwide Malaysia	HOPE Worldwide is a non-religious Charity Organization established in Malaysia since 2000. Vision is to help the urban poor families and marginalized community through community programs that focus on five core areas: Health, Food, Education, Volunteerism and Corporate Shared Values.
Yayasan Chow Kit	Yayasan Chow Kit is a local NGO connecting volunteers and corporates to community projects and community needs.
Women's Aid Organisation	WAO provide free shelter, counselling, and crisis support to women and children who experience violence so they can heal and thrive.
Spastic Children's Association of Selangor and Federal Territory (SCAS & FT)	SCAS & FT is a one-stop centre for a complete range of services for persons with Cerebral Palsy. Children are admitted as young as possible, or as soon as they are diagnosed with cerebral palsy. There is no exit age and services are free of charge.
Shelter Home for Children	This is a registered welfare organisation for abused, abandoned, neglected or at-risk children.

STAKEHOLDER ENGAGEMENT

It is important to maintain effective communication channels and establish understanding with internal and external stakeholders to achieve the Group's sustainability goals.

The Group has identified key stakeholders and evaluated the level of influence and dependence, whether directly and indirectly each has towards the Group.



SUSTAINABILITY STATEMENT

A summary of the stakeholder groups, the sustainability topics and the type of engagement with frequency are shown in the following table.

List of stakeholder	Sustainable topic	Type of Engagement	Frequency
Customers	<ul style="list-style-type: none"> Provide stable, cost effective and reliable solution Maintain good rapport for mutually beneficial relationship 	<ul style="list-style-type: none"> Regular interactions with decision makers, influencers and users within customer organisation Regular operation reviews/meetings 	<ul style="list-style-type: none"> On-going On-going
Suppliers	<ul style="list-style-type: none"> Ensure products are reliable, high quality and cost effective Ensure after sales service is available, including emergency support Forge strategic partnership 	<ul style="list-style-type: none"> Regular meetings and correspondences Get updates on latest product offering Supplier evaluation and rating 	<ul style="list-style-type: none"> On-going On-going Annually
Employees	<ul style="list-style-type: none"> Ensure health and safety Communicate organisation and business performance Ensure good working condition and welfare Provide career development and training Operate in compliance with applicable laws and standard operating procedures 	<ul style="list-style-type: none"> Periodic review to enhance health and safety Organise social event with employees Training and development Formal department and / or town hall meeting Appraisal and performance review 	<ul style="list-style-type: none"> On-going On-going On-going On-going Annually
Shareholders	<ul style="list-style-type: none"> Communicate business performance Operate in compliance with applicable laws and regulations 	<ul style="list-style-type: none"> Annual General Meeting (AGM) Annual Report Interim financial report Corporate website and investor relationship channel Periodic meetings and correspondences 	<ul style="list-style-type: none"> Annually Annually Quarterly On-going As required
Government / Regulators	<ul style="list-style-type: none"> Meet statutory requirements of: <ul style="list-style-type: none"> - Main Market Listing Requirement - Company Act 2016 - Inland Revenue Board - Personal Data Protection Act - MACC act 	<ul style="list-style-type: none"> Compliance with laws, standards and regulations 	<ul style="list-style-type: none"> On-going
Financiers	<ul style="list-style-type: none"> Ensure prudent financial management and meet financial credit obligations 	<ul style="list-style-type: none"> Regular meetings and correspondences Annual evaluation and rating 	<ul style="list-style-type: none"> As required Annually
Community	<ul style="list-style-type: none"> Perform community service to assist under-privileged children and families 	<ul style="list-style-type: none"> Organise and participate in community activities, through NGOs or on our own Sponsorship or donation 	<ul style="list-style-type: none"> On-going On-going
Media	<ul style="list-style-type: none"> Timely and accurate information 	<ul style="list-style-type: none"> Press release 	<ul style="list-style-type: none"> As required

MINIMISING ENVIRONMENTAL FOOTPRINT

EForce recognized the importance of proper Greenhouse Gas (“GHG”) emission management, and we are committed to minimize our impact to the environment, managing our business in more efficient and transparent manner and implement more emission reduction measures.

Emission Management

EForce is currently assessing and measuring its scope 1, 2 and 3 emissions, detail of emission in Metric Ton is as follows:

	Metrics Tons CO2e
Scope 1 Emissions: There are direct greenhouse gas emission that occur from sources owned or controlled by organisation	7.38
Scope 2 Emissions: There are indirect emission resulting from generation of purchased electricity, heating and cooling consumed by the organisation	74.88
Scope 3 Emissions: These encompass all other indirect emission that occur in the value chain of the organisation, both upstream and downstream. This include emission from production of purchased goods, transportation, waste disposal, employee commuting, etc	64.11

EForce measure it Scope 1 emission from usage of company vehicles fuel consumption. Scope 2 emission covers the electricity usage in office premises at Zetrix Tower, Petaling Jaya and data center at Hitachi Sunway Data Centre Services in Cyberjaya. Scope 3 emission covers the vehicle fuel consumption of our employees from home to office.

Management of Energy Consumption

Energy consumption is the main component of EForce’s environmental impact. The primary source of energy use include office operation, air-conditioning and office equipment.

The Group currently monitors monthly office electricity usage and investigates any significant deviations to ensure usage is reasonable and sustainable.

Enclosed is the office premise and data center electricity usage comparing current year against previous two years (financial year basis):

Electricity Usage	kwh
2022/2023	97,707.28
2023/2024	95,596.85
2024/2025	96,006.28

The Group proactively procures energy saving products whenever there is capital equipment replacement exercise and focus our purchases from local sources whenever possible. The former ensures lower energy consumed in future operation and the latter reduces carbon footprint of freight and importation.

Responsible Water Management

The Group is not a heavy water usage consumer. No tracking of data is required at this moment.

DATA PRIVACY AND SECURITY

As a leading system and application provider to the stockbroking industry, the Group understands it plays a pivotal role to ensure digital data are always secured and protected. The Group adopts a vigilant and proactive approach in cybersecurity measures, through keeping track of emerging trends and adopt good security practices when coding.

The Group has established a Cybersecurity Committee since 2019 to regularly review internal processes and monitor external trends, ensuring our current methodology complies with legal obligations, prevents unauthorized data access and use, and enhances data protection. To stay ahead of security threats, we continuously invest in our security capabilities, including maintaining and enhancing existing technology and timely deployment of software patches and firmware updates.



CLIMATE CHANGE

The climate crisis gained significant momentum over the past year, particularly since it is increasingly challenging to keep rising global temperature within 1.5°C. The call to action is now urgently required, with global multi-stakeholder response including public and business sectors. Addressing climate crisis and sustainability ambition needs a whole-of-society approach to ensure effective and timely achievement of the desired outcomes, and adept at adapting to a warmer world and its consequences.

Stakeholders, including vendors and capital markets regulators, as well as allocators of capital such as investors, bankers and insurers, are demanding increased reporting and disclosure from businesses on environmental initiatives and actions so that informed decisions can be made. Staff and customers reasonably expect businesses to embed sustainability considerations in their business models, to better reflect contemporary priorities.

The Group has implemented the following initiatives in this regard:

- To minimize immediate climate related risk and exposure, the Group’s key focus is to ensure its resources (people, equipment, materials) are optimally and efficiently used. When the right work is done and is done right first time, wastages are avoided, e.g. waiting, defect rectification, over processing, unnecessary redundancies, unrequired travel, etc. A positive consequent of this conscious effort is lower energy consumption and lower carbon footprint for the Group, contributing to Malaysia’s climate goal under United Nations Sustainable Development Goals.
- The Group applies the concept of 5R (Reduce-Recycle-Reuse-Repurpose-Repair) and encourages responsible environment protection among employees and stakeholders, e.g. maximize use of electronic documentation instead of printing and photocopying to reduce paper usage, repair instead of replacing furniture and fittings, ethical disposal of obsolete electronic equipment and paper recycling.
- The Group subscribes to cloud-based services where possible instead of purchasing physical servers. Cloud servers offer several environmental benefits. Cloud service providers have consistently strive to reduce energy consumption, cut down carbon footprint, and shift to greener and smarter equipment. Through pooled sharing of resources, they saved energy costs and lessened carbon emissions by millions of metric tons.

Going forward, the Group will look for ways to enhance sustainability measure and disclosure. We will continue to work on the various components in Bursa promoted ESG framework to better manage environmental related risks.

COMMON SUSTAINABILITY MATTER

We support Bursa’s Enhanced Sustainability Reporting Framework and hereby disclose the following with accompanying indicators, targets and measurement.

Common Sustainability Matters	Common Indicators	Baseline year	Target/Goal	Measure progress
Anti-corruption	(a) Percentage of employees who have received training on anti-corruption by employee category	FY 2024	30%	34% of employees attended
	(b) Percentage of operations assessed for corruption-related risks	FY 2024	30%	Achieved (per internal audit review scope)
	(c) Confirmed incidents of corruption and action taken	FY 2024	0%	Achieved
Community / Society	(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	FY 2024	50k	Achieved
	(b) Total number of beneficiaries of the investment in communities	FY 2024	At least 3 entities annually	5 entities benefited



COMMON SUSTAINABILITY MATTER (CONT'D)

Common Sustainability Matters	Common Indicators	Baseline year	Target/Goal	Measure progress
Diversity	(a) Percentage of employees by gender and age group, for each employee category	FY 2024	Adopted an open and non discriminatory recruitment approach	Disclosed in Annual Report 2025
	(b) Percentage of directors by gender and age group	FY 2024		
Energy management	(a) Total energy consumption	FY 2024	Improvement via increased use of energy efficient appliances and equipment and monitor daily usage	Disclosed in Annual Report 2025
Health and safety	(a) Number of work-related fatalities	FY 2024	0%	Achieved
	(b) Lost time incident rate	FY 2024	0%	Achieved
	(c) Number of employees trained on health and safety standards	FY 2024	2 to 5 staff per year	2 employees
Labour practices and standards	(a) Total hours of training by employee category	FY 2024	320 hours	Achieved (1,088 hours)
	(b) Percentage of employees that are contractors or temporary staff	FY 2024	5%	Achieved, (3.3%)
	(c) Total number of employee turnover by employee category	FY 2024	30% or less	Achieved, (21%)
	(d) Number of substantiated complaints concerning human rights violations	FY 2024	0%	Achieved
Supply chain management	(a) Proportion of spending on local suppliers	FY 2024	90% and above	Achieved (97%)
Data privacy and security	(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	FY 2024	0%	Achieved
Water	(a) Total volume of water used	FY 2024	Usage is minimum	Disclosed in Annual Report 2025
Waste management	(a) Total waste generated, and a breakdown of the following: (i) total waste diverted from disposal (ii) total waste directed to disposal	FY 2025	Waste generated is minimum	Disclosed in Annual Report 2025
	(a) Scope 1 emissions in tonnes of CO ₂ e (b) Scope 2 emissions in tonnes of CO ₂ e (c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	FY 2025	7.38 74.88 64.11	Disclosed in Annual Report 2025

REVIEW OF THE STATEMENT

This Sustainability Statement has not been reviewed by internal auditor or independent assurance advisor for the period under review.



PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2025
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed	MYR	50,000.00
Bursa C2(b) Total number of beneficiaries of the investment in the communities	Number	5
Bursa (Anti-corruption)		
Bursa C1 (a) Percentage of employees who have received training on anti-corruption by employee category		
Senior Management	Percentage	3.37
Manager	Percentage	2.25
Team Lead & Specialist	Percentage	2.25
Senior Executive	Percentage	13.48
Executive & Non-Executive	Percentage	12.36
Bursa C1 (b) Percentage of operations assessed for corruption-related risks	Percentage	30.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	0.00
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Director Under 30	Percentage	0.00
Director Between 31 to 40	Percentage	0.00
Director Between 41 to 50	Percentage	1.12
Director Above 50	Percentage	1.12
Senior Management Under 30	Percentage	0.00
Senior Management Between 31 to 40	Percentage	0.00
Senior Management Between 41 to 50	Percentage	2.25
Senior Management Above 50	Percentage	3.37
Managers Under 30	Percentage	2.25
Managers Between 31 to 40	Percentage	3.37
Managers Between 41 to 50	Percentage	4.49
Managers Above 50	Percentage	0.00
Team Lead & Specialist Under 30	Percentage	0.00
Team Lead & Specialist Between 31 to 40	Percentage	6.74
Team Lead & Specialist Between 41 to 50	Percentage	4.49
Team Lead & Specialist Above 50	Percentage	0.00
Senior Executive Under 30	Percentage	7.87
Senior Executive Between 31 to 40	Percentage	10.11
Senior Executive Between 41 to 50	Percentage	3.37
Senior Executive Above 50	Percentage	1.12
Executive & Non-Executive Under 30	Percentage	40.45
Executive & Non-Executive Between 31 to 40	Percentage	3.37
Executive & Non-Executive Between 41 to 50	Percentage	1.12
Executive & Non-Executive Above 50	Percentage	3.37
Gender Group by Employee Category		
Director Male	Percentage	2.25
Director Female	Percentage	0.00
Senior Management Male	Percentage	4.49
Senior Management Female	Percentage	1.12

Internal assurance

External assurance

No assurance

(*) Restated



Indicator	Measurement Unit	2025
Manager Male	Percentage	7.87
Manager Female	Percentage	2.25
Team Lead & Specialist Male	Percentage	6.74
Team Lead & Specialist Female	Percentage	4.49
Senior Executive Male	Percentage	15.73
Senior Executive Female	Percentage	6.74
Executive & Non-Executive Male	Percentage	40.45
Executive & Non-Executive Female	Percentage	7.87
Bursa C3 (b) Percentage of Directors by Gender and Age Group		
Male	Percentage	100.00
Female	Percentage	0.00
Between 40 to 50	Percentage	50.00
Above 50	Percentage	50.00
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	2
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Directors	Hours	16
Senior Management	Hours	28
Managers	Hours	168
Team Lead & Specialist	Hours	144
Senior Executive	Hours	336
Executive & Non-Executive	Hours	396
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	2.00
Bursa C6 (c) Total number of employee turnover by employee category		
Senior Management, Managers, Team Lead, Executive and Non-Executive	Number	21
Bursa C6 (d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	97.00
Bursa (Data privacy and security)		
Bursa C6 (d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	0.000000
Bursa (Waste management)		
Bursa C10(a) Total waste generated	Metric tonnes	0.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	0.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	0.00
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	7.38
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	74.88
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	64.11

Internal assurance

External assurance

No assurance

(*) Restated



CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors' ("Board") affirms its overall responsibility in ensuring that the highest standard of Corporate Governance is practiced throughout the Group with the objective of protecting and enhancing shareholders' value, and the financial position of the Group.

The Board recognises the importance of good corporate governance and strives to adopt the principles and recommendations of corporate governance throughout the Group in the manner prescribed by the Malaysian Code on Corporate Governance ("MCCG") and Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements ("MMLR").

PRINCIPLE A- BOARD LEADERSHIP AND EFFECTIVENESS

I Board Responsibilities

1.0 The Company is headed by a Board, which assumes responsibility for the Company's leadership and is collectively responsible for meeting the objectives and goals of the Company.

1.1 The Board's principal role is to effectively promote the best interest of the Group, and constantly enhancing shareholders' and stakeholders' values. All Board members participate in the key issues involving the business decision and give independent opinion for the best interest of the Group. The Managing Director has primary responsibilities for managing the Group's day-to-day operations in an effective and efficient manner, to ensure effective implementation of Board's strategic decisions, and to highlight the material matter to the attention of Board. All implementation takes into consideration of the long-term interests of the various stakeholders including shareholders, employees, customers, suppliers and various communities in which the Group conducts its business.

The Board is assured of a balanced and independent view at all Board's deliberations and discussion largely due to the presence of its Non-Executive Directors who are independent from the Management. The Independent Directors are also free from any business or other relationships that could materially interfere with the exercise of their independent judgment. The Board is constituted of individuals who are committed to business integrity and professionalism in all its activities.

In addition to the role and function of Non-Executive Directors as stated above, each Director exercises independent judgement on decision making and issues of strategy, performance, resources and standard of conduct.

Effective board leadership and oversight also require the integration of sustainability considerations in corporate strategy, governance and decision-making, as sustainability and its underlying Environmental, Social and Governance (ESG) issues become increasingly material to the ability of companies to create durable and sustainable value and maintain confidence of their stakeholders. In this regard, Board shall take a holistic view of the business coupled with proactive and effective measures to anticipate and address material ESG risks and opportunities.

The Board has assumed the following duties and responsibilities:-

- together with senior management, promote good corporate governance culture within the company which reinforces ethical, prudent and professional behaviour;
- review, challenge and decide on management's proposals for the company, and monitor its implementation;
- ensure that the strategic plan of the company supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- supervise and assess management performance to determine whether the business is being properly managed;
- ensure there is a sound framework for internal controls and risk management framework;
- understand the principal risks of the company's business and recognise that business decisions involve the taking of appropriate risks;
- set the risk appetite within which the board expects management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (cont'd)

1.0 The Company is headed by a Board, which assumes responsibility for the Company's leadership and is collectively responsible for meeting the objectives and goals of the Company. (cont'd)

1.1 The Board has assumed the following duties and responsibilities:- (cont'd)

- ensure that senior management has the necessary skills and experience, and there are measures in place to provide for the orderly succession of board and senior management;
- ensure that the company has in place procedures to enable effective communication with stakeholders;
- ensure that all its directors can understand financial statements and form a view on the information presented; and
- ensure the integrity of the company's financial and non-financial reporting. Courts have held that it is the duty of every director to read the financial statement of the company and carefully consider whether what they disclose is consistent with the director's own knowledge of the company's affairs.

1.2 The Chairman leads the Board and is responsible for the effective performance of the Board. The Chairman ensures that all relevant issues and critical information to facilitate decision making and effective running of the Group's business are included in the periodic meeting agenda.

Key responsibilities of the Chairman include:-

- providing leadership for the board so that the board can perform its responsibilities effectively;
- leading the board in the adoption and implementation of good corporate governance practices in the company;
- setting the board agenda and ensuring that directors receive complete and accurate information in a timely manner;
- leading board meetings and discussions;
- encouraging active participation and allowing dissenting views to be freely expressed;
- managing the interface between board and management; and
- ensuring appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the board as a whole.

1.3 The position of Chairman and Managing Director are held by different individuals, Dato' Seri Farhash Wafa Salvador is the Executive Chairman of the Company and Mr Wong Kok Chau is the Managing Director of the Company.

1.4 The Chairman of the Board is not a member of the Audit Committee, Nomination Committee or Remuneration Committee. Having the same person assume the positions of Chairman of the board, and Chairman of the Audit Committee, Nomination Committee or Remuneration Committee gives rise to the risk of self-review and may impair the objectivity of the Chairman and the board when deliberating on the proposal and recommendations put forth by the board committees. Thus, the Chairman of the board should not be involved in these committees to ensure there is check and balance as well as objective review by the board.

1.5 The Board is supported by suitably qualified and competent Company Secretaries to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of governance best practices. The Company Secretaries are members of Malaysian Institute of Chartered Secretaries and Administrators (MAICSA), who are experienced and competent in statutory and regulatory requirements.

The Company Secretaries carry out the following tasks:-

- (a) Attend and ensure proper conduct and procedures at all Board meetings, Board committee meeting, annual general meeting, extraordinary general meetings and other meetings that require the attendance of the Company Secretaries;
- (b) Ensure that matters discussed at the meetings are properly recorded and minuted;



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (cont'd)

1.0 The Company is headed by a Board, which assumes responsibility for the Company's leadership and is collectively responsible for meeting the objectives and goals of the Company. (cont'd)

1.5 The Company Secretaries carry out the following tasks:- (cont'd)

- (c) Ensure that audited financial statements, quarterly financial results, annual reports, circulars and all relevant announcement are released to Bursa Securities on a timely manner;
- (d) Ensure that the Company complies with MMLR and the requirements of the relevant authorities;
- (e) Inform and keep the Board updated of the latest enhancement in corporate governance, changes in the legal and regulatory framework, new statutory requirement and best practice;
- (f) Keep the Directors and principal officers informed of the closed period for trading in the Company's securities; and
- (g) Ensure proper record and maintenance of the Company's proceedings, resolutions, statutory records, register books and documents.

1.6 The Board convenes scheduled meetings quarterly to deliberate and approve the release of the Group's quarterly results. Additional meetings will be held as and when needed. The agenda and Board papers for each item as well as minutes of previous meetings are circulated prior to the Board meetings to give the Directors sufficient time to deliberate on the issues to be raised at the Board meetings. Information is provided to the Board in the form of quarterly financial results, progress reports on core business, products developments, regulatory updates, business development, audit report as well as risk management reports.

Upon recommendation by the Management or Board Committee members, the Board will deliberate and discuss all matters before any decision is made. All proceedings of the Board/Board Committee meetings are properly minuted and signed by the Chairman of the meeting.

All Directors have direct and unrestricted access to the advice and services of the Company Secretaries who are qualified and competent. This will ensure that they have unrestricted access to information within the Group. The Directors are also able to receive advice and services from the external auditors and other independent professionals upon their request.

The Board is kept updated on the Company's activities and its operations on a regular basis. The Directors also have access to all reports on the Company's activities, both financial and operational.

External auditors and internal auditors are invited to attend meetings to provide insights and professional views, advice and explanation on matter specify in the meeting agenda. When necessary, senior management team from different departments are also invited to participate at the Board meeting to enable all Board members to have equal access to the latest updates and development of the business operation presented by the senior management team.

2.0 There is demarcation of responsibilities between the Board, Board committees and management. There is clarity in the authority of the board, its committees and individual directors.

The Board has a Board Charter which is reviewed periodically and published on the Company's website. The Board Charter clearly identifies:

- (a) the respective roles and responsibilities of the Board, Board committee, individual directors and management; and
- (b) issues and decisions reserved for the Board.



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (cont'd)

- 2.0 The Board may appropriately delegate its authority to Board committees or management. It should not abdicate its responsibility and should all times exercise collective oversight of the Board committees and management. They should not delegate matters to a committee or management to an extent that would significantly hinder or reduce the Board's ability to discharge its function.
- 3.0 The Board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness. The Board, management, employees and other stakeholders are clear on what is considered acceptable behavior and practice in the Company.
- 3.1 The Board recognises the importance of formalising a Code of Conduct, setting out the standard of conduct expected from directors and employees, to engender good corporate behavior.
- 3.2 The Board encourages employees to report genuine concerns in relation to breach of legal obligation (including negligence, criminal activity, breach of contract and breach of law), miscarriage of justice, danger to health and safety or to the environment and the cover-up of any of these in the workspace. All complaints can be channeled to the management or any of the Independent Directors.
- 4.0 The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.
- 4.1 The board proactively consider sustainability issues when oversees the planning, performance and long-term strategy of the company, to ensure the company remains resilient, can deliver durable and sustainable value as well as maintain the confidence of its stakeholders. The role of senior management is critical, in integrating sustainability considerations in the day-to-day operations of the company and ensuring the effective implementation of the company's sustainability strategies and plans. The board and management continuously engage and consider the views of its internal and external stakeholders to better understand and manage the company's sustainability risks and opportunities. Sustainability is increasingly being recognised as a material issue to the decision-making considerations of a company's stakeholders. Many institutional investors consider the integration of ESG factors in their investment decision-making process as part of their fiduciary responsibility, and several have committed to using their votes to hold boards and senior management accountable for the management and oversight of sustainability. Stakeholder expectations are heightening across various sustainability issues such as health and safety, data governance and privacy as well as climate action.
- 4.2 The company's sustainability strategies, priorities as well as targets and performance against these targets should be communicated to the internal and external stakeholders of the company. Employee awareness and understanding of the company's approach to sustainability (what we do and why we do it) will keep them engaged on sustainability issues and support actions on sustainability across the company. External stakeholders should also remain informed through the appropriate means such as engagements and company disclosures. In preparing the latter, the board and senior management consider, among others, the information which stakeholders require to assess the company's sustainability risks and opportunities, and ensure the information is disclosed, focusing on substance and not merely form. This includes how close (or far) the company is from achieving its targets, and actions the company has or will take to address any gaps.
- 4.3 The board has sufficient understanding and knowledge of sustainability issues that are relevant to the company and its business, to discharge its role effectively. A measure of whether a board has the required capacity and competency is its ability to tackle questions and deliberate on sustainability, as well as evaluating the sustainability risks and opportunities, and make informed decisions on the matter. To ensure the board is equipped and ready to execute its role, the board identify its professional development needs concerning sustainability and ensure these are addressed. The board will also consider whether a change in its composition or of its skills matrix is required to strengthen board leadership and oversight of sustainability issues.



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (cont'd)

- 4.0 The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success. (cont'd)
- 4.4 As addressing material sustainability risks and opportunities is the responsibility of the board and senior management, the performance evaluation of the board and senior management will consider how well the board and senior management have performed their respective roles. This may include, where applicable, progress against the achievement of sustainability targets. The performance evaluation should be conducted to promote accountability and identify issues that may require intervention by the board and/or senior management. Outcomes from the evaluations and next steps should also be shared with the company's shareholders.

II Board Composition

- 5.0 Board decisions are made objectively in the best interests of the Company taking into account diverse perspective and insights.
- 5.1 The Board consists of six (6) members. There are one (1) Executive Chairman, one (1) Managing Director, one (1) Executive Director and three (3) Independent Non-Executive Directors. The composition of the Board complies with paragraph 15.02 of the MMLR of Bursa Securities.

The Managing Director and Executive Director oversee the management of the business and affairs of the Group. They are responsible for evaluating business opportunities and carrying through approved strategic business proposals, implementing appropriate systems of internal accounting and other controls, adopting suitably competitive human resource practices and compensation policies, and ensuring the Group operates within the approved budgets and business direction.

The Independent Non-Executive Directors are independent of management and are free from any businesses or other relationships that could materially interfere with the exercise of independent judgement. They scrutinise the decisions taken by the Board and provide objectivity to the Management.

The Board is made up of Directors with a wide range of skills, experience and qualifications and they contribute their expertise and knowledge in areas such as accounting, finance, business management and specific industry knowledge which are relevant to the Group's business.

The Board operates in an open environment in which opinions and information are freely exchanged. Therefore, any concerns need not be focused on a single Director as all members of the Board fulfill this role individually and collectively.

The Board collectively views that its current size complies with the MMLR and is effective. The Board will review, from time to time, the need to revise its size and composition of the Board and determine the impact and the effectiveness of any proposed change of its current size.

- 5.2 The Board noted the MCG's recommendation that the tenure of an independent director should not exceed a cumulative term of nine years. Upon completion of the nine years, an independent director may continue to serve on the Board as a non-independent director. In the event the Board intends to retain an independent director beyond nine years, it should justify and seek annual shareholders' approval through a two-tier voting process.

The Board holds the view that the ability of an Independent Director to exercise independence is not a function of his length of service as an Independent Director. The suitability and ability of an Independent Director to carry out his roles and responsibilities effectively are very much a function of his caliber, qualification, experience and personal qualities.



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II Board Composition (cont'd)

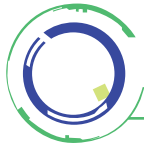
- 5.0 Board decisions are made objectively in the best interests of the Company taking into account diverse perspective and insights. (cont'd)
- 5.3 The Board recognises the importance of independence and objectivity in the decision-making process. The Board is committed to ensuring that the independent directors are capable to exercise independent judgment and act in the best interest of the Group. The independent directors of the Company fulfill the criteria of “Independent” as prescribed under MMLR. They act independently of management and are not involved in any other relationship with the Group that may impair their independent judgment and decision making.
- 5.4 The Board will consider the current composition and the tenure of each member when there is need of appointment or re-appointment. Any recommendation from Nomination Committee for appointment or reappointment will consider carefully with due consideration given to the mix of expertise and experience that may contribute to a more effective Board. The Nomination Committee reviews and assesses the Board composition periodically to ensure that it has balance mixed skills and business experience to contribute to the success of the Group. The assessment is merit based.
- 5.5 In accordance with the Company’s Constitution, all Directors shall retire from office at least once every three (3) years but shall be eligible for re-election. At the forthcoming AGM, Dato’ Sri Ismail bin Ahmad and Ms Elisa Tan Mun-E are retiring by rotation pursuant to Clause 105 of the Company’s Constitution. Dato’ Sri Ismail bin Ahmad and Ms Elisa Tan Mun-E are standing for re-election pursuant to Clause 105 of the Company’s Constitution. Their profiles are set out in Board of Directors’ Profile of this Annual Report.
- 5.6 The Board is supportive of the recommendation of MCGG and recognises the importance of boardroom diversity to the establishment of workforce gender diversity policy. As of the date this Statement, the Board currently has one (1) female director out of six (6) Board members, the Group is working towards achieving the Country’s aspirational target of achieving 30% representation of women on board.
- 5.7 The Board used a variety of approaches and sources to ensure that it can identify the most suitable candidates. This may include sourcing from a directors’ registry and open advertisement or the use of independent search firm. Currently, the appointment of candidates for non-executive director position were sourced from recommendation made by the existing Board member, management or major shareholders.
- 5.8 During the financial year ended 30 June 2025, five (5) Board meetings were held. The summary of attendance at the Board meetings held in the financial year ended 30 June 2025 is as follows:-

Name of Directors	Member Attendance
Dato’ Seri Farhash Wafa Salvador	5/5
Wong Kok Chau	5/5
Eng Shao Hon	5/5
Datuk Mat Noor bin Nawi	5/5
Dato’ Sri Ismail bin Ahmad	5/5
Elisa Tan Mun-E	4/5

Directors’ Training and Continuing Education Programme

All Directors of the Company are encouraged to continuously attend relevant training programmes to enhance their knowledge and skill are in line with the ever-changing corporate laws, rules and regulations, especially in the areas of corporate governance and regulatory development, to enable them to discharge their responsibilities effectively.

All the Directors have attended the Mandatory Accreditation Programme (“MAP”), MAP1 and MAP2 (Leading the Impact) as required by Bursa Securities.



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II Board Composition (cont'd)

5.0 Board decisions are made objectively in the best interests of the Company taking into account diverse perspective and insights. (cont'd)

5.8 *Directors' Training and Continuing Education Programme (cont'd)*

In addition to the MAP prescribed by Bursa Securities, Board members are also encouraged to attend training programme conducted by highly competent professionals that are relevant to the Company's operations and businesses.

The summary of trainings attended by the Directors for the financial year ended 30 June 2025 is as follows:-

Name of Directors	Training Programme
Dato' Seri Farhash Wafa Salvador	Anti-Money Laundering Act and Anti-Bribery and Corruption training
Mr Wong Kok Chau	MyFintech Week 2025
Mr Eng Shao Hon	MyFintech Week 2025
Datuk Mat Noor bin Naw	Leading The Cybersecurity Frontier Strategies and Solutions
Dato' Sri Ismail bin Ahmad	ESG and Supply Chain Management
Elisa Tan Mun-E	ESG and Supply Chain Management

6.0 Stakeholders are able to form an opinion on the overall effectiveness of the Board and individual directors.

The Company conducts an annual assessment to evaluate the effectiveness of the Board and the Board committee as well as the performance of each individual director through the Nomination Committee ("NC").

The NC will evaluate the overall performance rating through issuance of assessment and evaluation form on annual basis. This assessment and evaluation form consists of 5 sections:

- Section I – Board and Board Committees Evaluation
- Section II – Self Performance Evaluation
- Section III – Evaluation of level of independent of a Director
- Section IV – Assessment on Internal Auditor
- Section V – External Auditor's Evaluation

The NC will also conduct an assessment on the overall performance of internal and external auditors and recommend to Board to consider the re-appointment of internal and external auditors.

The NC of the Company comprises exclusively Independent Non-Executive Directors and its current composition is as follows:

Name of Directors	Position
Dato' Sri Ismail bin Ahmad	Chairman
Datuk Mat Noor bin Naw	Member
Elisa Tan Mun-E	Member

The NC meets at least once a year to carry out the activities as enshrined in its terms of reference, or more frequently as the need arises, at the discretion of the Chairman of the NC.

The NC has access to any form of independent professional advice, information and the advice and services of the Company Secretaries, if and when required, in carrying out its functions.



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II Board Composition (cont'd)

6.0 Stakeholders are able to form an opinion on the overall effectiveness of the Board and individual directors. (cont'd)

The Company Secretaries shall record, prepare and circulate the minutes of the meetings of the NC and ensure that the minutes are properly kept and produced for inspection if required. The NC carried out the activities as follows:

- (a) To ensure that the Board has an appropriate balance of skills, expertise, attributes and core competencies from its member.
- (b) To recommend to the Board the potential directors to fill the seats of the Board Committees.
- (c) To assess annually the effectiveness of the Board, its Committees and the contribution of each Director.
- (d) To review succession plans for members of the Board.
- (e) To recommend training needs to the Directors.

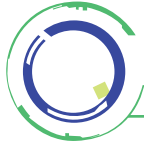
The NC will evaluate the effectiveness of the Board as a whole, including Board Committees and the contribution of each Director annually and properly documented. The performance evaluation process established shall include clear evaluation criteria and communicated to each individual Director. All report shall be gathered and assessed by the NC for the Board's review and approval. The evaluation will be done at least once a year to gauge the effectiveness of the Board's performance, the adequacy of the blend of skill sets and experience of the Board.

During the financial year, NC held one (1) meeting to carry out its function as stated within the term of reference. The NC reviewed the present composition of the Board and was of the view that the composition of the Board was made up of a balance mixture of skills and professionalism, no additional board member is required for the time being. All Directors have completed the Director's Self-Assessment Form and the Performance Evaluation Sheet (PES) for the assessment of the Board and Board Committees. The NC noted that there were no major issues of concern.

Criteria for assessments:-

- a) Contribution to interaction, quality of input, understanding of role, board Chairman's role (for individual director assessment).
- b) Board structure, board operations, board roles and responsibilities, board Chairman's role and responsibilities (for Board assessment).
- c) Is the committee providing useful recommendations? Do the members have sufficient and relevant expertise in fulfil their roles? Are committee chairs properly and providing appropriate reporting and recommendations to the Board? (for Board Committee assessment).

The terms of reference of the Nomination Committee can be viewed at the Company's website: www.excelforce.com.my in line with Paragraph 15.08A(2) of MMLR.



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

III Remuneration

7.0 The level and composition of remuneration of directors and senior management take into account the Company's desire to attract and retain the right talent in the Board and senior management to drive the company's long term objectives. The remuneration policies and decisions are made through a transparent and independent process.

7.1 The Remuneration Committee ("RC") of the Company consists of three (3) Independent Non-Executive Directors and its current composition is as follows:

Name of Directors	Position
Dato' Sri Ismail bin Ahmad	Chairman
Datuk Mat Noor bin Nawī	Member
Elisa Tan Mun-E	Member

The RC held one (1) meeting during the financial year to carry out its function as stated within the term of reference. The details of terms of reference of RC are available for reference at the Company's website at www.excelforce.com.my.

7.2 The RC's primary responsibility is to review and recommend the remuneration packages of Directors and Key Senior Management to the Board. The Board determines the remuneration packages of the Directors and Key Senior Management. For avoidance of conflict of interest, Director is required to abstain from discussing his own remuneration.

In the case of Executive Directors, the remuneration scheme is structured based on corporate and individual performance. On the other hand, Non-Executive Directors are rewarded based on their experience and the level of responsibilities undertaken by the respective Non-Executive Directors concerned.

The RC will make its recommendations to the Board regarding the Company's policy on the staff remuneration by taking into consideration the salary and employment conditions within the industry and benchmarks from comparable companies. The RC strives to be competitive, linking staff rewards with their performance and responsibilities.

The RC aims to directly align the interests of Directors, senior management and key executives with the interests of shareholders, to improve performance and achieve sustainable growth for the Company in the changing business environment, and to foster a greater ownership culture amongst its senior management and key executives.

7.3 During the financial year ended 30 June 2025, the RC had reviewed and recommended the proposed revision of the remuneration package payable to the Executive Director and Key Senior Management for Board's approval.

8.0 Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the Company's performance.

The details of the Directors' remuneration comprising remuneration received/receivable from the Company and subsidiary Companies respectively in financial year ended 30 June 2025 are as follows:-

8.1 Aggregate remuneration of Directors categorised into appropriate components are as follows:-

Company	Fees In Cash (RM)	Fees in Kind (RM)	Total (RM)
Executive Directors	120,000	280,000	400,000
Non-Executive Directors	132,000	60,000	192,000
Total	252,000	340,000	592,000



PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

III Remuneration (cont'd)

8.0 The details of the Directors' remuneration comprising remuneration received/receivable from the Company and subsidiary Companies respectively in financial year ended 30 June 2025 are as follows:- (cont'd)

8.1 Aggregate remuneration of Directors categorised into appropriate components are as follows:- (cont'd)

Group	Fees		Salaries & Bonus (RM)	Total (RM)
	In Cash (RM)	In Kind (RM)		
Executive Directors	120,000	280,000	1,535,256	1,935,256
Non-Executive Directors	132,000	60,000	-	192,000
Total	252,000	340,000	1,535,256	2,127,256

8.2 Directors' remuneration are categorised by name and by range, details as below:-

No.	Name	Directorate	Company and Group			
			Range of Remuneration (RM)			
			100,000 and below	100,001 to 150,000	150,001 to 500,000	Above 500,000
1.	Dato' Seri Farhash Wafa Salvador	Executive Chairman			✓	
2.	Wong Kok Chau	Managing Director				✓
3.	Eng Shao Hon	Executive Director			✓	
4.	Datuk Mat Noor bin Nawi	Independent Non-Executive Director	✓			
5.	Dato' Sri Ismail bin Ahmad	Independent Non-Executive Director	✓			
6.	Elisa Tan Mun-E	Independent Non-Executive Director	✓			

PRINCIPLE B - EFFECTIVE AUDIT AND RISK MANAGEMENT

I Audit Committee

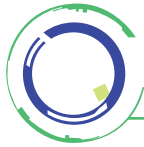
9.0 There is an effective and independent audit committee. The Board is able to objectively review the audit committee's findings and recommendations. The Company's and the Group's financial statements is a reliable source of information.

9.1 The Audit Committee's ("AC") principal duties include the supervision of the truthfulness and reliability of the Company's financial statements, the effectiveness and adequacy of the Company's internal control as well as risk management system.

The AC comprises exclusively Independent Non-Executive Directors and to ensure the Board is able to review the AC's finding and recommendation independently, the chairman of AC is not the chairman of the Board.

The appointment of the auditors is subject to approval at the general meeting. In making its recommendations to the shareholders on the appointment and re-appointment of auditors, the Board relies on the review and recommendation of the AC.

The Board has established a formal and transparent arrangement with its external and internal auditors to meet their professional requirements. The AC meets with the external and internal auditors to review the rationale of significant judgement, accounting principles and the operating effectiveness of internal controls and business risk management. The auditors have continued to highlight to the AC and the Board matters that require the Board's attention.



PRINCIPLE B - EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

I Audit Committee (cont'd)

9.0 There is an effective and independent audit committee. The Board is able to objectively review the audit committee's findings and recommendations. The Company's and the Group's financial statements is a reliable source of information. (cont'd)

9.2 The Board is responsible to prepare financial statements which reflect a true and fair view of the financial position of the Company and of the Group and the financial results of the Company and of the Group for each financial year. The financial statements are prepared in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

In preparing the financial statements, the Board is required to:-

- Adopt suitable accounting policies consistently;
- Make judgments and estimates that are prudent and reasonable;
- Comply with applicable accounting standards;
- Prepare financial statements on a going concern basis unless otherwise stated; and
- Ensure proper keeping of accounting records with reasonable accuracy.

The Board is responsible for ensuring that proper accounting records are kept which disclose, with reasonable accuracy at any time, the financial position of the Company and of the Group and to ensure that the financial statements comply with the Companies Act 2016.

The Board is satisfied that in preparing the financial statements of the Group and of the Company for the financial year ended 30 June 2025, the Group and the Company have used appropriate accounting policies and applied them consistently and prudently. The Board is of the opinion that the financial statements are prepared in accordance with all relevant approved accounting standards and have been prepared on a going concern basis.

9.3 The Group practices the cooling off period to safeguard the independence of the audit by avoiding potential threat which may arise when a former audit partner is able to exert significant influence over the audit and preparation of the Group's and of the Company's financial statements.

9.4 The AC assesses the suitability, objectivity and independence of the external auditor on an annual basis, the AC establishes policies and procedures that consider among others:

- The competence, audit quality and resource capacity of the external auditor in relation to the audit;
- The nature of the non-audit services rendered and the appropriateness of the level of fees; and
- Obtain written assurance from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of the external professional and regulatory requirements.

10.0 The Company make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives. The Board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

10.1 The Group has an Internal Audit Function that is independent of its activities and operations. Further details of the activities of the Internal Audit Function are set out in the Statement on Risk Management and Internal Control of this Annual Report.

The Board emphasises on the adequacy of the internal control system and takes effective approaches to supervise the implementation of related control measures, whilst enhancing operation efficiency and effectiveness, and improving corporate governance, risk assessment, risk management and internal control so as to protect the shareholders' investment and the safety of the Company's assets.

10.2 The Group has established Risk Management Committee of the Management ("RMCM") on 18 January 2018 and is headed by the Managing Director and members are comprise of senior management team. The primary responsibility and purpose of RMCM is to assist the Board in fulfilling its responsibility with respect to evaluating, reviewing and monitoring the Group's risk management framework on an on-going basis. The RMCM reports to AC and the Board in implementing and ensuring effective risk management of the Company.



PRINCIPLE B - EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

I Audit Committee (cont'd)

- 11.0 The Company has an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

The Group has outsourced its internal audit function to an independent consultant firm. The internal audit function covers all material controls including financial, operational and risk management functions.

The internal audit findings are reported to the AC every quarter and the corrective actions are taken by the relevant departments. The AC also decides on internal audit function amongst others;

- Appointment of the internal auditors;
- Scope of work of internal auditors;
- Performance evaluation; and
- Management budget.

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

I Communication with Stakeholders

- 12.0 There is continuous communication between the Company and shareholders to facilitate mutual understanding of each other's objectives and expectation. Stakeholders are able to make informed decisions with respect to the business of the Company, its policies on governance, the environment and social responsibility.

The Board believes the dialogue with stakeholders is a necessary and beneficial process as it enables the company to understand stakeholders' concerns and to take these concerns into account when making decisions.

The Company has established an investor relation website to keep our shareholders and investors updated on latest development of the Company. It includes announcements released to Bursa Securities, quarterly financial results and annual reports.

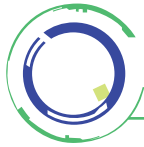
II Conduct of General Meeting

- 13.0 Shareholders are able to participate, engage the Board and senior management effectively and make informed voting decision at general meetings.

The Annual General Meeting ("AGM") remains the principal forum for dialogue with shareholders where they are encouraged to meet the Board to have greater insight into the Groups' operations. The shareholders can participate and raise questions regarding the business operations and financial performance and position of the Company. The Board together with the external auditors and the Company Secretaries will provide feedback and responses to the shareholders' queries.

The Company sends out the Notice of AGM and Annual Report to shareholders at least twenty-eight days before the meeting in line with the Practice 12.1 of the MCGG. In addition, the Notice of AGM and/or Extraordinary General Meeting ("EGM") will be advertised in the newspapers. The Board encourages shareholders to attend the forthcoming AGM and undertakes to answer all questions raised by the shareholders.

All resolutions set out in the notice of general meetings will be carried out by poll voting. The Board will make announcement of the detail results showing the number of votes cast for and against each resolution at general meetings to facilitate greater shareholder participation.



AUDIT COMMITTEE REPORT

The principal objective of the Audit Committee (“AC”) is to assist the Board to discharge its statutory duties and responsibilities in relation to financial, accounting and reporting responsibilities and to ensure proper disclosure to the shareholders of the Company.

The AC will ensure that the Management establishes and maintains an effective internal control system including adequacy of resources, qualifications and experience of staff fulfilling the accounting and financial reporting function of the Company.

The Board is pleased to present the Audit Committee Report for the financial year ended 30 June 2025.

COMPOSITION AND MEETINGS

The Audit Committee held five (5) meetings during the financial year. The members of the Audit Committee and details of their attendance at the meetings during the financial year ended 30 June 2025 are as follows:

Name of Director	Designation / Directorship	Number of meeting attended
Datuk Mat Noor bin Naw	Chairman of Committee / Independent Non-Executive Director	5/5
Dato’ Sri Ismail bin Ahmad	Member of Committee / Independent Non-Executive Director	5/5
Elisa Tan Mun-E	Member of Committee / Independent Non-Executive Director	4/5

All meetings were convened with proper notices and agenda, and were distributed to the members with sufficient notification. During the meetings, all deliberations were recorded, and minutes were tabled for confirmation at every succeeding meeting and subsequently, AC chairman will present the summary report to the Board. AC also invited the Executive Directors and the Management to attend the meetings in order to keep abreast of matters and issues pertaining to the Group.

TERM OF REFERENCE

The Term of Reference of the AC which set out its duties and responsibilities are accessible via our Company’s website at www.excelforce.com.my.

SUMMARY OF WORK OF THE AUDIT COMMITTEE

During the financial year ended 30 June 2025, the Audit Committee has carried out the work as set out in the terms of reference are summarized as follows:-

Review of Financial Report

AC reviewed the unaudited quarterly interim financial statements and audited annual financial statements before presented to the Board for approval.

External Audit Functions

AC work closely with External Auditors, TGS TW PLT, on following areas:-

- Reviewed the Audit Planning Memorandum, Audit Review Memorandum and Audit Completion Memorandum for financial year ended 30 June 2025 and recommended the same to the Board for approval;
- Reviewed the audited annual financial statements, content of Annual Report for the financial year ended 30 June 2025 together with management and External Auditor, and recommended the same to the Board for approval;
- Reviewed the application of accounting principles and standards together with External Auditors and Management to ensure that it was applied consistently throughout the financial period;
- Reviewed the proposed audit fees for financial year ended 30 June 2025 and recommended the same to the Board for approval; and
- Reviewed and evaluated the performance and independent of the External Auditors and recommended the same to the Board for approval.



SUMMARY OF WORK OF THE AUDIT COMMITTEE (CONT'D)

During the financial year ended 30 June 2025, the Audit Committee has carried out the work as set out in the terms of reference are summarized as follows:- (cont'd)

Internal Audit Functions

The Company has outsourced its internal audit division to an independent professional consulting firm, Vaersa Advisory Sdn Bhd (“Vaersa”), to assist the Audit Committee in discharging their responsibilities and duties. Vaersa’s function is to undertake independent regular and systematic reviews of the system of internal controls to provide reasonable assurance that such system continues to operate satisfactory and effectively.

In developing the scope of the internal audit function, the Audit Committee has satisfied that:

- (a) the person responsible for internal audit has relevant experience, sufficient standing and authority to enable him to discharge his functions effectively;
- (b) internal audit has sufficient resources and can access and analyse the information to enable it to carry out its role effectively; and
- (c) the personnel assigned to undertake internal audit have the necessary competency, experience and resources to carry out the function effectively.

Vaersa’s scope of work includes the review of the adequacy of risk management, operational controls, and compliance with established procedures, guidelines and statutory requirements. The details of internal audit functions are disclosed in the Statement on Risk Management and Internal Control in this Annual Report.

Vaersa is free from any relationships or conflicts of interest, which could impair their objectivity and independence of the internal audit function. The Internal Auditors do not have any direct operational responsibility or authority over any of the activities audited. The Audit Committee is of the opinion that the internal audit function is effective and able to function independently.

For the financial year ended 30 June 2025, four (4) internal audit reviews had been carried out by Internal Auditors: -

Audit Period	Reporting Month	Name of Entity Audited	Audited Areas
July – September 2024	November 2024	Excel Force MSC Berhad	• Human Resource and Administration
October – December 2024	February 2025	Excel Force MSC Berhad	• Customer Service
January – March 2025	May 2025	Excel Force MSC Berhad	• Sales and Business Development
April – June 2025	August 2025	Excel Force MSC Berhad	• Management Information System

Follow-up status reviews were also carried out to ensure weaknesses identified have been or are being addressed. During the financial year under review, Vaersa presented their follow-up status reports on previously reported audited findings in respect of the following functional scopes of the Group:

Reporting Month	Name of Entity	Functional Scopes
November 2024	Excel Force MSC Berhad	• Corporate Governance and Anti-Bribery Management System reported in February 2024. • Finance and Accounts and Procurement reported in May 2024
February 2025	Excel Force MSC Berhad	• Human Resource and Administration reported in November 2024
May 2025	Excel Force MSC Berhad	• Customer Service reported in February 2025
August 2025	Excel Force MSC Berhad	• Sales and Business Development reported in May 2025

Based on the internal audit reviews conducted, none of the weaknesses noted have resulted in material losses, contingencies, or uncertainties that would require separate disclosure in this Annual Report.

The Internal Auditors are free from any relationships or conflicts of interest, which could impair their objectivity and independence of the internal audit function. The Internal Auditors do not have any direct operational responsibility or authority over any of the activities audited. The Audit Committee is of the opinion that the internal audit function is effective and able to function independently.

The fee (inclusive of sales and service tax) paid to the professional firm in respect of internal audit function for the financial year ended 30 June 2025 was RM43,200.00.



REVIEW OF RELATED PARTY TRANSACTION AND CONFLICT OF INTEREST

- Reviewed the Related Party Transactions and/or Recurrent Related Party Transactions, on quarterly basis; and
- Reviewed the quarterly summary declaration on the Conflict of Interest (“COI”) or potential COI situation within the Company or Group. In line with Bursa Malaysia’s Guidance on COI, the AC reviewed COI situations involving Directors and key senior management during financial year ended 30 June 2025, together with the adequacy of measures taken to resolve or mitigate them. The outcome of this review was reported to the Board. Details on the perceived, potential and actual COI situations involving certain Directors and senior management of the Group for financial year ended 30 June 2025, together with the measures taken to address them, are disclosed below:

No.	Nature of COI	Nature and Extent of Interest of Conflicted Director	Measures taken to address COI
1.	The Company has entered into the contract with Apex Equity Holdings Berhad, where the Company has implemented its Trading Solutions. The agreement was entered in February 2025.	Dato’ Seri Farhash Wafa Salvador is an Executive Chairman of the Company and the Group Executive Chairman of Apex Equity Holdings Berhad	Dato’ Seri Farhash Wafa Salvador does not participate in, nor influence, any management decisions relating to Apex Equity Holdings Berhad. He maintains a clear separation of interests in accordance with the Companies Act 2016 and observes strict governance protocols to avoid any potential conflicts of interest. This disclosure is made in the spirit of transparency and to uphold the highest standards of good governance, ensuring that stakeholders have access to all relevant information and reinforcing the Company’s commitment to accountability and ethical conduct. Dato’ Seri Farhash Wafa Salvador has made the necessary declaration in line with the Company’s policy and has abstained from all discussions and decisions pertaining to the contract.

REVIEW OF RISK MANAGEMENT

AC reviewed the Risk Management Report, Business Continuity Plan and Sustainability Progress Update presented by Risk Management Committee of the Management on a quarterly basis.



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors (“the Board”) of Excel Force MSC Berhad (“the Company”) is pleased to present the Statement on Risk Management and Internal Control which outlines the nature and scope of risk management and internal control system of the Company and its subsidiary companies (“the Group”) for the financial year ended 30 June 2025 pursuant to Paragraph 15.26(b) of the Main Market Listing Requirement of Bursa Malaysia Securities Berhad (“MMLR”), Malaysia Code on Corporate Governance (“MCCG”) and as guided by “Statement on Internal Control and Risk Management: Guidelines for Directors of Listed Issuers” (“the Guideline”).

BOARD RESPONSIBILITY

The Board affirms its overall responsibility for maintaining an effective Group’s systems of internal controls and risk management to safeguard its investment, the interest of customers, regulators, employees, and the Group’s assets. The Board further recognises its responsibility in reviewing the adequacy and integrity of these systems. The Audit Committee is entrusted by the Board to ensure the effectiveness of the Group’s internal control and risk management system.

Due to the limitations that are inherent in any system of internal control, the system of internal controls can only provide reasonable and not absolute assurance against material misstatement or loss as it is designated to manage rather than eliminate the risk of failure to achieve the Group’s business objectives.

MANAGEMENT’S ROLE

Management is responsible for implementing the processes for identifying, evaluating, monitoring and reporting of risks and internal control, taking appropriate and timely corrective actions as needed, and for providing assurance to the board that the processes have been carried out.

The responsibilities of management in respect of risk management include:-

- Identify the risks relevant to the business of the company and the achievement of objectives and strategies;
- Design, implement and monitor the risk management framework in accordance with the company’s strategic vision and overall risk appetite; and
- Identify changes to risk or emerging risks, take actions as appropriate, and promptly bring these to the attention of the Board.

RISK MANAGEMENT COMMITTEE

Risk Management Committee of the Management (“RMCM”) is established at the management level to assist the Audit Committee (“AC”) and the Board in implementing and ensuring efficient and effective risk management of the Company. RMCM conducts its meeting once every three (3) months and additional meetings may be called at any time as and when necessary. The roles and responsibilities of the committee are defined in the terms of reference of RMCM.

RISK MANAGEMENT

The Board confirms that there is an ongoing process of identifying, assessing and responding to risks for achieving the objectives of the Group for the financial year under review. The process is in place for the financial year under review and up to the date of issuance of the Statement on Risk Management and Internal Control.

The process of risk identification involves reviewing and identifying the possible risk exposure which arises from both internal and external environmental changes and operation conditions. The risk measurement guidelines consist of financial and non-financial qualitative measures of risk consequences based on risk likelihood rating and risk impact rating.



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT (CONT'D)

As part of the Risk Management process, a Registry of Risk and the Risk Management Handbook were adopted. The Registry of Risk is maintained to identify principal business risks and update for ongoing changes in the risk profile. The Risk Management Handbook summarises risk management methodology, approaches and processes, roles and responsibilities, and various risk management concepts. The responsibility of respective risk owners is to identify and ensure that adequate control systems are implemented to minimise and control the risks faced by the Group.

The management has embedded the responsibilities to manage the risk and internal controls that are associated with the operations of the Group and to ensure compliance with the applicable laws and regulations. Any significant issues and control implemented were discussed at management meetings and quarterly Audit Committee meetings.

SUSTAINABILITY COMMITTEE

The Sustainability Committee at management level is formally established on 29 August 2024 to study how to design, implement, deploy, track, monitor, report, and share our sustainability efforts with internal and external stakeholders. The Committee team members comprise of department head, team lead, manager and executive of each division.

The committee shared their thoughts on the importance of sustainability and their commitment to integrating it into the Excel Force group. While there was consensus on the need for sustainable practices, the specific approach and implementation details were not immediately apparent. As such, the committee acknowledged the challenges associated with navigating the complexities of sustainability, but expressed determination to collaboratively explore, study, understand, and implement sustainability practices.

INTERNAL AUDIT FUNCTIONS

In accordance with the Malaysian Code on Corporate Governance, the Group in its efforts to provide an adequate and effective internal control system had appointed Vaersa Advisory Sdn Bhd ("Vaersa"), an independent consulting firm to review the adequacy and integrity of its system of internal control. Vaersa acts as the internal auditors and reports directly to the Audit Committee on the quarterly basis.

Vaersa reviews and addresses critical business processes, identifies risks associated with the internal control gaps, assesses the effectiveness and adequacy of the existing state of internal control of the Group and recommends possible improvements to the internal control process. This is to provide reasonable assurance that such systems continue to operate satisfactorily and 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. Each quarterly audit is engaged by approximately 2 to 4 audit personnel depending on the areas of the audit. Quarterly audit reports and status reports on follow-up actions were tabled to the Audit Committee and Board during its quarterly Audit Committee Meetings.

The Internal Auditors are free from any relationships or conflicts of interest, which could impair their objectivity and independence of the internal audit function. The Internal Auditors do not have any direct operational responsibility or authority over any of the activities audited. The Audit Committee is of the opinion that the internal audit function is effective and able to function independently.

For the financial year ended 30 June 2025, four (4) internal audit reviews had been carried out by Internal Auditors: -

Audit Period	Reporting Month	Name of Entity Audited	Audited Areas
July – September 2024	November 2024	Excel Force MSC Berhad	• Human Resource and Administration
October – December 2024	February 2025	Excel Force MSC Berhad	• Customer Service
January – March 2025	May 2025	Excel Force MSC Berhad	• Sales and Business Development
April – June 2025	August 2025	Excel Force MSC Berhad	• Management Information System



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT FUNCTIONS (CONT'D)

Follow-up status reviews were also carried out to ensure weaknesses identified have been or are being addressed. During the financial year under review, Vaersa presented their follow-up status reports on previously reported audited findings in respect of the following functional scopes of the Group:

Reporting Month	Name of Entity	Functional Scopes
November 2024	Excel Force MSC Berhad	<ul style="list-style-type: none"> • Corporate Governance and Anti-Bribery Management System reported in February 2024. • Finance and Accounts and Procurement reported in May 2024
February 2025	Excel Force MSC Berhad	<ul style="list-style-type: none"> • Human Resource and Administration reported in November 2024
May 2025	Excel Force MSC Berhad	<ul style="list-style-type: none"> • Customer Service reported in February 2025
August 2025	Excel Force MSC Berhad	<ul style="list-style-type: none"> • Sales and Business Development reported in May 2025

Based on the internal audit reviews conducted, none of the weaknesses noted have resulted in material losses, contingencies, or uncertainties that would require separate disclosure in this Annual Report.

THE KEY ELEMENTS OF THE GROUP'S INTERNAL CONTROL SYSTEM INCLUDE:

1. Organisation structure with defined lines of responsibility, authority and accountability;
2. Policies and procedures for key business processes are formalised and documented for implementation and continuous improvements;
3. Quarterly Board meetings and periodical management meetings are held where information is provided to the Board and management covering financial performances and operations;
4. Training and development are provided as and when required by employees with the objective of enhancing their knowledge and competency;
5. Management accounts and reports are prepared regularly for monitoring of actual performance;
6. Board participation at the macro perspective in the performance monitoring of all subsidiary companies under the Group;
7. An internal audit function carries out a quarterly internal audit to ascertain the adequacy of the internal control system and to monitor the effectiveness of operational and financial procedures. The internal audit also reviews and assesses risks faced by the Group and reports directly to the AC;
8. Regular internal audit visits to monitor compliance of the policies and procedures and to assess the integrity of both financial and non-financial information provided;
9. Follow-up visits are then subsequently conducted by the internal auditors to ensure proper implementation of agreed action plans by the respective process owners; and
10. Anti-Bribery and Corruption Policy and Whistle Blowing Policy are in place and in compliance with the listing requirements in relation to anti-corruption measures.

RISK MANAGEMENT FRAMEWORK

The Board recognises that risk management is an integral part of the Group's business operations and that the identification and management of risks will affect the achievement of the Group's business objectives. To this end, the Board has formalised a Risk Management Framework by implementing an ongoing process of identifying, evaluating, monitoring and managing the significant risks affecting the achievement of its business objectives and has taken into account the guidance of the Malaysian Code on Corporate Governance.

The management of risks in the daily business operation is assigned to the management team and significant risks are identified and related mitigating responses as well as the corresponding internal control measures were deliberated at the Audit Committee and Board meeting.

ASSURANCE FROM MANAGEMENT

The Managing Director and Head of Finance have provided assurance to the Board, to the best of their knowledge and belief, that the Group's risk management and internal control system was operating adequately and effectively in all material aspects, to meet the Group's objectives during the financial year under review until the date of this Statement on Risk Management and Internal Control.



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

EXCELFORCE
EXCEL FORCE MSC BERHAD

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by paragraph 15.23 of the MMLR, the external auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in this Annual Report for the financial year ended 30 June 2025. Their limited assurance review was performed in accordance with 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 the Malaysian Institute of Accountants.

AAPG 3 does not require external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group. Based on their review, the external auditor has reported to the Board that nothing has come to the attention that causes them to believe that this Statement on Risk Management and Internal Control is not prepared in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Guidelines, nor is it factually inaccurate.

CONCLUSION

For the financial year ended 30 June 2025 and up to the date of approval of this Statement on Risk Management and Internal Control, the Board is of the opinion that the risk management and internal control system currently in place are adequate and effective to safeguard the Group’s interests and assets.

For the coming year, the Board will continually assess the adequacy and effectiveness of the Group’s system of internal control and to strengthen it, as and when necessary. This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board dated 27 October 2025.



STATEMENT ON DIRECTORS' RESPONSIBILITY IN RESPECT OF THE AUDITED FINANCIAL STATEMENTS

EXCELFORCE
EXCEL FORCE MSC BERHAD

The Directors are required by the Companies Act 2016 to prepare financial statements which give a true and fair view of the state of affairs of the Group and the Company at the end of each financial year and of their results and cash flows for the financial year then ended.

In preparing the financial statements, the directors have:-

- adopted appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable;
- ensured that applicable accounting standards have been complied with; and
- applied the going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep proper accounting records, which disclose with reasonable accuracy on the financial position of the Group and of the Company, and which enable them to ensure that the financial statements comply with the provisions of the Companies Act 2016.

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



ADDITIONAL COMPLIANCE INFORMATION

MATERIAL CONTRACTS

There was no material contract between the Company and its subsidiaries companies involving the Directors and major shareholders' interests, either still subsisting at the end of the financial year or entered since the end of the previous financial year.

STATUTORY AUDIT AND NON-STATUTORY AUDIT FEES

The amount of audit and non-audit fees incurred for the services render by external auditors of the Group for the financial year ended 30 June 2025 are as follows:

	Group RM	Company RM
Audit fees	82,000	41,500
Non-audit fees	5,000	5,000

CHANGES IN THE COMPOSITION OF THE GROUP

There were no changes in the composition of the Group for the financial year ended 30 June 2025.

UTILISATION OF PROCEEDS

No proceeds were raised by the Company from any corporate proposal during the financial year ended 30 June 2025.

SEASONALITY OR CYCLICALITY OF INTERIM OPERATIONS

There were no seasonal or cyclical factors affecting the results of the Group for the current financial year ended 30 June 2025.

FINANCIAL STATEMENTS

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DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

PRINCIPAL ACTIVITIES

The principal activities of the Company are development, provision and maintenance of software application solutions for the financial services industry and investment holding. The principal activities of its subsidiary companies are disclosed in Note 7 to the financial statements.

FINANCIAL RESULTS

	Group RM	Company RM
Profit/(Loss) for the financial year, attributable to owners of the Company	5,074,727	(3,236,604)

RESERVES AND PROVISIONS

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

DIVIDENDS

Since the end of the last financial year, the Company paid:

	RM
Final single-tier dividend of 0.50 sen per ordinary share in respect of the financial year ended 30 June 2024 on 7 January 2025	3,049,392

The Directors recommend the payment of a final single-tier dividend of 0.50 sen per ordinary share in respect of the current financial year, subject to the approval of the shareholders at the forthcoming Annual General Meeting. The financial statements for the current financial year do not reflect this proposed dividend.

ISSUE OF SHARES AND DEBENTURES

There was no issuance of shares or debentures during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year.

DIRECTORS

The Directors in office during the financial year until the date of this report are:

Dato' Seri Farhash Wafa Salvador
Wong Kok Chau *
Eng Shao Hon *
Datuk Mat Noor bin Naw
Dato' Sri Ismail bin Ahmad
Elisa Tan Mun-E



DIRECTORS (CONT'D)

The Directors who held office in the subsidiary companies (excluding Directors who are also the Director of the Company) during the financial year up to the date of this report:

Liew Kean Fatt
Gan Teck Ban

* Director of the Company and its subsidiary companies

The information required to be disclosed pursuant to Section 253 of the Companies Act 2016 in Malaysia is deemed incorporated herein by such reference to the financial statements of the respective subsidiary companies and made a part hereof.

DIRECTORS' INTERESTS IN SHARES

The interests in the shares of the Company and of its related corporations (other than wholly-owned subsidiary companies) of those who were Directors at financial year end according to the Register of Directors' Shareholdings are as follows:

	Number of ordinary shares			
	At 1.7.2024	Bought	Sold	At 30.6.2025
Interests in the Company				
<i>Direct interests</i>				
Wong Kok Chau	6,000	-	-	6,000
Dato' Seri Farhash Wafa Salvador	5,000,000	-	-	5,000,000

Other than disclosed above, none of the other Directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Directors as shown below) by reason of a contract made by the Company or a related corporations 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 Director who have significant financial interests in companies which traded with certain companies in the Group in the ordinary course of business as disclosed in Note 33(b) to the financial statements.

The details of the Directors' remuneration for the financial year ended 30 June 2025 are set out below:

	Group RM	Company RM
Salaries, fees and other emoluments	1,614,838	276,000
Defined contribution plans	167,082	-
Social security contributions	5,336	-
	<u>1,787,256</u>	<u>276,000</u>

Neither during nor at the end of the financial year, was the Company a party to any arrangement whose object was to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.



INDEMNITY AND INSURANCE COSTS

There was no indemnity given to or insurance effected for any Directors, officers and auditors of the Company in accordance with Section 289 of the Companies Act 2016 in Malaysia.

OTHER STATUTORY INFORMATION

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



SUBSIDIARY COMPANIES

The details of the subsidiary companies are disclosed in Note 7 to the financial statements.

AUDITORS

The Auditors, Messrs. TGS TW PLT (202106000004 (LLP0026851-LCA) & AF002345), have expressed their willingness to continue in office.

Auditors' remuneration for the Group and the Company as set out in Note 27 to the financial statements are RM82,000 and RM41,500 respectively.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 27 October 2025.

WONG KOK CHAU

KUALA LUMPUR

ENG SHAO HON



STATEMENT BY DIRECTORS
PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the financial statements set out on pages 59 to 126 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 27 October 2025.

WONG KOK CHAU

ENG SHAO HON

KUALA LUMPUR



STATUTORY DECLARATION
PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, LIEW KEAN FATT (NRIC NO.: 680119-08-5083) (MIA Membership No: 16662), being the Officer primarily responsible for the financial management of Excel Force MSC Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 59 to 126 are 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 Kuala Lumpur in the)
Federal Territory on 27 October 2025)

LIEW KEAN FATT

Before me,

Commissioner for Oaths



Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Excel Force MSC Berhad, which comprise the statements of financial position as at 30 June 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 59 to 126.

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 30 June 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

Key Audit Matters	How we addressed the key audit matters
<p>Impairment assessment on product development costs</p> <p>As at 30 June 2025, the Group recognised product development costs of RM18.9 million and disclosed their assessment for impairment of product development costs in Note 5 to the financial statements.</p> <p>Significant judgement is involved in estimating the recoverable amount, i.e. the present value of future cash flows generated by product development costs. It involves uncertainties and is significantly affected by assumptions used and judgement made regarding estimates of future cash flows including forecasted revenue growth, profit margin of the products and discount rates.</p>	<p>We evaluated management's assessment of whether there was any indication of impairment on product development costs.</p> <p>We assessed the reasonableness of the assumptions used by management in estimating the recoverable amount, included:</p> <ul style="list-style-type: none">i) Reasonableness of cash flows forecasts and projections by comparison to historical performance and future outlook, as well as discussion with management.ii) The appropriateness of the discount rate by comparison to the Group's cost of capital and relevant risk factors.iii) Sensitivity analysis taking into account the future trends based on both external and internal sources. <p>We also considered the appropriate disclosure of the consolidated financial statements.</p>

There are no key audit matters in relation to 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 Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.



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

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

- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiary companies 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.

TGS TW PLT
202106000004 (LLP0026851-LCA) & AF002345
Chartered Accountants

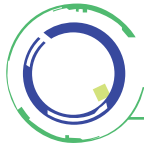
KUALA LUMPUR
27 October 2025

TEOH CHEY YEAT
03447/08/2027 J
Chartered Accountant



**STATEMENTS OF
FINANCIAL POSITION**
AS AT 30 JUNE 2025

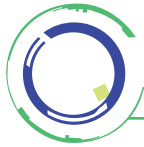
	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
Non-current assets					
Property, plant and equipment	3	3,015,443	3,299,305	717,306	825,555
Right-of-use assets	4	20,488,860	20,813,442	20,001,261	19,981,656
Product development costs	5	18,937,228	17,415,145	-	-
Intangible assets	6	-	-	-	-
Investment in subsidiary companies	7	-	-	39,186,819	39,186,819
Investment in an associate	8	346,928	358,682	-	-
Other investments	9	21,831,000	26,481,000	7,672,500	12,322,500
Goodwill on consolidation	10	4,017,945	4,017,945	-	-
		<u>68,637,404</u>	<u>72,385,519</u>	<u>67,577,886</u>	<u>72,316,530</u>
Current assets					
Inventories	11	6,520	6,520	-	-
Digital assets	12	25,972,529	25,972,529	25,972,529	25,972,529
Trade receivables	13	4,119,598	4,117,910	-	-
Other receivables	14	20,020,146	23,297,511	18,559,898	22,121,169
Tax recoverable		1,259,695	1,308,380	860,234	1,257,668
Deposits, cash and bank balances and short-term funds	16	22,169,770	21,004,378	18,226,756	17,799,417
		<u>73,548,258</u>	<u>75,707,228</u>	<u>63,619,417</u>	<u>67,150,783</u>
Total assets		<u>142,185,662</u>	<u>148,092,747</u>	<u>131,197,303</u>	<u>139,467,313</u>



**STATEMENTS OF
FINANCIAL POSITION**
AS AT 30 JUNE 2025 (CONT'D)

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
EQUITY					
Share capital	17	98,093,980	98,093,980	98,093,980	98,093,980
Reserves	18	27,423,181	30,037,950	13,336,665	24,272,661
Total equity		125,517,161	128,131,930	111,430,645	122,366,641
LIABILITIES					
Non-current liabilities					
Term loan	19	5,745,383	6,349,959	5,745,383	6,349,959
Lease liabilities	20	253,769	775,462	-	-
Deferred tax liabilities	21	3,652,835	3,002,451	-	-
		9,651,987	10,127,872	5,745,383	6,349,959
Current liabilities					
Term loan	19	631,111	591,216	631,111	591,216
Lease liabilities	20	767,505	830,708	245,812	330,415
Trade payables	22	653,764	353,635	-	17,103
Other payables	23	2,062,190	3,233,966	433,493	564,119
Amount due to subsidiary companies	15	-	-	12,710,859	9,247,860
Contract liabilities	24	2,901,714	3,329,111	-	-
Tax payable		230	1,494,309	-	-
		7,016,514	9,832,945	14,021,275	10,750,713
Total liabilities		16,668,501	19,960,817	19,766,658	17,100,672
Total equity and liabilities		142,185,662	148,092,747	131,197,303	139,467,313

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 30 JUNE 2025

EXCELFORCE
EXCEL FORCE MSC BERHAD

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	25	27,386,294	29,020,435	-	6,778,746
Cost of sales		(9,285,202)	(10,239,485)	-	(2,183,605)
Gross profit		18,101,092	18,780,950	-	4,595,141
Other income		209,562	1,056,601	86,390	1,612,671
Administrative expenses		(6,970,553)	(6,507,430)	(590,092)	(2,250,320)
Marketing expenses		(60,606)	(104,338)	-	(10,272)
Net (loss)/gain on impairment on financial instruments		(13,262)	23,567	-	-
Other operating expenses		(3,597,693)	(1,964,738)	(2,012,458)	(1,638,490)
Profit/(Loss) from operations		7,668,540	11,284,612	(2,516,160)	2,308,730
Finance costs	26	(366,860)	(131,793)	(323,010)	(101,098)
Share of results of an associate, net of tax		60,246	128,634	-	-
Profit/(Loss) before tax	27	7,361,926	11,281,453	(2,839,170)	2,207,632
Taxation	28	(2,287,199)	(2,999,881)	(397,434)	(534,844)
Profit/(Loss) for the financial year		5,074,727	8,281,572	(3,236,604)	1,672,788





**STATEMENTS OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME**
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other comprehensive income/(loss) for the financial year				
Items that are or maybe reclassified subsequently to profit or loss				
Foreign currency translation differences for foreign operation	9,896	(2,793)	-	-
Items that will not be reclassified subsequently to profit or loss				
Net change in fair value of equity instruments designated at fair value through other comprehensive income ("FVTOCI")	(4,650,000)	11,886,315	(4,650,000)	11,886,315
	<u>(4,640,104)</u>	<u>11,883,522</u>	<u>(4,650,000)</u>	<u>11,886,315</u>
Total comprehensive income/(loss) for the financial year	<u>434,623</u>	<u>20,165,094</u>	<u>(7,886,604)</u>	<u>13,559,103</u>
Profit/(Loss) for the financial year attributable to:				
Owners of the Company	<u>5,074,727</u>	<u>8,281,572</u>	<u>(3,236,604)</u>	<u>1,672,788</u>
Total comprehensive income/(loss) for the financial year attributable to:				
Owners of the Company	<u>434,623</u>	<u>20,165,094</u>	<u>(7,886,604)</u>	<u>13,559,103</u>
Earnings per share (sen)				
Basic earnings per share	29(a) <u>0.83</u>	<u>1.44</u>		
Diluted earnings per share	29(b) <u>0.83</u>	<u>1.44</u>		

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

STATEMENTS OF CHANGES IN EQUITY

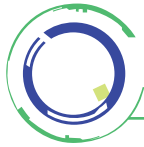
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

Group	Note	Attributable to owners of the Company						Total Equity
		Share Capital	Fair Value Reserve	Other Reserve	Foreign Currency Translation Reserve	Retained Earnings	Total Equity	
		RM	RM	RM	RM	RM	RM	
At 1 July 2024		98,093,980	2,800,200	(80,745)	(2,793)	27,321,288	128,131,930	
Profit for the financial year		-	-	-	-	5,074,727	5,074,727	
Net changes in fair value of equity investments designated at FVTOCI		-	(4,650,000)	-	-	-	(4,650,000)	
Foreign currency translation reserve		-	-	-	9,896	-	9,896	
Total comprehensive income for the financial year		-	(4,650,000)	-	9,896	5,074,727	434,623	
Transactions with owners:								
Dividends to owners of the Company	32	-	-	-	-	(3,049,392)	(3,049,392)	
At 30 June 2025		98,093,980	(1,849,800)	(80,745)	7,103	29,346,623	125,517,161	

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

Group	Note	Attributable to owners of the Company						Total Equity RM
		Share Capital RM	Fair Value Reserve RM	Other Reserve RM	Foreign Currency Translation Reserve RM	Retained Earnings RM	Distributable RM	
At 1 July 2023		81,176,480	(4,680,592)	(80,745)	-	20,480,477	96,895,620	
Profit for the financial year		-	-	-	-	8,281,572	8,281,572	
Net changes in fair value of equity investments designated at FVTOCI		-	11,886,315	-	-	-	11,886,315	
Transfer upon disposal of equity instruments designated at FVTOCI		-	(4,405,523)	-	-	4,405,523	-	
Foreign currency translation reserve		-	-	-	(2,793)	-	(2,793)	
Total comprehensive income for the financial year		-	7,480,792	-	(2,793)	12,687,095	20,165,094	
Transactions with owners:								
Issuance of ordinary shares	17	16,917,500	-	-	-	-	16,917,500	
Dividends to owners of the Company	32	-	-	-	-	(5,846,284)	(5,846,284)	
		16,917,500	-	-	-	(5,846,284)	11,071,216	
At 30 June 2024		98,093,980	2,800,200	(80,745)	(2,793)	27,321,288	128,131,930	



**STATEMENTS OF
CHANGES IN EQUITY**
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

Company	Note	Non-distributable		Distributable	Total Equity RM
		Share Capital RM	Fair Value Reserve RM	Retained Earnings RM	
At 1 July 2024		98,093,980	2,800,200	21,472,461	122,366,641
Loss for the financial year		-	-	(3,236,604)	(3,236,604)
Net changes in fair value of equity investments designated at FVTOCI		-	(4,650,000)	-	(4,650,000)
Total comprehensive loss for the financial year		-	(4,650,000)	(3,236,604)	(7,886,604)
Transactions with owners:					
Dividends to the owners of the Company	32	-	-	(3,049,392)	(3,049,392)
At 30 June 2025		98,093,980	(1,849,800)	15,186,465	111,430,645
At 1 July 2023		81,176,480	(4,680,592)	21,240,434	97,736,322
Profit for the financial year		-	-	1,672,788	1,672,788
Net changes in fair value of equity investments designated at FVTOCI		-	11,886,315	-	11,886,315
Transfer upon disposal of equity instruments designated at FVTOCI		-	(4,405,523)	4,405,523	-
Total comprehensive income for the financial year		-	7,480,792	6,078,311	13,559,103
Transactions with owners:					
Issuance of ordinary shares	17	16,917,500	-	-	16,917,500
Dividends to the owners of the Company	32	-	-	(5,846,284)	(5,846,284)
		16,917,500	-	(5,846,284)	11,071,216
At 30 June 2024		98,093,980	2,800,200	21,472,461	122,366,641

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





**STATEMENTS
OF CASH FLOWS**
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

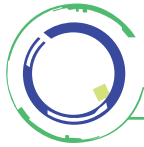
EXCELFORCE
EXCEL FORCE MSC BERHAD

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Cash flows from operating activities					
Profit/(Loss) before tax		7,361,926	11,281,453	(2,839,170)	2,207,632
Adjustments for:					
Amortisation of product development costs		2,792,399	2,769,182	-	553,628
Depreciation of:					
- property, plant and equipment		967,406	941,972	108,249	291,472
- right-of-use assets		618,655	614,734	274,468	356,594
Impairment losses on trade receivables		13,262	-	-	-
(Gain)/Loss on disposal of:					
- property, plant and equipment		(837)	(70,000)	-	-
- subsidiary companies	7(c)(ii)	-	-	-	869,085
- operations upon corporate reorganisation exercise	7(c)(i)	-	-	-	(679,018)
Property, plant and equipment written off		40	12	-	9
Interest income from:					
- deposits with licensed banks		(134,616)	(160,262)	(27,945)	(87,395)
- short-term funds		(56,503)	(54,419)	(56,503)	(54,419)
Finance costs		366,860	131,793	323,010	101,098
Inventories written off		-	23,992	-	-
Reversal of impairment losses on trade receivables		-	(23,567)	-	-
Reversal of provision of loss claim		(1,000,000)	(600,000)	-	-
Share of result of an associate		(60,246)	(128,634)	-	-
Unrealised (gain)/loss on foreign exchange		1,598,483	(765,214)	1,589,107	(766,463)
Operating profit/(loss) before working capital changes		12,466,829	13,961,042	(628,784)	2,792,223



**STATEMENTS
OF CASH FLOWS**
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Cash flows from operating activities (cont'd)					
Operating profit/(loss) before working capital changes (cont'd)		12,466,829	13,961,042	(628,784)	2,792,223
Changes in working capital:					
Digital assets		-	(25,972,529)	-	(25,972,529)
Receivables		1,702,622	(1,484,524)	2,001,281	(1,171,759)
Payables		129,377	578,661	(147,729)	301,207
Contract liabilities		(427,397)	(312,888)	-	(1,112,929)
Cash generated/(used in) from operations		13,871,431	(13,230,238)	1,224,768	(25,163,787)
Dividend received		72,000	88,000	-	-
Tax paid		(3,082,209)	(1,599,181)	-	(618,665)
Net cash from/(used in) operating activities		10,861,222	(14,741,419)	1,224,768	(25,782,452)
Cash flows from investing activities					
Additions of product development costs		(4,314,482)	(4,752,577)	-	(1,116,652)
Acquisition of:					
- property, plant and equipment	3(a)	(683,587)	(234,442)	-	(12,317)
- a subsidiary company	7(d)	-	(1,232,491)	-	(1,232,500)
- other investments		-	(90,780)	-	(90,780)
Interest income received from:					
- deposits with licensed banks		134,616	160,262	27,945	87,395
- short-term funds		56,503	54,419	56,503	54,419
Proceeds from disposal of:					
- property, plant and equipment		840	115,000	-	-
- quoted investment		-	10,419,870	-	10,419,870
Net cash (used in)/from investing activities		(4,806,110)	4,439,261	84,448	8,109,435



**STATEMENTS
OF CASH FLOWS**
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

EXCELFORCE
EXCEL FORCE MSC BERHAD

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Cash flows from financing activities					
Dividends paid	32	(3,049,392)	(5,846,284)	(3,049,392)	(5,846,284)
Advances from subsidiary companies		-	-	3,462,999	4,938,063
Drawdown from term loan	31	-	7,000,000	-	7,000,000
Repayment of term loan	31	(564,681)	(58,825)	(564,681)	(58,825)
Payment of lease liabilities	A	(878,969)	(829,150)	(378,676)	(512,094)
Interest paid		(366,860)	(131,793)	(323,010)	(101,098)
Net cash (used in)/from financing activities		(4,859,902)	133,948	(852,760)	5,419,762
Net increase/(decrease) in cash and cash equivalents					
		1,195,210	(10,168,210)	456,456	(12,253,255)
Effect of exchange translation differences on cash and cash equivalents		(29,818)	1,866	(29,117)	2,367
Cash and cash equivalents at the beginning of the financial year					
		21,004,378	31,170,722	17,799,417	30,050,305
Cash and cash equivalents at the end of the financial year					
	16	22,169,770	21,004,378	18,226,756	17,799,417

A. Cash outflows for leases as a lessee

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Included in net cash (used in)/ from financing activities					
Interest paid in relation to lease liabilities	26	(50,814)	(43,830)	(6,964)	(13,135)
Payment of lease liabilities		(878,969)	(829,150)	(378,676)	(512,094)
Total cash outflows for leases		(929,783)	(872,980)	(385,640)	(525,229)

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



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 principal place of business of the Company is located at Level 31, Zetrix Tower, Empire City, No. 8, Jalan Damansara, PJU 8, 47820 Petaling Jaya, Selangor Darul Ehsan.

The registered office of the Company is located at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur.

The principal activities of the Company are development, provision and maintenance of software application solutions for the financial services industry and investment holding. The principal activities of its subsidiary companies are disclosed in Note 7 to the financial statements.

2. BASIS OF PREPARATION

(a) Statement of compliance

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

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the material accounting policy in the respective notes.

The Group and the Company have consistently applied the accounting policies throughout all periods presented in the financial statements unless otherwise stated.

(i) Adoption of amended standards

During the financial year, the Group and the Company have adopted the following new MFRSs and amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") that are mandatory for current financial year:

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current
Amendments to MFRS 101	Non-current Liabilities with Covenants
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

The adoption of the amendments to MFRSs did not have any significant impact on the financial statements of the Group and of the Company.



2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (cont'd)

(ii) Standards issued but not yet effective

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

		Effective dates for financial periods beginning on or after
Amendments to MFRS 121	Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature - dependent Electricity	1 January 2026
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements - Volume 11	Amendments to MFRS 1 Amendments to MFRS 7 Amendments to MFRS 9 Amendments to MFRS 10 Amendments to MFRS 107	1 January 2026
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountabilities: 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 until further notice

The Group and the Company intend to adopt the above new MFRSs and amendments to MFRSs when they become effective.

The initial application of the above-mentioned new MFRSs and amendments to MFRSs are not expected to have any significant impacts on the financial statements of the Group and of the Company.

(b) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM, unless otherwise stated.

(c) Significant accounting judgements, estimates and assumptions

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



2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Judgements

The following are the judgements made by management in the process of applying the Group's and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

Satisfaction of performance obligations in relation to contracts with customers

The Group and the Company are required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. This assessment was made based on the terms and conditions of the contracts, and the provisions of relevant laws and regulation.

The Group and the Company recognise revenue over time in the following circumstances:

- (a) the customer simultaneously receives and consumes the benefits provided by the Group's and the Company's performance as the Group and the Company performs;
- (b) the Group and the Company do not create an asset with an alternative use to the Group and to the Company and have an enforceable right to payment for performance completed to date; and
- (c) the Group's and the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point of time, the Group and the Company assess each contract with customers to determine when the performance obligation of the Group and of the Company under the contract is satisfied.

Digital assets

The Group and the Company have considered its position on the accounting for digital assets for the financial year and has determined that the Group's digital assets is classified as intangible assets. Digital assets do not meet the definition of a financial instrument because there is no right to receive cash (or another financial asset), and classification as inventory is not appropriate because the Group's and the Company's digital assets are not held for sale in the ordinary course of business. The Group and the Company holds digital assets for the purpose of staking and the Group and the Company have determined that the assets meet the definition of an intangible asset under MFRS 138 *Intangible Assets*.

Determining the lease term of contracts with renewal option - Group and Company as lessee

The Group and the Company determine the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised.

The Group and the Company have several lease contracts that include extension options. The Group and the Company apply judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Group and the Company reassess the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew.

The Group and the Company include the renewal period as part of the lease term for leases of office spaces. The Group and the Company typically exercises its option to renew for these leases with renewal options.



2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (cont'd)

Key sources of estimation uncertainty

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

Useful lives of property, plant and equipment, right-of-use ("ROU") assets and product development costs ("PDC")

The Group and the Company regularly review the estimated useful lives of property, plant and equipment, ROU assets and PDC based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment, ROU assets and PDC would increase the recorded depreciation and decrease the value of property, plant and equipment, ROU assets and PDC. The carrying amount at the reporting date for property, plant and equipment, ROU assets and PDC are disclosed in Notes 3, 4 and 5 respectively.

Impairment of goodwill on consolidation

Goodwill is tested for impairment annually and at other times when such indicators exist. This requires an estimation of the value in use of the cash-generating units to which goodwill is allocated. When value in use calculations are undertaken, the Group uses its judgement to decide the discount rates to be applied in the value in use amount calculation. The key assumptions used to determine the value in use is disclosed in Note 10.

Product development costs

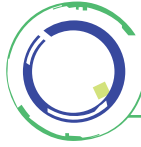
The Group and the Company capitalise product development costs for a project in accordance with the accounting policy. Initial capitalisation of product development costs is based on management's judgement that technological and economic feasibility is confirmed, usually when a product development project has reached a defined milestone according to an established project management model. In determining the amounts to be capitalised, management makes assumptions regarding the expected future cash generations of the project, discount rates to be applied and the expected period of benefits. The carrying amount at the reporting date for product development costs is disclosed in Note 5.

Impairment of product development costs

The Group and the Company review the carrying amounts of product development costs at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount or value in use is estimated. Determining the value in use of product development costs requires the determination of future cash flows expected to be generated from the continued use, and ultimate disposition of such assets. Any resulting impairment loss could have a material adverse impact on the Group's and the Company's financial position and results of operations.

Significant judgement is made in the estimation of the present value of future cash flows generated by product development costs, which involves uncertainties and is significantly affected by assumptions used and judgement made regarding estimates of future cash flows and discount rates. Changes in assumptions could significantly affect the results of the Group's and the Company's assessment for impairment of product development costs.

Further details on the assessment for impairment of product development costs are disclosed in Note 5.



2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (cont'd)

Key sources of estimation uncertainty (cont'd)

Inventories valuation

Inventories are measured at the lower of cost and net realisable value. The Group and the Company estimate the net realisable value of inventories based on an assessment of expected selling prices. Demand levels and pricing competition could change from time to time. If such factors result in an adverse effect on the Group's and the Company's products, the Group and the Company might be required to reduce the value of its inventories. Details of the inventories are disclosed in Note 11.

Deferred tax assets

Deferred tax assets are recognised for all unutilised tax losses, unutilised capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unused tax losses, unutilised capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The carrying amount of recognised and unrecognised deferred tax assets are disclosed in Note 21.

Determination of transactions prices

The Group and the Company are required to determine the transaction price in respect of each of its contracts with customers. In making such judgement the Group and the Company assess the impact of any variable consideration in the contract due to discounts or penalties in the contract.

There is no estimation required in determining the transaction price, as revenue from sale of goods and rendering of services are based on invoiced values. Discounts are not considered as they are only given in rare circumstances.

Provision for expected credit losses of financial assets at amortised cost

The Group reviews the recoverability of its receivables, include trade and other receivables and amounts due from subsidiary companies at each reporting date to assess whether an impairment loss should be recognised. The impairment provisions for receivables are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions at the end of each reporting period.

The Group and the Company use a provision matrix to calculate expected credit loss for trade and other receivables and amount due from subsidiary companies. The provision rates are based on number of days past due.

The provision matrix is initially based on the Group's and the Company's historical observed default rates. The Group and the Company will calibrate the matrix to adjust the historical credit loss experience. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and expected credit loss is a significant estimate. The Group's and the Company's historical credit loss experience and forecast of economic conditions may not be representative of customer's actual default in the future. Information about the expected credit loss on the Group's and the Company's receivables is disclosed in Notes 13 and 14.



2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (cont'd)

Key sources of estimation uncertainty (cont'd)

Discount rate used in leases

Where the interest rate implicit in the lease cannot be readily determined, the Group and the Company use the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group and the Company would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation, particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group and the Company estimate the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

Fair value estimates for investment in unquoted shares

The Group carries certain financial assets that are not traded in an active market at fair value. The Group uses its judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. The amount of fair value changes would differ if the Group uses different valuation methodologies and assumptions, and eventually affect other comprehensive income. The carrying amounts of these financial assets as at the reporting date are disclosed in Note 9.

Income taxes

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group and the Company recognise liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these tax matters is different from the amounts that were initially recognised, such differences will impact the income tax and/or deferred tax provisions in the period in which such determination is made. As at 30 June 2025, the Group and the Company have tax recoverable of RM1,259,695 (2024: RM1,308,380) and RM860,234 (2024: RM1,257,668) respectively and tax payable of the Group amounting to RM230 (2024: RM1,494,309).

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025

3. PROPERTY, PLANT AND EQUIPMENT

	Buildings RM	Freehold land RM	Furniture and fittings RM	Motor vehicles RM	Computer and software RM	Office equipment RM	Renovation RM	Total RM
Group								
2025								
Cost								
At 1 July 2024	335,605	382,284	275,155	1,338,572	4,996,086	250,425	1,530,599	9,108,726
Additions	-	-	-	-	671,048	12,539	-	683,587
Disposals	-	-	-	-	-	(5,528)	-	(5,528)
Written off	-	-	(4,752)	-	-	(35,185)	-	(39,937)
At 30 June 2025	335,605	382,284	270,403	1,338,572	5,667,134	222,251	1,530,599	9,746,848
Accumulated depreciation								
At 1 July 2024	151,749	-	249,256	446,450	3,211,197	221,383	1,529,386	5,809,421
Charge for the financial year	6,211	-	4,596	244,757	697,409	13,912	521	967,406
Disposals	-	-	-	-	-	(5,525)	-	(5,525)
Written off	-	-	(4,744)	-	-	(35,153)	-	(39,897)
At 30 June 2025	157,960	-	249,108	691,207	3,908,606	194,617	1,529,907	6,731,405
Carrying amount								
At 30 June 2025	177,645	382,284	21,295	647,365	1,758,528	27,634	692	3,015,443

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025

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

	Buildings RM	Freehold land RM	Furniture and fittings RM	Motor vehicles RM	Computer and software RM	Office equipment RM	Renovation RM	Total RM
Group								
2024								
Cost								
At 1 July 2023	335,605	382,284	265,705	980,260	5,021,513	252,595	1,530,599	8,768,561
Additions	-	-	9,450	658,312	66,680	-	-	734,442
Disposals	-	-	-	(300,000)	-	-	-	(300,000)
Written off	-	-	-	-	(92,107)	(2,170)	-	(94,277)
At 30 June 2024	335,605	382,284	275,155	1,338,572	4,996,086	250,425	1,530,599	9,108,726
Accumulated depreciation								
At 1 July 2023	145,539	-	230,546	487,524	2,614,357	209,882	1,528,866	5,216,714
Charge for the financial year	6,210	-	18,710	213,926	688,942	13,664	520	941,972
Disposals	-	-	-	(255,000)	-	-	-	(255,000)
Written off	-	-	-	-	(92,102)	(2,163)	-	(94,265)
At 30 June 2024	151,749	-	249,256	446,450	3,211,197	221,383	1,529,386	5,809,421
Carrying amount								
At 30 June 2024	183,856	382,284	25,899	892,122	1,784,889	29,042	1,213	3,299,305

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025

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

	Buildings RM	Freehold land RM	Furniture and fittings RM	Motor vehicles RM	Computer and software RM	Office equipment RM	Renovation RM	Total RM
Company 2025 Cost								
At 1 July 2024/At 30 June 2025	335,605	382,284	-	497,875	12,317	-	111,175	1,339,256
Accumulated depreciation								
At 1 July 2024	151,749	-	-	248,937	1,848	-	111,167	513,701
Charge for the financial year	6,211	-	-	99,575	2,463	-	-	108,249
At 30 June 2025	157,960	-	-	348,512	4,311	-	111,167	621,950
Carrying amount								
At 30 June 2025	177,645	382,284	-	149,363	8,006	-	8	717,306

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025 (CONT'D)

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

	Buildings RM	Freehold land RM	Furniture and fittings RM	Motor vehicles RM	Computer and software RM	Office equipment RM	Renovation RM	Total RM
Company								
2024								
Cost								
At 1 July 2023	335,605	382,284	257,793	980,260	4,530,875	242,504	1,530,599	8,259,920
Additions	-	-	-	-	12,317	-	-	12,317
Written off	-	-	-	-	(4,088)	(2,170)	-	(6,258)
Transfer upon corporate reorganisation exercise	-	-	(257,793)	(482,385)	(4,526,787)	(240,334)	(1,419,424)	(6,926,723)
At 30 June 2024	335,605	382,284	-	497,875	12,317	-	111,175	1,339,256
Accumulated depreciation								
At 1 July 2023	145,539	-	222,688	487,525	2,295,394	199,806	1,528,866	4,879,818
Charge for the financial year	6,210	-	4,938	117,955	158,814	3,425	130	291,472
Written off	-	-	-	-	(4,086)	(2,163)	-	(6,249)
Transfer upon corporate reorganisation exercise	-	-	(227,626)	(356,543)	(2,448,274)	(201,068)	(1,417,829)	(4,651,340)
At 30 June 2024	151,749	-	-	248,937	1,848	-	111,167	513,701
Carrying amount								
At 30 June 2024	183,856	382,284	-	248,938	10,469	-	8	825,555



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

(a) Acquisition of property, plant and equipment

The aggregate costs of the property, plant and equipment of the Group and of the Company during the financial year under leases financing and cash payment are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Aggregate costs	683,587	734,442	-	12,317
Less: Leases financing	-	(500,000)	-	-
Cash payments	683,587	234,442	-	12,317

(b) Assets held under lease contract (Right-of-use assets)

The motor vehicle of the Group and of the Company amounting to RM460,818 (2024: RM841,418) and RMNil (2024: RM248,938) are pledged as security for related lease liabilities as disclosed in Note 20.

(c) Material accounting policy information

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses, except for freehold land are stated at cost less impairment losses and not depreciated.

Depreciation is recognised in the profit or loss on straight-line basis to write off the cost of each asset to its residual value over its estimated useful life. Freehold land is not depreciated.

Property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:

Buildings	2%
Furniture and fittings	10%
Motor vehicles	20%
Computer and software	20%
Office equipment	15%
Renovation	20%

Property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. The difference between the net disposal proceeds, if any, and the net carrying amount recognised in profit or loss.



**NOTES TO THE
FINANCIAL STATEMENTS**
30 JUNE 2025 (CONT'D)

EXCELFORCE
EXCEL FORCE MSC BERHAD

4. RIGHT-OF-USE ASSETS

	Leasehold buildings RM	Office space RM	Hostel RM	Total RM
Group				
2025				
Cost				
At 1 July 2024	19,756,200	1,032,562	270,547	21,059,309
Additions	-	-	294,073	294,073
Expiry of lease contract	-	-	(270,547)	(270,547)
At 30 June 2025	19,756,200	1,032,562	294,073	21,082,835
Accumulated depreciation				
At 1 July 2024	-	200,776	45,091	245,867
Charge for the financial year	-	344,187	274,468	618,655
Expiry of lease contract	-	-	(270,547)	(270,547)
At 30 June 2025	-	544,963	49,012	593,975
Carrying amount				
At 30 June 2025	19,756,200	487,599	245,061	20,488,860
2024				
Cost				
At 1 July 2023	19,756,200	1,032,562	270,547	21,059,309
Additions	-	1,032,562	270,547	1,303,109
Expiry of lease contract	-	(1,032,562)	(270,547)	(1,303,109)
At 30 June 2024	19,756,200	1,032,562	270,547	21,059,309
Accumulated depreciation				
At 1 July 2023	-	889,151	45,091	934,242
Charge for the financial year	-	344,187	270,547	614,734
Expiry of lease contract	-	(1,032,562)	(270,547)	(1,303,109)
At 30 June 2024	-	200,776	45,091	245,867
Carrying amount				
At 30 June 2024	19,756,200	831,786	225,456	20,813,442



4. RIGHT-OF-USE ASSETS (CONT'D)

	Leasehold buildings	Office space	Hostel	Total
	RM	RM	RM	RM
Company				
2025				
Cost				
At 1 July 2024	19,756,200	-	270,547	20,026,747
Additions	-	-	294,073	294,073
Expiry of lease contracts	-	-	(270,547)	(270,547)
At 30 June 2025	19,756,200	-	294,073	20,050,273
Accumulated depreciation				
At 1 July 2024	-	-	45,091	45,091
Charge for the financial year	-	-	274,468	274,468
Expiry of lease contracts	-	-	(270,547)	(270,547)
At 30 June 2025	-	-	49,012	49,012
Carrying amount				
At 30 June 2025	19,756,200	-	245,061	20,001,261
2024				
Cost				
At 1 July 2023	19,756,200	1,032,562	270,547	21,059,309
Additions	-	-	270,547	270,547
Expiry of lease contracts	-	-	(270,547)	(270,547)
Transfer upon corporate reorganisation exercise	-	(1,032,562)	-	(1,032,562)
At 30 June 2024	19,756,200	-	270,547	20,026,747
Accumulated depreciation				
At 1 July 2023	-	889,151	45,091	934,242
Charge for the financial year	-	86,047	270,547	356,594
Expiry of lease contracts	-	-	(270,547)	(270,547)
Transfer upon corporate reorganisation exercise	-	(975,198)	-	(975,198)
At 30 June 2024	-	-	45,091	45,091
Carrying amount				
At 30 June 2024	19,756,200	-	225,456	19,981,656



4. RIGHT-OF-USE ASSETS (CONT'D)

- (a) Assets pledged as securities to licensed banks

The net carrying amount of the leasehold buildings of the Group and of the Company amounting to RM9,864,600 (2024: RM9,864,600) are pledged as securities for banking facility granted to the Group and to the Company as disclosed in Note 19.

- (b) The remaining lease term of the leasehold buildings is 78 years (2024: 79 years).

- (c) Material accounting policy information

Right-of-use ("ROU") assets are stated at cost less any accumulated depreciation and accumulated impairment losses.

Depreciation of ROU assets are recognised in the profit or loss on straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

The estimated useful lives of the ROU assets are determined on the same basis as those of property, plant and equipment as follows:

Leasehold buildings	Over the remaining lease period
Office space	Over the lease term
Hostel	Over the lease term

5. PRODUCT DEVELOPMENT COSTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cost				
At 1 July	47,541,793	42,789,216	-	36,568,086
Additions	4,314,482	4,752,577	-	1,116,652
Transfer upon corporate reorganisation exercise	-	-	-	(37,684,738)
At 30 June	51,856,275	47,541,793	-	-
Accumulated amortisation				
At 1 July	30,126,648	27,357,466	-	23,214,682
Charge for the financial year	2,792,399	2,769,182	-	553,628
Transfer upon corporate reorganisation exercise	-	-	-	(23,768,310)
At 30 June	32,919,047	30,126,648	-	-
Carrying amount				
At 30 June	18,937,228	17,415,145	-	-



5. PRODUCT DEVELOPMENT COSTS (CONT'D)

- (a) Product development costs comprise salaries of personnel involved in the development and design of products prior to the commencement of commercial production. The amortisation charges are recognised in Statements of Profit or Loss under “cost of sales” line items. Additional development costs with finite useful lives are amortised over a period of 5 to 10 years. Certain development costs are not amortised as these assets are not available for use and are still under development as at the end of the financial year end.
- (b) The Group and the Company review the carrying amount of product development costs at the end of each reporting period to determine whether there is any indication of impairment. If any such indications exist, the recoverable amount of the cash-generating unit (“CGU”) is determined based on its value in use. The value in use was determined by discounting the future cash flows expected to be generated from the continuing use of the CGU based on the financial budgets prepared by the management covering a period of five (5) years.

The key assumptions used in the value in use calculations are as follows:

- (i) The anticipated average annual revenue growth rates used in the cash flow budgets and plans of the CGU at 6% to 47% (2024: 3% to 52%) per annum from years 2026 to 2030 (2024: 2025 to 2029).
- (ii) Profit margins were projected based on the historical profit margin achieved or pre-determined profit margin for the products.
- (iii) A pre-tax discount rate of 8.70% (2024: 8.24%) per annum has been applied in determining the recoverable amount of the CGU. The discount rate was estimated based on the Group’s weighted average cost of capital plus a reasonable risk premium.

Based on the assessment, the Directors are of the view that no impairment loss is required as the recoverable amount of the CGU is higher than its carrying amount.

- (c) Sensitivity to changes in assumptions

The management believes that there is no reasonable possible change in any key assumption that would cause the CGU carrying amount to exceed its recoverable amount.

- (d) Material accounting policy information

Internally generated intangible assets - research and development costs

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group and the Company can demonstrate:

- the technical feasibility of completing the intangible asset so that the asset will be available for use or sale;
- its intention to complete and its ability and intention to use or sell the asset;
- how the asset will generate future economic benefits;
- the availability of resources to complete; and
- the ability to measure reliably the expenditure during development.

The amount initially recognised for internally generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. When no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Capitalised development expenditures are amortised over the periods the Group expected to benefit from selling the products developed. The amortisation expenses recognised in profit or loss on a straight-line basis and included within the cost of sales.





6. INTANGIBLE ASSETS

	Group	
	2025 RM	2024 RM
Cost		
At 1 July/30 June	1,010,000	1,010,000
Accumulated amortisation		
At 1 July/30 June	(1,010,000)	(1,010,000)
Carrying amount		
At 30 June	-	-

Intangible assets consist of trademarks and copyrights which had been fully amortised in the financial year ended 31 December 2013.

Material accounting policy information

Intangible assets are initially measured at cost less any accumulated amortisation and accumulated impairment losses. Capitalised costs are amortised on a straight-line basis over their estimated useful lives of 10 years.

7. INVESTMENT IN SUBSIDIARY COMPANIES

	Company	
	2025 RM	2024 RM
In Malaysia		
Unquoted shares, at cost	21,036,819	21,036,819
Outside Malaysia		
Unquoted shares, at cost	18,150,000	18,150,000
	39,186,819	39,186,819

(a) Movement in the allowance for impairment losses are as follow:

	Company	
	2025 RM	2024 RM
Accumulated impairment losses		
At 1 July	-	120,000
Disposal	-	(120,000)
At 30 June	-	-



7. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

(b) Details of the subsidiary companies are as follows:

Name of company	Place of business/ Country of incorporation	Effective interest		Principal activities
		2025 %	2024 %	
Direct holding:				
Excel Force Innovations Sdn. Bhd. (Formerly known as E2 Trade Sdn. Bhd.)("EFI")	Malaysia	100	100	Development, provision and maintenance of computer software application solutions for the financial services industry and investment holding
Excel Force Solutions Sdn. Bhd.	Malaysia	100	100	Development, provision and maintenance of computer software application solutions for the financial services industry
Universal Capital Co Ltd ("UCCL")*	British Virgin Islands	100	100	Investment holding
Held under Excel Force Innovations Sdn. Bhd. (Formerly known as E2 Trade Sdn. Bhd.) ("EFI")				
Insage (MSC) Sdn. Bhd. ("Insage")	Malaysia	100	100	Provision of software solutions
Xifu Sdn. Bhd. ("Xifu")	Malaysia	100	100	Provision of consultants other than architecture, engineering and management consultant and to provide investment advisory services

* Not audited by TGS TW PLT.

(c) Corporate Reorganisation Exercise ("Exercise Plan")

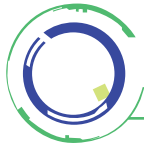
In the previous financial year

(i) Business Sale Agreement ("BSA")

The Company has entered into BSA with EFI to dispose of the existing Company's businesses and operations of development, provision and maintenance of software application solutions for financial services industry, including the assets and liabilities of the Company to EFI, subject to terms and conditions as stipulated in the BSA for a sale consideration of RM19,025,899, which had resulted a gain of RM679,018. The sale consideration was satisfied through the issuance of share by EFI as disclosed in Note 7(c)(iii), equivalent to the value of the net assets as on 30 September 2023 of the BSA, subject to the terms and conditions as stipulated in the BSA.

The BSA has been completed on 30 September 2023, upon satisfaction of sale consideration to the Company.





7. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

(c) Corporate Reorganisation Exercise (“Exercise Plan”) (cont'd)

In the previous financial year (cont'd)

(ii) Disposal of subsidiary companies

As part of implementation of the Exercise Plan, the Company has entered into Share Sale Agreements (“SSAs”) with EFI, to disposal of its 100% equity interest in Insage and Xifu for a sale consideration of RM1,980,918, which had resulted a loss of RM869,085. The sale consideration was satisfied through the issuance of share by EFI as disclosed in Note 7(c)(iii), equivalents to the value of the net assets as on 30 September 2023 of the SSAs, subject to the terms and conditions as stipulated in the SSAs.

Upon completion of SSAs, Insage and Xifu become wholly-owned subsidiary companies of EFI as disclosed in Note 7(b). The completion of the above-mentioned Exercise Plan did not result any changes in equity interest at group level.

(iii) Additional investment in Excel Force Innovations Sdn. Bhd. (“EFI”) (Formerly known as E2 Trade Sdn. Bhd.)

EFI had increased its paid up capital from 2 to 210,068,172 ordinary shares. The Company had subscribed for an additional of 210,068,170 new ordinary shares in EFI, for total consideration of RM21,006,817 as settlement of sale consideration in BSA and SSAs as disclosed above. The additional subscription did not result in changes in equity interest.

(d) Acquisition of subsidiary companies

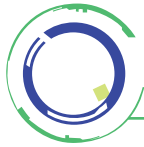
In the previous financial year

(i) Universal Capital Co Ltd (“UCCL”)

The Company has completed its acquisition of 100% issued and paid up capital in UCCL for a purchase consideration of RM18,150,000 which satisfied by an issuance of 50,500,000 new ordinary shares in Excel Force MSC Berhad at issue price of RM0.335 per share and the balance of RM1,232,500 was satisfied in cash. UCCL was incorporated in the British Virgin Island on 30 May 2013 and has an issued share capital of USD2 consisting of 2 ordinary shares. UCCL is principally involved in investment holding activity.

The following summarises the major classes of consideration transferred, and the recognised amounts of assets acquired and liabilities assumed at the acquisition date:

	UCCL
	RM
<u>Fair value of consideration transferred</u>	
Cash consideration	1,232,500
Issuance of share capital	16,917,500
Total consideration transferred	<u>18,150,000</u>
<u>Fair value of identifiable assets acquired and liabilities assumed</u>	
Other investments	14,161,500
Cash and cash equivalents	9
Net identifiable assets	<u>14,161,509</u>



7. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

(d) Acquisition of subsidiary companies (cont'd)

In the previous financial year (cont'd)

(i) Universal Capital Co Ltd ("UCCL") (cont'd)

	UCCL
	RM
<u>Net cash outflow arising from acquisition of a subsidiary company</u>	
Purchase consideration	18,150,000
Issuance of share capital	(16,917,500)
Cash and cash equivalents acquired	(9)
	<u>1,232,491</u>
<u>Goodwill arising from business combination</u>	
Fair value of consideration transferred	18,150,000
Fair value of identifiable net assets acquired	14,161,509
Goodwill on consolidation	<u>3,988,491</u>

The goodwill recognised on the acquisition is attributable mainly to the skills and technical talent of the acquired business's work force and the synergies expected to be achieved from integrating the subsidiary company into the Group's existing business.

Acquisition-related costs

The Group incurred acquisition-related costs of RM191,685 related to external processing, listing and advisory fees. The expenses have been included in administrative expenses in the profit or loss.

Impact of the acquisition on the Statements of Profit or Loss and Other Comprehensive Income

From the date of acquisition, the acquired subsidiary company has not contribute to the Group's revenue and profit for the financial year.

(e) Material accounting policy information

Investment in subsidiaries are measured in the Company's statements of financial position at cost less accumulated impairment losses.

8. INVESTMENT IN AN ASSOCIATE

	Group and Company	
	2025	2024
	RM	RM
At cost		
Unquoted shares in Malaysia	300,000	300,000
Share of post-acquisition reserve	46,928	58,682
Balance at the end of the financial year	<u>346,928</u>	<u>358,682</u>



8. INVESTMENT IN AN ASSOCIATE (CONT'D)

In the previous financial year, as part of implementation of Corporate Reorganisation Exercise mentioned in Note 7(c), the Company has transferred 28.57% of issued share capital in Millapp Sdn. Bhd. to Excel Force Innovations Sdn. Bhd. (Formerly known as E2 Trade Sdn. Bhd.), a wholly-owned subsidiary company. Upon completion of the transfer, Millapp become an associate of Excel Force Innovations Sdn. Bhd. (Formerly known as E2 Trade Sdn. Bhd.).

The changes in ownership above did not result any changes in equity interest at group level.

Details of the associate is as follows:

Name of company	Place of business/ Country of incorporation	Effective interest		Principal activities
		2025 %	2024 %	

Indirect holding:

Millapp Sdn. Bhd.*# ("Millapp")	Malaysia	28.57	28.57	Development and maintenance of stock trading application
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* Associates not audited by TGS TW PLT.

Financial year end 31 March.

For the purpose of applying the equity method for associate with financial year end of 31 March, the management financial statements up to 30 June of the associate has been used.

Summarised financial information of the Group's associate are set out below.

(a) Summarised statement of financial position

	2025 RM	2024 RM
Millapp Sdn. Bhd.		
Non-current assets	1,659,333	1,596,581
Current assets	823,588	939,411
Current liabilities	(85,648)	(97,578)
Net assets	<u>2,397,273</u>	<u>2,438,414</u>
Interest in associate	28.57%	28.57%
Group's shares of net assets	684,901	696,655
Goodwill	(337,973)	(337,973)
Carrying value of Group's interest in associate	<u>346,928</u>	<u>358,682</u>



8. INVESTMENT IN AN ASSOCIATE (CONT'D)

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

	2025 RM	2024 RM
Millapp Sdn. Bhd.		
Profit for the financial year/total comprehensive income for the financial year	210,871	450,219
Included in total comprehensive income is:		
Revenue	1,706,937	2,125,344
Other information:		
Dividend received	72,000	88,000

(c) Material accounting policy information

Investments in associates are measured in the Company's statement of financial position at cost less any impairment losses.

9. OTHER INVESTMENTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-current				
Financial assets measured at fair value through other comprehensive income ("FVTOCI")				
Quoted shares, in Malaysia	7,672,500	12,322,500	7,672,500	12,322,500
Unquoted shares, outside Malaysia	14,158,500	14,158,500	-	-
	21,831,000	26,481,000	7,672,500	12,322,500

The Group has designated the quoted and unquoted equity investments measured at FVTOCI because the Group intends to hold for long-term strategic purposes.

The fair value of the listed equity securities was determined by reference to the quoted price in an active market.

In the previous financial year, the Group sold its equity interest in Heitech Padu Berhad as this investment no longer coincides with the Group's investment strategy. The fair value on the date of sale is RM10,419,870 and the accumulated gain recognised in other comprehensive income of RM4,405,523 was transferred to retained earnings.



9. OTHER INVESTMENTS (CONT'D)

Details of Level 3 fair value measurements are as follows:

Unquoted shares outside Malaysia

Valuation method and key inputs	Significant unobservable inputs	Relationship of unobservable inputs
Discounted future cash flows.	Discount rate of 8.70% (2024: 8.24%)	The higher the discount rate, the lower the fair value.
	Sales growth rate of 34% (2024: 32%)	The higher the sales growth rate, the higher the fair value.

Material accounting policy information

Investment in equity investment are not held for trading.

At initial recognition, the Group has irrevocably elect to present subsequent changes in the fair value of the investments in other comprehensive income. This election is made on an investment-by-investment basis. On derecognition, gains and losses accumulated in other comprehensive income are not reclassified to profit or loss.

10. GOODWILL ON CONSOLIDATION

	Group	
	2025	2024
	RM	RM
Cost		
At 1 July	4,017,945	29,454
Additions through business combination	-	3,988,491
At 30 June	<u>4,017,945</u>	<u>4,017,945</u>

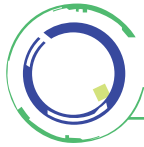
Goodwill on consolidation is stated at cost and arose from acquisition of the subsidiary companies.

Allocation of goodwill

For the purpose of impairment testing, goodwill is allocated to the Group's operating divisions which represent lowest level of cash-generating units ("CGU") within the Group at which the goodwill is monitored for internal management purposes.

The carrying amounts of goodwill allocated to application solutions division amounting to RM4,017,945 (2024: RM4,017,945).

The Group has assessed the recoverable amount of goodwill allocated and determined that no additional impairment is required. The recoverable amounts of cash-generating units are determined using the value in use approach, and this is derived from the present value of the future cash flows from the operating segments computed based on the projections of financial budgets approved by management covering a period of five years.



10. GOODWILL ON CONSOLIDATION (CONT'D)

Value in use was determined by discounting the future cash flows expected to be generated from the application solutions division based on the following key assumptions:

- Cash flows were projected based on anticipated average annual revenue growth rates used in the cash flows budgets and plans of the CGU at 34% (2024: 32%) per annum from years 2025 to 2029.
- Profit margin were projected based on the pre-determined profit margin for the unit.
- A pre-tax discount rate of 8.70% (2024: 8.24%) was applied in determining the recoverable amount of the CGU.

The values assigned to the key assumptions represent management's assessment of future trends in the cash-generating units and are based on both external sources and internal historical data.

The Directors believe that there is no reasonable change in the above key assumptions applied that is likely to materially cause the cash generating unit carrying amount of the goodwill to exceed its recoverable amounts.

Material accounting policy information

Goodwill is measured at cost less accumulated impairment losses. Goodwill is not amortised but instead, it is reviewed for impairment annually or more frequent when there is objective evidence that the carrying amount may be impaired.

11. INVENTORIES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Replacement parts	6,520	6,520	-	-
Recognised in profit or loss				
Inventories recognised as cost of sales	182,595	210,134	-	19,460
Inventories written off	-	23,992	-	-

Material accounting policy information

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

The cost of inventories is determined based on a first-in-first-out basis.

12. DIGITAL ASSETS

	Group and Company	
	2025	2024
	RM	RM
Cryptocurrencies	25,972,529	25,972,529

Digital assets of the Group and of the Company amounting to RM2,893,027 (2024: Nil) are held in trust by the Company's Director on behalf of the Group and of the Company.



12. DIGITAL ASSETS (CONT'D)

Material accounting policy information

Digital assets are accounted for as intangible assets under the cost model. After initial recognition, an intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The digital assets held by the Group and the Company appear to be no foreseeable limit to the period over which they could be exchanged with a willing counterparty for cash or other goods or services. As such, digital assets are not amortised. Indefinite useful life of digital assets is review for impairment annually.

Digital assets are derecognised when the Group and the Company have transferred substantially all the risks and rewards of ownership on disposal. The differences between the net disposal proceeds, if any, and the net carrying amount recognised in profit or loss.

13. TRADE RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade receivables	4,184,013	4,169,063	-	-
Less: Accumulated impairment losses	(64,415)	(51,153)	-	-
	<u>4,119,598</u>	<u>4,117,910</u>	<u>-</u>	<u>-</u>

Trade receivables are non-interest bearing and are generally on 30 days (2024: 30 days) term. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Movements in the allowance for impairment losses of trade receivables are as follows:

	Lifetime allowance RM	Credit impaired RM	Loss allowance RM
Group			
At 1 July 2024	39,599	11,554	51,153
Charge for the financial year	13,262	-	13,262
At 30 June 2025	<u>52,861</u>	<u>11,554</u>	<u>64,415</u>
At 1 July 2023	63,166	11,554	74,720
Impairment losses reversed*	(23,567)	-	(23,567)
At 30 June 2024	<u>39,599</u>	<u>11,554</u>	<u>51,153</u>
Company			
At 1 July 2023	60,271	-	60,271
Transfer upon corporate reorganisation exercise	(60,271)	-	(60,271)
At 30 June 2024	<u>-</u>	<u>-</u>	<u>-</u>

* Impairment losses reversed when the related amounts were collected.

The loss allowance account in respect of trade receivables is used to record loss allowance. Unless the Group and the Company are satisfied that recovery of the amount is possible, the amount considered irrecoverable is written off against the receivable directly.



13. TRADE RECEIVABLES (CONT'D)

The following table provide information about the exposure to credit risk and ECLs for trade receivables:

	Gross amount RM	Loss allowance RM	Net amount RM
Group			
2025			
Not past due	2,313,758	(23,560)	2,290,198
Past due:			
Less than 30 days	1,192,076	(10,785)	1,181,291
31 to 60 days	156,185	(1,511)	154,674
More than 60 days	510,440	(17,005)	493,435
	1,858,701	(29,301)	1,829,400
Credit impaired:			
Individually impaired	11,554	(11,554)	-
	<u>4,184,013</u>	<u>(64,415)</u>	<u>4,119,598</u>
2024			
Not past due	1,887,443	(24,546)	1,862,897
Past due:			
Less than 30 days	1,462,855	(2,420)	1,460,435
31 to 60 days	329,983	(2,693)	327,290
More than 60 days	477,228	(9,940)	467,288
	2,270,066	(15,053)	2,255,013
Credit impaired:			
Individually impaired	11,554	(11,554)	-
	<u>4,169,063</u>	<u>(51,153)</u>	<u>4,117,910</u>

14. OTHER RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other receivables	230,794	233,641	183,254	182,884
Deposits paid	18,530,452	22,089,371	18,356,959	21,916,649
Prepayments	1,258,900	974,499	19,685	21,636
	<u>20,020,146</u>	<u>23,297,511</u>	<u>18,559,898</u>	<u>22,121,169</u>

Included in deposits of the Group and of the Company are an amount of RM18,127,020 (2024: RM21,687,010) represents acquisition of shares and refundable performance bond.

15. Amount Due to Subsidiary Companies

Amount due to subsidiary companies are unsecured, non-trade related with non-interest bearing and repayable on demand.



16. DEPOSITS, CASH AND BANK BALANCES AND SHORT-TERM FUNDS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash in hand	6,829	6,965	3,820	3,954
Cash at banks	17,439,082	9,364,573	17,287,729	9,264,709
Deposits with licensed banks:				
- Fixed deposits	220,325	245,955	220,325	245,955
- Short-term fund deposits	3,971,652	7,865,086	183,000	4,763,000
	<u>21,637,888</u>	<u>17,482,579</u>	<u>17,694,874</u>	<u>14,277,618</u>
Short-term funds				
<i>At fair value through profit or loss ("FVTPL")</i>				
- Investments in fixed income trust fund in Malaysia	531,882	3,521,799	531,882	3,521,799
Cash and cash equivalents	<u>22,169,770</u>	<u>21,004,378</u>	<u>18,226,756</u>	<u>17,799,417</u>

- (a) Investments in fixed income trust funds in Malaysia represents investments in high liquid money market instruments, which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.
- (b) The effective interest rates for short-term funds and deposits with licensed banks of the Group and of the Company at the end of the reporting period range from 0.25% to 2.44% (2024: 0.25% to 2.50%) and 0.25% to 2.38% (2024: 0.25% to 2.50%) per annum respectively.
- (c) Short-term funds and deposits with licensed bank of the Group and of the Company have an average maturity period range from overnight to 30 days (2024: overnight to 30 days). Bank balances are deposits held at call with banks.
- (d) Included in cash at banks of the Group and of the Company are an amount of RM17,000,000 (2024: RMNil) represents refundable deposit paid to explore a potential collaboration involving blockchain-related technology, solutions or systems. As at 30 June 2025, the proposed collaboration has been mutually terminated as the parties unable to reach a conclusive outcome. The deposit has been fully refunded subsequent to the reporting period.

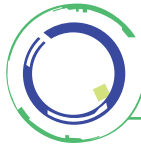
17. SHARE CAPITAL

	Group and Company			
	Number of shares		Amount	
	2025 Units	2024 Units	2025 RM	2024 RM
Issued and fully paid ordinary shares				
At 1 July	609,878,375	559,378,375	98,093,980	81,176,480
Issuance of shares	-	50,500,000	-	16,917,500
At 30 June	<u>609,878,375</u>	<u>609,878,375</u>	<u>98,093,980</u>	<u>98,093,980</u>

In the previous financial year, the Company issued 50,500,000 new ordinary shares at issue price of RM0.335 per share, total value at RM16,917,500 as partial discharge of the purchase consideration for an acquisition of a subsidiary company.

The new ordinary shares issued in the previous financial year shall rank pari passu in all respects with the existing ordinary shares of the Company.

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regards to the Company's residual assets.



18. RESERVES

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Non-distributable					
Fair value reserve	(a)	(1,849,800)	2,800,200	(1,849,800)	2,800,200
Other reserve	(b)	(80,745)	(80,745)	-	-
Foreign currency translation reserve	(c)	7,103	(2,793)	-	-
Distributable					
Retained earnings	(d)	29,346,623	27,321,288	15,186,465	21,472,461
		<u>27,423,181</u>	<u>30,037,950</u>	<u>13,336,665</u>	<u>24,272,661</u>

(a) Fair value reserve

Fair value reserve represents the cumulative net change in the fair value of investment in securities measured at fair value through other comprehensive income until they are derecognised or impaired.

(b) Other reserve

Other reserve represents the difference between the Group's share of net assets before and after the acquisition of equity interest from its non-controlling interests.

(c) Foreign currency translation reserve

The foreign currency 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 Group's presentation currency.

(d) Retained earnings

The entire retained earnings of the Company are available for distribution as single-tier dividends.

19. TERM LOAN

	Group and Company	
	2025 RM	2024 RM
Secured, term loan		
Non-current	5,745,383	6,349,959
Current	631,111	591,216
	<u>6,376,494</u>	<u>6,941,175</u>

The term loan is secured by legal charge over a leasehold building of the Company as disclosed in Note 4 to the financial statements.

The average effective interest rates per annum is 4.50% (2024: 4.75%).



20. LEASE LIABILITIES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Non-current	253,769	775,462	-	-
Current	767,505	830,708	245,812	330,415
	<u>1,021,274</u>	<u>1,606,170</u>	<u>245,812</u>	<u>330,415</u>

The maturity analysis of lease liabilities at the end of the reporting period:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Within one year	794,142	879,782	250,000	335,640
Later than one year and not later than two years	256,900	544,143	-	-
Later than two years and not later than five years	-	256,900	-	-
	<u>1,051,042</u>	<u>1,680,825</u>	<u>250,000</u>	<u>335,640</u>
Less: Future finance charges	(29,768)	(74,655)	(4,188)	(5,225)
Present value of lease liabilities	<u>1,021,274</u>	<u>1,606,170</u>	<u>245,812</u>	<u>330,415</u>

The Group and the Company lease buildings, office space, hostel and motor vehicles. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The Group and the Company weighted average incremental borrowing rate applied to lease liabilities at the reporting date was 4.07% and 3.70% (2024: 4.07% and 3.67%) respectively.

21. DEFERRED TAX LIABILITIES

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
At 1 July	3,002,451	2,362,392	-	2,281,411
Transfer upon corporate reorganisation exercise	-	-	-	(2,960,429)
Recognised in profit or loss	789,276	640,059	(4,431)	679,018
(Over)/Under provision in prior years	(138,892)	-	4,431	-
At 30 June	<u>3,652,835</u>	<u>3,002,451</u>	<u>-</u>	<u>-</u>



21. DEFERRED TAX LIABILITIES (CONT'D)

The net deferred tax assets and liabilities shown on the statements of financial position after appropriate offsetting are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deferred tax liabilities	4,598,174	4,150,420	3,492	4,431
Deferred tax assets	(945,339)	(1,147,969)	(3,492)	(4,431)
	<u>3,652,835</u>	<u>3,002,451</u>	<u>-</u>	<u>-</u>

The components and movements of deferred tax liabilities and assets are follows:

	Accelerated capital allowances RM	Others RM	Total RM
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Group

Deferred tax liabilities

2025

At 1 July 2024	297,116	3,853,304	4,150,420
Recognised in profit or loss	28,750	433,305	462,055
Over provision in prior years	(14,301)	-	(14,301)
At 30 June 2025	<u>311,565</u>	<u>4,286,609</u>	<u>4,598,174</u>

2024

At 1 July 2023	159,078	3,507,281	3,666,359
Recognised in profit or loss	136,577	240,093	376,670
Under provision in prior years	1,461	105,930	107,391
At 30 June 2024	<u>297,116</u>	<u>3,853,304</u>	<u>4,150,420</u>

	Unutilised capital allowances RM	Others RM	Total RM
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Group

Deferred tax assets

2025

At 1 July 2024	(155,209)	(992,760)	(1,147,969)
Recognised in profit or loss	13,332	313,889	327,221
Over/(Under) provision in prior years	4,339	(128,930)	(124,591)
At 30 June 2025	<u>(137,538)</u>	<u>(807,801)</u>	<u>(945,339)</u>

2024

At 1 July 2023	(44,148)	(1,259,819)	(1,303,967)
Recognised in profit or loss	(3,670)	267,059	263,389
Under provision in prior years	(107,391)	-	(107,391)
At 30 June 2024	<u>(155,209)</u>	<u>(992,760)</u>	<u>(1,147,969)</u>



21. DEFERRED TAX LIABILITIES (CONT'D)

The components and movements of deferred tax liabilities and assets are follows: (cont'd)

	Accelerated capital allowances RM	Others RM	Total RM
Company			
Deferred tax liabilities			
2025			
At 1 July 2024	4,431	-	4,431
Recognised in profit or loss	(939)	-	(939)
At 30 June 2025	3,492	-	3,492
2024			
At 1 July 2023	136,433	3,204,817	3,341,250
Transfer upon corporate reorganisation exercise	(273,175)	(3,071,946)	(3,345,121)
Recognised in profit or loss	141,173	(132,871)	8,302
At 30 June 2024	4,431	-	4,431

	Unutilised capital allowances RM	Others RM	Total RM
Company			
Deferred tax assets			
2025			
At 1 July 2024	(4,431)	-	(4,431)
Recognised in profit or loss	(3,492)	-	(3,492)
Over provision in prior years	4,431	-	4,431
At 30 June 2025	(3,492)	-	(3,492)
2024			
At 1 July 2023	-	(1,059,839)	(1,059,839)
Transfer upon corporate reorganisation exercise	-	384,692	384,692
Recognised in profit or loss	(4,431)	675,147	670,716
At 30 June 2024	(4,431)	-	(4,431)

Deferred tax assets have not been recognised in respect of the following items:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Unutilised tax losses	2,462,983	1,925,054	-	-
Unutilised capital allowances	579,063	351,547	-	-
	3,042,046	2,276,601	-	-

Deferred tax assets have not been recognised in respect of these items as they may not have sufficient taxable profits to be used to offset or they have arisen in subsidiary companies that have a recent history of losses.



22. TRADE PAYABLES

The normal trade credit term granted to the Group and to the Company ranged from 30 to 90 days (2024: 30 to 90 days) depending on the terms of the contracts.

Included in trade payables of the Group are an amount due to an associate amounting to RM92,650 (2024: RM107,462). The amount is unsecured, trade related with non-interest bearing and repayable on demand.

23. OTHER PAYABLES

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Amount due to a related party	(a)	32,706	33,200	-	-
Other payables		69,384	53,028	58,683	41,506
Accruals		1,266,616	1,504,194	374,810	522,613
Deposits received		78,340	78,340	-	-
Provision of loss claim	(b)	-	1,000,000	-	-
Service tax payables		615,144	565,204	-	-
		<u>2,062,190</u>	<u>3,233,966</u>	<u>433,493</u>	<u>564,119</u>

(a) Amount due to a related party

Amount due to a related party is unsecured, non-trade related with non-interest bearing and repayable on demand.

(b) Provision of loss claim

Provision of loss claim represents potential loss claim compensation for the disruption of services to the customers.

Movements of provision of loss claim is as follow:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At 1 July	1,000,000	1,600,000	-	1,600,000
Transfer upon corporate reorganisation exercise	-	-	-	(1,600,000)
Reversal of provision	(1,000,000)	(600,000)	-	-
At 30 June	<u>-</u>	<u>1,000,000</u>	<u>-</u>	<u>-</u>

The Group has reversed provision amounted to RM1,000,000 (2024: RM600,000), following the reassessment of the obligation due to circumstances surrounding the loss claim have changed. It has been determined that the outflow of economic resources is no longer probable in accordance to MFRS 137 *Provisions, Contingent Liabilities and Contingent Assets*.

(c) Material accounting policy information

Provisions are recognised when there is a present legal or constructive obligation as a result of a past event, when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed.



24. CONTRACT LIABILITIES

(a) Deferred revenue

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM

Deferred revenue	2,901,714	3,329,111	-	-
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Deferred revenue represents advance consideration received (or an amount of consideration is due) from the customer in respect of services which are yet to be provided. The deferred revenue will be recognised as revenue when the related services is rendered.

Significant changes to contract liabilities balances during the financial year are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM

Contract liabilities at the beginning of the reporting period recognised as revenue	2,943,404	3,514,018	-	1,397,711
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(b) Contract value yet to be recognised as revenue

As of the reporting date, revenue expected to be recognised in the future relating to performance obligations of the Group that are partially unsatisfied is RM5,934,790 (2024: RM5,076,944). The Group expects to recognise this revenue as the related services are rendered, which is expected to occur over the next 24 months (2024: 24 months).

25. REVENUE

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM

Revenue from contracts with customers:

Sales of hardware	268,248	256,685	-	28,500
Rendering of services	24,073,173	25,733,453	-	6,038,446
Maintenance services	3,044,873	3,030,297	-	711,800
	27,386,294	29,020,435	-	6,778,746

Timing of revenue recognition:

At a point in time	1,374,842	1,329,629	-	455,382
Over time	26,011,452	27,690,806	-	6,323,364
Total revenue from contracts with customers	27,386,294	29,020,435	-	6,778,746



25. REVENUE (CONT'D)

Breakdown of the Group's revenue from contracts with customers:

	Application solutions division RM	Maintenance services division RM	Application services provider division RM	Total RM
2025				
Major goods and services:				
Sales of hardware	268,248	-	-	268,248
Rendering of services	4,718,194	-	19,354,979	24,073,173
Maintenance services	-	3,044,873	-	3,044,873
Total revenue from contracts with customers	4,986,442	3,044,873	19,354,979	27,386,294
Geographical market				
Malaysia	3,456,682	2,558,537	19,347,379	25,362,598
Singapore	1,529,760	482,936	-	2,012,696
Australia	-	3,400	7,600	11,000
Total revenue from contracts with customers	4,986,442	3,044,873	19,354,979	27,386,294
2024				
Major goods and services:				
Sales of hardware	256,685	-	-	256,685
Rendering of services	5,600,387	-	20,133,066	25,733,453
Maintenance services	-	3,030,297	-	3,030,297
Total revenue from contracts with customers	5,857,072	3,030,297	20,133,066	29,020,435
Geographical market				
Malaysia	3,191,467	2,560,524	20,133,066	25,885,057
Singapore	2,665,605	469,773	-	3,135,378
Total revenue from contracts with customers	5,857,072	3,030,297	20,133,066	29,020,435

The Group and the Company recognises revenue from the following major sources:

(a) Sales of hardware and application solutions

The Group and the Company sells hardware and application solutions. Revenue from sales of hardware and application solutions are recognised when control of the products has been transferred, being at the point the customer purchases the goods from the Group and the Company.

Revenue is recognised based on the price specified in the contract, net of the rebates, discounts and taxes payment of the transaction price is due at the point the customer purchase the goods.

(b) Rendering of maintenance services and application service provider

The Group and the Company offers its customers for maintenance services and application service provider. Revenue is allocated to the service obligations and recognised over the period of performance of services to customers. When consideration is collected from customers in advance of services being performed, a contract liability is recognised. The contract liability would be recognised as revenue when the related services is rendered.



26. FINANCE COSTS

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Interest expenses on				
- Lease liabilities	50,814	43,830	6,964	13,135
- Term loan	316,046	87,963	316,046	87,963
	<u>366,860</u>	<u>131,793</u>	<u>323,010</u>	<u>101,098</u>

27. PROFIT/(LOSS) BEFORE TAX

Profit/(Loss) before tax is determined after charging/(crediting) amongst other, the following items:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Auditors' remuneration				
- statutory audit	82,000	75,000	41,500	40,000
- non-statutory audit	5,000	5,000	5,000	5,000
Amortisation of product development costs	2,792,399	2,769,182	-	553,628
Depreciation of:				
- property, plant and equipment	967,406	941,972	108,249	291,472
- right-of-use assets	618,655	614,734	274,468	356,594
Impairment losses on trade receivables	13,262	-	-	-
Inventories written off	-	23,992	-	-
(Gain)/Loss on disposal of:				
- property, plant and equipment	(837)	(70,000)	-	-
- subsidiary companies	-	-	-	869,085
- operations upon corporate reorganisation exercise	-	-	-	(679,018)
Loss/(Gain) on foreign exchange				
- realised	23,436	38,826	140	2,718
- unrealised	1,598,483	(765,214)	1,589,107	(766,463)
Non-executive Directors:				
- fee	132,000	132,000	132,000	132,000
- estimated money value of benefit-in-kind	60,000	60,000	60,000	60,000
Property, plant and equipment written off	40	12	-	9
Interest income from:				
- deposits with licensed banks	(134,616)	(160,262)	(27,945)	(87,395)
- short-term funds	(56,503)	(54,419)	(56,503)	(54,419)
Reversal of impairment losses on trade receivables	-	(23,567)	-	-
Reversal of provision of loss claim	(1,000,000)	(600,000)	-	-



28. TAXATION

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Tax expenses recognised in profit or loss				
Current tax				
- Current year	1,783,910	2,504,547	-	-
- (Over)/Under provision in prior years	(147,095)	(144,725)	397,434	(144,174)
	1,636,815	2,359,822	397,434	(144,174)
Deferred tax				
- Origination and reversal of temporary differences	789,276	640,059	(4,431)	679,018
- (Over)/Under provision in prior years	(138,892)	-	4,431	-
	2,287,199	2,999,881	397,434	534,844

Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated assessable profits for the financial year.

A reconciliation of income tax expenses applicable to profit/(loss) before tax at the statutory tax rate to income tax expenses at the effective income tax of the Group and of the Company are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Profit/(Loss) before tax	7,361,926	11,281,453	(2,839,170)	2,207,632
At Malaysian statutory tax rate of 24% (2024: 24%)	1,766,862	2,707,549	(681,401)	529,832
Expenses not deductible for tax purposes	907,919	317,307	690,531	103,556
Income not subject to tax	(285,302)	(289,867)	(13,561)	(179,510)
Deferred tax assets not recognised	183,707	409,617	-	225,140
(Over)/Under provision of income tax in prior years	(147,095)	(144,725)	397,434	(144,174)
(Over)/Under provision of deferred tax in prior years	(138,892)	-	4,431	-
	2,287,199	2,999,881	397,434	534,844

The Group and the Company have the estimated unutilised tax losses and unutilised capital allowances to carry forward, available to offset against future taxable profits. The said amounts are subject to approval by the tax authorities.

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Unutilised tax losses	2,462,983	1,925,054	-	-
Unutilised capital allowances	1,152,131	980,170	14,546	-
	3,615,114	2,905,224	14,546	-



28. TAXATION (CONT'D)

Unutilised tax losses will expire in the following financial years:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Expiring in 2031	302,139	302,139	-	-
Expiring in 2032	743,137	743,137	-	-
Expiring in 2033	334,587	334,587	-	-
Expiring in 2034	545,191	545,191	-	-
Expiring in 2035	537,929	-	-	-
	<u>2,462,983</u>	<u>1,925,054</u>	-	-

Based on the current legislation, any unutilised tax losses shall be carried forward for a maximum period of ten consecutive years of assessment immediately following that year of assessment, whereas the unutilised capital allowances are allowed to be carried forward indefinitely.

29. EARNINGS PER SHARE

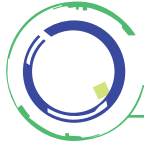
(a) Basic earnings per share

The basic earnings per share are calculated based on the consolidated profit for the financial year attributable to owners of the Company and the weighted average number of ordinary shares in issue during the financial year as follows:

	Group	
	2025	2024
Profit attributable to owners of the Company (RM)	<u>5,074,727</u>	<u>8,281,572</u>
Weighted average number of ordinary shares in issue: (units)		
Issued ordinary shares at 1 July	609,878,375	559,378,375
Issuance of ordinary shares	-	16,833,333
	<u>609,878,375</u>	<u>576,211,708</u>
Basic earnings per ordinary share (in sen)	<u>0.83</u>	<u>1.44</u>

(b) Diluted earnings per share

The Group has no dilution in their earnings per ordinary shares as there are no dilutive potential ordinary shares. There have been no other transactions involving ordinary shares or potential ordinary shares since the end of the financial year and before the authorisation of these financial statements.

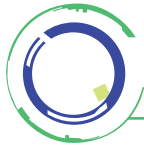


30. STAFF COSTS

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Fees	120,000	120,000	120,000	120,000
Salaries, wages and other emoluments	10,574,077	10,382,248	164,938	2,480,937
Defined contribution plans	1,230,100	1,229,058	4,810	251,399
Social security contributions	108,653	96,573	1,372	22,952
Other benefits	402,381	304,147	19,327	102,224
	<u>12,435,211</u>	<u>12,132,026</u>	<u>310,447</u>	<u>2,977,512</u>

Included in staff costs is aggregate amount of remuneration received and receivable by the Executive Directors of the Group and of the Company during the financial year as below:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Executive Directors of the Company				
Fees	120,000	120,000	120,000	120,000
Salaries and other emoluments	809,128	778,314	-	194,803
Defined contribution plans	96,941	94,816	-	20,508
Social security contributions	2,668	2,317	-	579
	<u>1,028,737</u>	<u>995,447</u>	<u>120,000</u>	<u>335,890</u>
Estimated money value of benefit-in-kind	305,000	303,500	280,000	283,500
	<u>1,333,737</u>	<u>1,298,947</u>	<u>400,000</u>	<u>619,390</u>
Directors of the subsidiary companies				
Salaries and other emoluments	553,710	522,454	24,000	-
Defined contribution plans	70,141	69,268	-	-
Social security contributions	2,668	2,317	-	-
	<u>626,519</u>	<u>594,039</u>	<u>24,000</u>	<u>-</u>
Total Directors' Remuneration	<u>1,960,256</u>	<u>1,892,986</u>	<u>424,000</u>	<u>619,390</u>



31. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

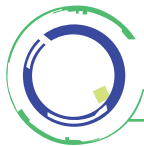
The table below show the details changes in the liabilities of the Group and of the Company arising from financing activities, including both cash and non-cash changes:

	At 1 July RM	New lease (Notes 3 and 4) RM	Financing cash flows (i) RM	At 30 June RM
Group				
2025				
Term loan	6,941,175	-	(564,681)	6,376,494
Lease liabilities	1,606,170	294,073	(878,969)	1,021,274
	<u>8,547,345</u>	<u>294,073</u>	<u>(1,443,650)</u>	<u>7,397,768</u>
2024				
Term loan	-	-	6,941,175	6,941,175
Lease liabilities	632,211	1,803,109	(829,150)	1,606,170
	<u>632,211</u>	<u>1,803,109</u>	<u>6,112,025</u>	<u>8,547,345</u>

	At 1 July RM	New lease (Note 4) RM	Financing cash flows (i) RM	Other changes (ii) RM	At 30 June RM
Company					
2025					
Term loan	6,941,175	-	(564,681)	-	6,376,494
Lease liabilities	330,415	294,073	(378,676)	-	245,812
Amount due to subsidiary companies	9,247,860	-	3,462,999	-	12,710,859
	<u>16,519,450</u>	<u>294,073</u>	<u>2,519,642</u>	<u>-</u>	<u>19,333,165</u>
2024					
Term loan	-	-	6,941,175	-	6,941,175
Lease liabilities	632,211	270,547	(512,094)	(60,249)	330,415
Amount due to subsidiary companies	-	-	4,938,063	4,309,797	9,247,860
	<u>632,211</u>	<u>270,547</u>	<u>11,367,144</u>	<u>4,249,548</u>	<u>16,519,450</u>

(i) The cash flows from term loan, lease liabilities and advances from subsidiary companies make up the net amount of proceeds from or repayment of borrowings in the statements of cash flows.

(ii) Other changes include effect of transfer upon corporate reorganisation exercise.



32. DIVIDENDS

	Group and Company	
	2025	2024
	RM	RM
Dividends recognised as distribution to ordinary shareholders of the Company:		
Final single-tier dividend of 0.50 sen per ordinary share in respect of the financial period ended 30 June 2023 on 5 January 2024	-	2,796,892
First interim single-tier dividend of 0.50 sen per ordinary share in respect of the financial year ended 30 June 2024 on 3 July 2024	-	3,049,392
Final single-tier dividend of 0.50 sen per ordinary share in respect of the financial year ended 30 June 2024 on 7 January 2025	3,049,392	-
	<u>3,049,392</u>	<u>5,846,284</u>

The Directors recommend the payment of a final single-tier dividend of 0.50 sen per ordinary share in respect of the current financial year, subject to the approval of the shareholders at the forthcoming Annual General Meeting. The financial statements for the current financial year do not reflect this proposed dividend.

33. RELATED PARTY DISCLOSURES

(a) Identifying related parties

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

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



33. RELATED PARTY DISCLOSURES (CONT'D)

(b) Significant related party transactions

Related party transactions have been entered into in the normal course of business under negotiated terms. In addition to the related party balances disclosed elsewhere in the financial statements, the significant related party transactions of the Group and of the Company are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Transactions with subsidiary companies				
Application services paid/payable	-	-	12,833	164,000
Management fee income	-	-	-	22,200
Transactions with an associate				
Application services paid/payable	1,892,587	1,909,498	-	338,545
Dividend income	72,000	88,000	-	-
Transactions with a related party				
Application services rendered	231,767	15,100	-	-
Rental of office	363,075	363,075	-	90,769

(c) Compensation of key management personnel

Information regarding compensation of Directors and other key management personnel are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fees	252,000	252,000	252,000	252,000
Salaries, and other emoluments	2,002,528	1,947,839	24,000	449,590
Defined contribution plans	243,860	241,801	-	52,566
Social security contributions	9,338	8,013	-	2,027
	2,507,726	2,449,653	276,000	756,183
Estimated money value of benefit-in-kind	365,000	363,500	340,000	343,500
	2,872,726	2,813,153	616,000	1,099,683



34. SEGMENT INFORMATION

The Company and its subsidiary companies are principally engaged in the development, provision and maintenance of computer software application solutions for the financial services industry.

The Group has arrived at four (4) reportable segments that are organised and managed separately according to the nature of products and services, which requires different business and marketing strategies. The reportable segments are summarised as follows:

- | | | |
|-----|--|---|
| (a) | Application solutions division | Sales of software application and product on an outright purchase basis |
| (b) | Maintenance services division | Provision of maintenance services |
| (c) | Application services provider division | Provision of application services on monthly recurring fixed and variable charges |
| (d) | Others | Investment holding and etc. |

The Group evaluates performance on the basis of profit or loss from operations before tax. The Group income taxes are managed on a group basis and are not allocated to operating segments.

Inter-segment revenue is priced along the same lines as sales to external customers and is eliminated in the consolidated financial statements. These policies have been applied consistently throughout the current financial year and previous financial period.

Capital expenditure consist of addition of property, plant and equipment, right-of-use assets and product development costs.

Segment assets exclude tax assets and segment liabilities exclude tax liabilities.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025 (CONT'D)

34. SEGMENT INFORMATION (CONT'D)

	Application solutions division	Maintenance services division	Application services provider division	Others	Consolidation adjustments	Total
	RM	RM	RM	RM	RM	RM
2025						
Revenue						
External customers	4,986,442	3,044,873	19,354,979	-	-	27,386,294
Inter-segment	-	-	312,833	-	(312,833)	-
Total revenue	4,986,442	3,044,873	19,667,812	-	(312,833)	27,386,294
Results						
Segment results	1,298,193	1,313,233	8,519,462	(662,341)	1,998,282	12,466,829
Interest income						191,119
Share of results of associate						60,246
Finance costs						(366,860)
Other non-cash items						(4,989,408)
Profit before tax						7,361,926
Taxation						(2,287,199)
Profit for the financial year						5,074,727
Segment assets	9,102,820	5,099,847	32,052,821	144,495,577	(49,825,098)	140,925,967
Included in the measurement of segment assets are:						
Capital expenditure	953,631	572,179	3,472,259	294,073	-	5,292,142
Investment in an associate	358,682	-	-	-	(11,754)	346,928

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025 (CONT'D)

34. SEGMENT INFORMATION (CONT'D)

	Application solutions division RM	Maintenance services division RM	Application services provider division RM	Others RM	Consolidation adjustments RM	Total RM
2025						
Segment liabilities	3,590,763	1,057,302	6,853,792	19,867,758	(14,701,344)	16,668,271
Other non-cash items:	680,949	275,999	1,835,451	-	-	2,792,399
Amortisation of product development costs						
Depreciation of:						
- property, plant, and equipment	167,387	96,492	595,278	108,249	-	967,406
- right-of-use assets	68,838	41,302	234,047	274,468	-	618,655
Gain on disposal of property, plant and equipment	(92)	(56)	(689)	-	-	(837)
Impairment loss on trade receivables	2,450	1,470	9,342	-	-	13,262
Property, plant and equipment written off	8	5	27	-	-	40
Reversal of provision of loss claim	(200,000)	(120,000)	(680,000)	-	-	(1,000,000)
Unrealised loss on foreign exchange	(244)	(146)	(830)	1,589,107	10,596	1,598,483
	719,296	295,066	1,992,626	1,971,824	10,596	4,989,408

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025 (CONT'D)

34. SEGMENT INFORMATION (CONT'D)

	Application solutions division RM	Maintenance services division RM	Application services provider division RM	Others RM	Consolidation adjustments RM	Total RM
2024						
Revenue						
External customers	5,857,072	3,030,297	20,133,066	-	-	29,020,435
Inter-segment	-	-	314,000	-	(314,000)	-
Total revenue	5,857,072	3,030,297	20,447,066	-	(314,000)	29,020,435
Results						
Segment results	1,873,962	1,523,379	9,715,330	(78,881)	927,252	13,961,042
Interest income						214,681
Share of results of associate						128,634
Finance costs						(131,793)
Other non-cash items						(2,891,111)
Profit before tax						11,281,453
Taxation						(2,999,881)
Profit for the financial year						8,281,572
Segment assets	8,677,046	4,765,427	29,765,455	151,338,079	(47,761,640)	146,784,367
Including in the measurement of segment assets are:						
Capital expenditure	1,372,440	759,353	4,658,335	-	-	6,790,128
Investment in an associate	318,048	-	-	-	40,634	358,682

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025 (CONT'D)

34. SEGMENT INFORMATION (CONT'D)

	Application solutions division RM	Maintenance services division RM	Application services provider division RM	Others RM	Consolidation adjustments RM	Total RM
2024						
Segment liabilities	3,172,504	1,184,983	7,598,788	17,180,054	(10,669,821)	18,466,508
Other non-cash items:						
Amortisation of product development costs	701,434	270,788	1,796,960	-	-	2,769,182
Depreciation of:						
- property, plant and equipment	200,472	102,843	638,657	-	-	941,972
- right-of-use assets	147,152	68,421	399,161	-	-	614,734
Gain on disposal of property, plant and equipment	(14,000)	(8,400)	(47,600)	-	-	(70,000)
Inventories written off	4,798	2,879	16,315	-	-	23,992
Property, plant and equipment written off	3	1	8	-	-	12
Reversal of impairment losses on trade receivables	(4,388)	(2,698)	(16,481)	-	-	(23,567)
Reversal of provision of loss claim	(120,000)	(60,000)	(420,000)	-	-	(600,000)
Unrealised gain on foreign exchange	(203,118)	(80,718)	(482,086)	-	708	(765,214)
	712,353	293,116	1,884,934	-	708	2,891,111



34. SEGMENT INFORMATION (CONT'D)

Geographical information

Geographical segment information for revenue are disclosed in Note 25 to the financial statements.

Non-current assets information based on the geographical location of assets are as follow:

	Non-current assets	
	2025	2024
	RM	RM
Group		
Malaysia	50,490,413	54,238,528
British Virgin Islands	18,146,991	18,146,991
	<u>68,637,404</u>	<u>72,385,519</u>

Non-current assets for this purpose consist of property, plant and equipment, right-of-use assets, product development costs, investment in an associate, other investments and goodwill on consolidation.

Major customers

The following are major customers with revenue equal to or more than 10% of the Group revenue:

	Revenue		Segment
	2025	2024	
	RM	RM	
Company A	3,064,830	3,054,768	Application services provider and application solutions division
Company B	3,249,228	2,961,589	Application services provider and application solutions division
Company C	*	2,679,779	Application services provider and application solutions division
Company D	3,803,291	3,138,913	Application services provider and application solutions division
Company E	*	3,000,840	Application services provider and application solutions division

* The revenue for these customers did not equate to or more than 10% of the Group's total revenue for the respective financial year.



35. FINANCIAL INSTRUMENTS

(a) Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost.

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	At amortised cost RM	At FVTPL RM	At FVTOCI RM	Total RM
Group				
2025				
Financial Assets				
Other investments	-	-	21,831,000	21,831,000
Trade receivables	4,119,598	-	-	4,119,598
Other receivables	18,761,246	-	-	18,761,246
Deposits, cash and bank balances and short-term funds	21,637,888	531,882	-	22,169,770
	<u>44,518,732</u>	<u>531,882</u>	<u>21,831,000</u>	<u>66,881,614</u>
Financial Liabilities				
Trade payables	653,764	-	-	653,764
Other payables	1,447,046	-	-	1,447,046
Term loan	6,376,494	-	-	6,376,494
	<u>8,477,304</u>	<u>-</u>	<u>-</u>	<u>8,477,304</u>
2024				
Financial Assets				
Other investments	-	-	26,481,000	26,481,000
Trade receivables	4,117,910	-	-	4,117,910
Other receivables	22,323,012	-	-	22,323,012
Deposits, cash and bank balances and short-term funds	17,482,579	3,521,799	-	21,004,378
	<u>43,923,501</u>	<u>3,521,799</u>	<u>26,481,000</u>	<u>73,926,300</u>
Financial Liabilities				
Trade payables	353,635	-	-	353,635
Other payables	2,668,762	-	-	2,668,762
Term loan	6,941,175	-	-	6,941,175
	<u>9,963,572</u>	<u>-</u>	<u>-</u>	<u>9,963,572</u>

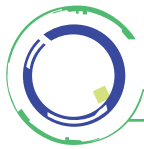


35. FINANCIAL INSTRUMENTS (CONT'D)

(a) Classification of financial instruments (cont'd)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis: (cont'd)

	At amortised cost RM	At FVTPL RM	At FVTOCI RM	Total RM
Company				
2025				
Financial Assets				
Other investments	-	-	7,672,500	7,672,500
Other receivables	18,540,213	-	-	18,540,213
Deposits, cash and bank balances and short-term funds	17,694,874	531,882	-	18,226,756
	<u>36,235,087</u>	<u>531,882</u>	<u>7,672,500</u>	<u>44,439,469</u>
Financial Liabilities				
Other payables	433,493	-	-	433,493
Amount due to subsidiary companies	12,710,859	-	-	12,710,859
Term loan	6,376,494	-	-	6,376,494
	<u>19,520,846</u>	<u>-</u>	<u>-</u>	<u>19,520,846</u>
2024				
Financial Assets				
Other investments	-	-	12,322,500	12,322,500
Other receivables	22,099,533	-	-	22,099,533
Deposits, cash and bank balances and short-term funds	14,277,618	3,521,799	-	17,799,417
	<u>36,377,151</u>	<u>3,521,799</u>	<u>12,322,500</u>	<u>52,221,450</u>
Financial Liabilities				
Trade payables	17,103	-	-	17,103
Other payables	564,119	-	-	564,119
Amount due to subsidiary companies	9,247,860	-	-	9,247,860
Term loan	6,941,175	-	-	6,941,175
	<u>16,770,257</u>	<u>-</u>	<u>-</u>	<u>16,770,257</u>



35. FINANCIAL INSTRUMENTS (CONT'D)

(b) Net gains and losses arising from financial instruments

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Net gains/ (losses) on:				
Financial assets measured at amortised cost	177,857	238,248	84,448	141,814
Financial liabilities measured at amortised cost	(366,860)	(131,793)	(323,010)	(101,098)
Equity instruments at FVTOCI				
- Recognised in other comprehensive income	(4,650,000)	11,886,315	(4,650,000)	11,886,315
	<u>(4,839,003)</u>	<u>11,992,770</u>	<u>(4,888,562)</u>	<u>11,927,031</u>

(c) Financial risk management objectives and policies

The Group's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's operations whilst managing its credit, liquidity, interest rate and foreign currency risks. The Group operates within clearly defined guidelines that are approved by the Board and the Group's policy is not to engage in speculative transactions.

The following sections provide details regarding the Group's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(i) Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables from customers and deposits with banks and financial institutions. The Company's exposure to credit risk arises principally from its receivables from customers and deposits with banks and financial institutions. There are no significant changes as compared to prior years.

The Group and the Company have adopted a policy of only dealing with creditworthy counterparties. Management has a credit policy in place to control credit risk by dealing with creditworthy counterparties and deposits with banks and financial institutions with good credit rating. The exposure to credit risk is monitored on an ongoing basis and action will be taken for long outstanding debts.

At each reporting date, the Group and the Company assess whether any of the receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partial or full) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

The carrying amounts of the financial assets recorded on the statements of financial position as at the reporting date represents the Group's and the Company's maximum exposure to credit risk.

There are no significant changes as compared to previous financial year.

Credit risk concentration

As at the end of financial year, the Group has 2 customers (2024: 2 customers) that accounted for approximately 56% (2024: 49%) of all receivables outstanding.





35. FINANCIAL INSTRUMENTS (CONT'D)

(c) Financial risk management objectives and policies (cont'd)

(ii) Liquidity risk

Liquidity risk refers to the risk that the Group or the Company will encounter difficulty in meeting its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's and the Company's funding requirements and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group finances its liquidity through internally generated cash flows and minimises liquidity risk by keeping committed credit lines available.

NOTES TO THE FINANCIAL STATEMENTS

30 JUNE 2025 (CONT'D)

35. FINANCIAL INSTRUMENTS (CONT'D)

- (c) Financial risk management objectives and policies (cont'd)
- (ii) Liquidity risk (cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

	On demand or within					Total contractual cash flows	Total carrying amount
	1 year	1 to 2 years	2 to 5 years	After 5 years	RM		
Group							
2025							
Non-derivative financial liabilities							
Trade payables	653,764	-	-	-	653,764	653,764	
Other payables	1,447,046	-	-	-	1,447,046	1,447,046	
Lease liabilities	794,142	256,900	-	-	1,051,042	1,021,274	
Term loan	880,728	880,728	2,642,184	3,290,955	7,694,595	6,376,494	
	3,775,680	1,137,628	2,642,184	3,290,955	10,846,447	9,498,578	
2024							
Non-derivative financial liabilities							
Trade payables	353,635	-	-	-	353,635	353,635	
Other payables	2,668,762	-	-	-	2,668,762	2,668,762	
Lease liabilities	879,782	544,143	256,900	-	1,680,825	1,606,170	
Term loan	880,728	880,728	2,642,184	4,266,306	8,669,946	6,941,175	
	4,782,907	1,424,871	2,899,084	4,266,306	13,373,168	11,569,742	

NOTES TO THE FINANCIAL STATEMENTS

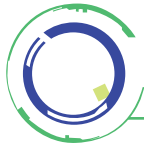
30 JUNE 2025 (CONT'D)

35. FINANCIAL INSTRUMENTS (CONT'D)

- (c) Financial risk management objectives and policies (cont'd)
- (ii) Liquidity risk (cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (cont'd)

Company	On demand or within					Total contractual cash flows	Total carrying amount
	1 year	1 to 2 years	2 to 5 years	After 5 years	RM		
2025							
Non-derivative financial liabilities							
Other payables	433,493	-	-	-	433,493	433,493	
Lease liabilities	250,000	-	-	-	250,000	245,812	
Term loan	880,728	880,728	2,642,184	3,290,955	7,694,595	6,376,494	
Amount due to subsidiary companies	12,710,859	-	-	-	12,710,859	12,710,859	
	14,275,080	880,728	2,642,184	3,290,955	21,088,947	19,766,658	
2024							
Non-derivative financial liabilities							
Trade payables	17,103	-	-	-	17,103	17,103	
Other payables	564,119	-	-	-	564,119	564,119	
Lease liabilities	335,640	-	-	-	335,640	330,415	
Term loan	880,728	880,728	2,642,184	4,266,306	8,669,946	6,941,175	
Amount due to subsidiary companies	9,247,860	-	-	-	9,247,860	9,247,860	
	11,045,450	880,728	2,642,184	4,266,306	18,834,668	17,100,672	



35. FINANCIAL INSTRUMENTS (CONT'D)

(c) Financial risk management objectives and policies (cont'd)

(iii) Market risks

(a) Interest rate risk

The Group's and the Company's fixed rate deposits placed with licensed banks and lease liabilities are exposed to a risk of change in their fair value due to changes in interest rates. The Group's and the Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

The Group and the Company manage the interest rate risk of its deposits with licensed banks by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank and maintaining a prudent mix of short and long-term deposits.

The Group and the Company manage its interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group constantly monitors its interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained. The Group does not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amount at the end of the reporting period are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed rate instruments				
Financial assets	220,325	245,955	220,325	245,955
Financial liabilities	(1,021,274)	(1,606,170)	(245,812)	(330,415)
	<u>(800,949)</u>	<u>(1,360,215)</u>	<u>(25,487)</u>	<u>(84,460)</u>
Floating rate instruments				
Financial assets	4,503,534	11,386,885	714,882	8,284,799
Financial liabilities	(6,376,494)	(6,941,175)	(6,376,494)	(6,941,175)
	<u>(1,872,960)</u>	<u>4,445,710</u>	<u>(5,661,612)</u>	<u>1,343,624</u>

Interest rate risk sensitivity analysis

Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have increased/(decreased) the Group's and the Company's profit/(loss) before tax by RM18,730 (2024: RM44,457) and RM56,616 (2024: RM13,436) respectively, arising mainly as a result of higher/lower interest income on floating rate instruments. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.



35. FINANCIAL INSTRUMENTS (CONT'D)

(c) Financial risk management objectives and policies (cont'd)

(iii) Market risks (cont'd)

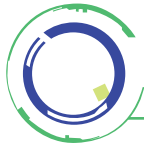
(b) Foreign currency risk

The Group is exposed to foreign currency risk on transactions that are denominated in currencies other than the respective functional currencies of Group entities. The currencies giving rise to this risk are primarily Chinese Renminbi (RMB), United States Dollar (USD) and Singapore Dollar (SGD).

The Group has not entered into any derivative instruments for hedging or trading purposes. Where possible, the Group will apply natural hedging by selling and purchasing in the same currency. However, the exposure to foreign currency risk is monitored from time to time by management to ensure that the net exposure is at an acceptable level.

The carrying amounts of the Group's and of the Company's foreign currency denominated financial assets and financial liabilities at the end of the reporting period are as follows:

		Denominated in		
	RMB	USD	SGD	
	RM	RM	RM	
Group				
2025				
Other investments	-	14,158,500	-	
Other receivables	15,127,020	-	-	
Trade receivables	-	-	50,678	
Deposits, cash and bank balances	-	244,517	336	
	<u>15,127,020</u>	<u>14,403,017</u>	<u>51,014</u>	
2024				
Other investments	-	14,158,500	-	
Other receivables	16,687,010	-	-	
Deposits, cash and bank balances	-	273,083	353	
Trade payables	-	(48,564)	-	
	<u>16,687,010</u>	<u>14,383,019</u>	<u>353</u>	
Company				
2025				
Other receivables	15,127,020	-	-	
Deposits, cash and bank balances	-	244,509	336	
	<u>15,127,020</u>	<u>244,509</u>	<u>336</u>	
2024				
Other receivables	16,687,010	-	-	
Deposits, cash and bank balances	-	273,083	353	
	<u>16,687,010</u>	<u>273,083</u>	<u>353</u>	



35. FINANCIAL INSTRUMENTS (CONT'D)

(c) Financial risk management objectives and policies (cont'd)

(iii) Market risks (cont'd)

(b) Foreign currency risk (cont'd)

Foreign currency sensitivity analysis

The following table demonstrates the sensitivity of the Group's and the Company's profit/(loss) before tax for the financial year to a reasonably possible change in the RMB, USD and SGD exchange rates against the functional currencies of the Group and of the Company, with all other variables held constant.

Change in currency rate	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
RMB				
Strengthened 10%	1,512,702	1,668,701	1,512,702	1,668,701
Weakened 10%	(1,512,702)	(1,668,701)	(1,512,702)	(1,668,701)
USD				
Strengthened 10%	1,440,302	1,438,302	24,451	27,308
Weakened 10%	(1,440,302)	(1,438,302)	(24,451)	(27,308)
SGD				
Strengthened 10%	5,101	35	34	35
Weakened 10%	(5,101)	(35)	(34)	(35)

Material accounting policy information

Transactions in foreign currencies are translated to the respective functional currencies of the Group and of the Company at exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at financial year end are retranslated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies are not retranslated at the end of the reporting date, except for those that are measured at fair value are retranslated to the functional currency at the exchange rate at the date that the fair value was determined.

Foreign currency differences arising on retranslation are recognised in the profit or loss.

In the consolidated financial statements, when settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and are presented in the foreign currency translation reserve in equity.



35. FINANCIAL INSTRUMENTS (CONT'D)

(c) Financial risk management objectives and policies (cont'd)

(iii) Market risks (cont'd)

(c) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to equity price risk arising from its investment in quoted instruments. These investments are listed on Bursa Malaysia and are classified as financial assets at FVTOCI.

Management of the Group monitors investments in quoted instruments on a portfolio basis. Material investments within the portfolio are managed on an individual basis and all buy and sell decisions are approved by Risk Management Committee of the Group.

Market price risk sensitivity analysis

At the reporting date, if the various stock indices had been 1% higher/lower, with all other variables held constant, the Group's other reserve in equity would have been RM76,725 (2024: RM123,225) higher/lower, arising as a result of an increase/(decrease) in the fair value of equity instruments classified as financial asset at FVTOCI.

(d) Fair value of financial instruments

The carrying amounts of short-term receivables and payables, cash and cash equivalents and short-term borrowings approximate their fair value due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

It was not practicable to estimate the fair value of investment in unquoted equity due to the lack of comparable quoted prices in an active market and the fair value cannot be reliably measured.

The table below analyses financial instruments carried at fair value, together with their fair values and carrying amounts shown in the statements of financial position.

	Fair value of financial instruments carried at fair value			Total fair value RM	Carrying amount RM
	Level 1	Level 2	Level 3		
	RM	RM	RM		
Group					
2025					
Financial assets					
Quoted shares	7,672,500	-	-	7,672,500	7,672,500
Unquoted shares	-	-	14,158,500	14,158,500	14,158,500
Short-term funds	531,882	-	-	531,882	531,882
	<u>8,204,382</u>	<u>-</u>	<u>14,158,500</u>	<u>22,362,882</u>	<u>22,362,882</u>



35. FINANCIAL INSTRUMENTS (CONT'D)

(d) Fair value of financial instruments (cont'd)

The table below analyses financial instruments carried at fair value, together with their fair values and carrying amounts shown in the statements of financial position. (cont'd)

	Fair value of financial instruments carried at fair value			Total fair value RM	Carrying amount RM
	Level 1	Level 2	Level 3		
	RM	RM	RM		
Group					
2024					
Financial assets					
Quoted shares	12,322,500	-	-	12,322,500	12,322,500
Unquoted shares	-	-	14,158,500	14,158,500	14,158,500
Short-term funds	3,521,799	-	-	3,521,799	3,521,799
	<u>15,844,299</u>	<u>-</u>	<u>14,158,500</u>	<u>30,002,799</u>	<u>30,002,799</u>
Company					
2025					
Financial assets					
Quoted shares	7,672,500	-	-	7,672,500	7,672,500
Short-term funds	531,882	-	-	531,882	531,882
	<u>8,204,382</u>	<u>-</u>	<u>-</u>	<u>8,204,382</u>	<u>8,204,382</u>
2024					
Financial assets					
Quoted shares	12,322,500	-	-	12,322,500	12,322,500
Short-term funds	3,521,799	-	-	3,521,799	3,521,799
	<u>15,844,299</u>	<u>-</u>	<u>-</u>	<u>15,844,299</u>	<u>15,844,299</u>

(i) Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

There were no transfer between levels during current and previous the financial years.

(ii) Level 1 fair value

Level 1 fair value is derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

(iii) Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

(iv) Level 3 fair value

Level 3 fair value for the financial assets and liabilities are estimated using unobservable inputs.





36. CAPITAL MANAGEMENT

The Group's and the Company's objective when managing capital are to safeguard the Group's and the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group and the Company monitor capital using a gearing ratio, which is net debt divided by total equity. The Group includes within net debt, trade and other payables, term loan and lease liabilities less cash and cash equivalents. The Group's and the Company's policy is to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements.

The gearing ratios at the end of the reporting period are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade and other payables	2,715,954	3,587,601	433,493	581,222
Lease liabilities	1,021,274	1,606,170	245,812	330,415
Term loan	6,376,494	6,941,175	6,376,494	6,941,175
Total debts	10,113,722	12,134,946	7,055,799	7,852,812
Less: Cash and cash equivalents	(22,169,770)	(21,004,378)	(18,226,756)	(17,799,417)
Excess fund	(12,056,048)	(8,869,432)	(11,170,957)	(9,946,605)
Total equity	125,517,161	128,131,930	111,430,645	122,366,641
Gearing ratio (times)	-*	-*	-*	-*

* The gearing ratio is not applicable as the Group and the Company have sufficient cash and cash equivalents to settle the liabilities at the end of the reporting period.

There were no changes in the Group's and the Company's approach to capital management during the financial year.

37. DATE OF AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 27 October 2025.



LIST OF PROPERTIES

A summary of the Group's properties as at 30 June 2025 is as follows:-

Location	Approximate Built-up Area (square feet)	Brief Description and Existing Use	Current Use	Tenure/Date of Expiry of Leasehold Land	Date of Acquisition/ Revaluation	Audited Net Book Value at 30.6.2025	Age of Building (years)
Pusat Dagangan, Phileo Damansara II, 611, Block B, No. 15, Jalan 16/11, Off Jalan Damansara, 46350 Petaling Jaya, Selangor Darul Ehsan.	2,583	Office Unit	Business	Freehold	9 February 2004/2011	559,929	24
Lot Z6-01-02, Zone 6, Empire City Damansara, Jalan Damansara, PJU 8, 47820 Petaling Jaya, Selangor Darul Ehsan.	16,441	Commercial Unit	Business	99 years/ 8 June 2104	16 November 2018	9,864,600	6
Lot Z6-01-01A, Zone 6, Empire City Damansara, Jalan Damansara, PJU 8, 47820 Petaling Jaya, Selangor Darul Ehsan.	16,486	Commercial Unit	Business	99 years/ 8 June 2104	31 October 2019	9,891,600	5



ANALYSIS OF SHAREHOLDINGS AS AT 30 SEPTEMBER 2025

EXCELFORCE
EXCEL FORCE MSC BERHAD

Total number of issued shares : 609,878,375 ordinary shares
Class of Shares : Ordinary share
Voting rights : One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	No. of Shares	% of Issued Share Capital
Less Than 100	34	772	0.00
100 to 1,000	713	331,912	0.05
1,001 to 10,000	2,106	13,029,988	2.14
10,001 to 100,000	2,166	80,565,253	13.21
100,001 to less than 5% of issued holdings	532	411,851,050	67.53
5% and above of issued holdings	2	104,099,400	17.07
Total	5,553	609,878,375	100.00

SUBSTANTIAL SHAREHOLDERS AS AT 30 SEPTEMBER 2025

Name	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
Asia Internet Holdings Sdn Bhd	41,298,900	6.77	-	-
Mohamed Nizam bin Abdul Razak	43,816,600	7.18	-	-
Wong Thean Soon	148,335,600	24.32	*41,298,900	6.77

Note:

* Deemed interested by virtue of his shareholding in Asia Internet Holdings Sdn Bhd pursuant to Section 8 of the Companies Act 2016 in Malaysia.

DIRECTORS' SHAREHOLDINGS AS AT 30 SEPTEMBER 2025

Name	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
Dato' Seri Farhash Wafa Salvador	5,000,000	0.82	-	-
Wong Kok Chau	6,000	0.00	-	-
Eng Shao Hon	-	-	-	-
Datuk Mat Noor bin Nawi	-	-	-	-
Dato' Sri Ismail bin Ahmad	-	-	-	-
Elisa Tan Mun-E	-	-	-	-



ANALYSIS OF SHAREHOLDINGS

AS AT 30 SEPTEMBER 2025 (CONT'D)

THIRTY (30) LARGEST SHAREHOLDERS AS AT 30 SEPTEMBER 2025

(Without aggregating securities from different securities accounts belonging to the same person)

No.	Shareholders	No. of shares	%
1.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT – AMBANK (M) BERHAD FOR WONG THEAN SOON (SMART)	60,282,800	9.88
2.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR MOHAMED NIZAM BIN ABDUL RAZAK (PB)	43,816,600	7.18
3.	AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG THEAN SOON	29,700,000	4.87
4.	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ASIA INTERNET HOLDINGS SDN BHD	29,300,000	4.80
5.	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG THEAN SOON	24,049,900	3.94
6.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG THEAN SOON	15,557,800	2.55
7.	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT – AMBANK (M) BERHAD FOR ASIA INTERNET HOLDINGS SDN BHD	11,998,900	1.97
8.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG THEAN SOON	11,500,000	1.89
9.	JASON CHAN LING KHEE	10,083,000	1.65
10.	LIM KOK HAN	9,309,700	1.53
11.	HILLCOVE SDN BHD	8,400,000	1.38
12.	LOW SHIH YUN	7,500,000	1.23
13.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG THEAN SOON	7,200,000	1.18
14.	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHOK PUI WOON	6,976,000	1.14
15.	LEE CHONG CHAT	6,384,500	1.05
16.	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE YOKE FONG	5,749,300	0.94
17.	CHIA KEE SIONG	5,304,150	0.87
18.	FARHASH Wafa SALVADOR	5,000,000	0.82
19.	QUEK TEE KIAM	4,920,000	0.81
20.	JAYAKUMAR A/L PANNEER SELVAM	4,641,500	0.76
21.	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHENG TECK LOONG	4,501,000	0.74
22.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JAYAKUMAR A/L PANNEER SELVAM	4,221,200	0.69
23.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG WAH PENG	3,271,200	0.54
24.	NG YOKE HIN	3,088,600	0.51
25.	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JAYAKUMAR A/L PANNEER SELVAM	3,000,000	0.49
26.	WONG II LE	2,869,150	0.47
27.	ROSE VISION SDN BHD	2,615,000	0.43
28.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YAP CHEE CHING	2,350,000	0.39
29.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SEE KOK WAH	2,331,900	0.38
30.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR MAH LILY (E-BBB/SNG)	2,300,900	0.38

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AFFIX
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THE SHARE REGISTRAR
EXCEL FORCE MSC BERHAD
ALDPRO CORPORATE SERVICES SDN BHD
B-21-1, Level 21, Tower B
Northpoint Mid Valley City
No 1, Medan Syed Putra Utara
59200 Kuala Lumpur
Wilayah Persekutuan, Malaysia

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We Build Awesome Digital Systems

EXCELFORCE

EXCEL FORCE MSC BERHAD

200201003114 (570777-X)

Level 31, Zetrix Tower, Empire City
No. 8, Jalan Damansara, PJU 8
47820 Petaling Jaya
Selangor Darul Ehsan, Malaysia

P: +603 7735 2288

E: info@excelforce.com.my

www.excelforce.com.my

