

# 2025

## ANNUAL REPORT



**NURTURING STUDENTS FOR  
TOMORROW, TODAY**



Education Solutions Provider  
since 1985

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# Contents

|     |   |
|-----|---|
| 03  | Corporate Information                                   |
| 04  | Sasbadi At A Glance                                     |
| 06  | Our Significant Milestones                              |
| 08  | Our Core Competencies                                   |
| 10  | Group of Companies                                      |
| 11  | Financial Highlights                                    |
| 12  | Message to Shareholders                                 |
| 16  | Management Discussion and Analysis                      |
| 30  | Board of Directors                                      |
| 32  | Directors' Profiles                                     |
| 40  | Profile of Key Senior Management                        |
| 42  | Sustainability Statement                                |
| 57  | Corporate Governance Overview Statement                 |
| 66  | Audit Committee Report                                  |
| 69  | Statement on Risk Management and Internal Control       |
| 72  | Additional Compliance Information                       |
| 73  | Statement on Directors' Responsibility                  |
| 74  | Financial Statements                                    |
| 149 | List of Properties                                      |
| 150 | Analysis of Shareholdings                               |
| 153 | Notice of Thirteenth Annual General Meeting             |
| 156 | Statement Accompanying Notice of Annual General Meeting |
|     | Form of Proxy   |

# Corporate Information

## BOARD OF DIRECTORS

### Datuk Dr Amin Bin Senin

Independent Non-Executive Chairman

### Law King Hui

Group Managing Director

### Lee Swee Hang

Executive Director

### Law Yi Chian

Executive Director

### Datu Dr Rashidah Binti Bolhassan

Senior Independent Non-Executive Director

### Tang Yuen Kin

Independent Non-Executive Director

### Datuk Dr Habibah Binti Abdul Rahim

Independent Non-Executive Director

## AUDIT COMMITTEE

Tang Yuen Kin (**Chairman**)

Datu Dr Rashidah Binti Bolhassan

Datuk Dr Habibah Binti Abdul Rahim

## NOMINATION COMMITTEE

Datu Dr Rashidah Binti Bolhassan (**Chairman**)

Tang Yuen Kin

Datuk Dr Habibah Binti Abdul Rahim

## REMUNERATION COMMITTEE

Tang Yuen Kin (**Chairman**)

Datu Dr Rashidah Binti Bolhassan

Datuk Dr Habibah Binti Abdul Rahim

## COMPANY SECRETARY

Lee Pion Moon

(SSM PC No. 202508000346) (MAICSA 7062849)

Lim Fei Chia

(SSM PC No. 202008000515) (MAICSA 7036158)

## AUDITORS

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Federal Territory of Kuala Lumpur

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Fax: (603) 2616 3191

## REGISTERED OFFICE

Lot 5, Level 10  
Menara Great Eastern 2  
No. 50, Jalan Ampang  
50450 Kuala Lumpur  
Tel: (603) 2031 1988  
Fax: (603) 2031 9788  
Email: [archer@archer.com.my](mailto:archer@archer.com.my)

[Note: The Registered Office will be changed to Suite 12.02, Level 12, The Gardens South Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, effective 1 January 2026]

## HEAD OFFICE

Lot 12, Jalan Teknologi 3/4  
Taman Sains Selangor 1  
Kota Damansara  
47810 Petaling Jaya  
Selangor Darul Ehsan  
Tel: (603) 6145 1188  
Fax: (603) 6145 1199  
Website: [www.sasbadiholdings.com](http://www.sasbadiholdings.com)

## SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd  
11th Floor, Menara Symphony  
No. 5, Jalan Professor Khoo Kay Kim  
Seksyen 13  
46200 Petaling Jaya  
Selangor Darul Ehsan  
Tel: (603) 7890 4700  
Fax: (603) 7890 4670  
Email : [BSR.Helpdesk@boardroomlimited.com](mailto:BSR.Helpdesk@boardroomlimited.com)

## PRINCIPAL BANKERS

Alliance Bank Malaysia Berhad  
Alliance Islamic Bank Malaysia Berhad  
AmBank Islamic Berhad  
Malayan Banking Berhad

## STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad  
Sector: Telecommunications & Media  
Stock Name: SASBADI  
Stock Code: 5252

# Sasbadi At A Glance



## SASBADI HOLDINGS BERHAD

A provider of diverse education solutions that nurture 21<sup>st</sup> century skills.



### VISION

To be a total education solutions provider by evolving to meet the dynamic demands of the 21<sup>st</sup> century.



### MISSION

1. To create value through product innovations
2. To be the top education solutions provider
3. To be a high-impact strategic partner in education



**2025**  
Sasbadi Group's  
40<sup>th</sup> Anniversary

40 years of creation, innovation, and staying ahead of the curve.



### OUR CORE VALUES



Excellence & Innovation



Accountable Partnership



Integrity & Honesty



Responsible Corporate Citizenship

### OUR CORE COMPETENCIES



Creating Contents



Developing Technologies



Nurturing Skills



Enriching Life



Forging Connections

### OPERATING SEGMENTS



Print Publishing

- Academic Books
- Non-academic Books
- Early Childhood Education



Digital Solutions & Network Marketing

- Digital Education Solutions and Services
- Network Marketing



ALP & STEM Education

- STEM Solutions
- Robotics Competitions














Paper-based Stationery



- Stationery Products

Sasbadi At A Glance •

## Nurturing Students for Tomorrow, Today




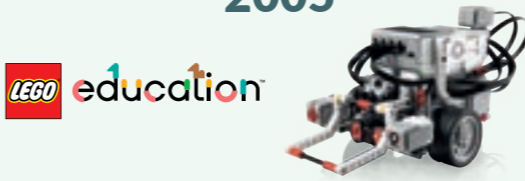










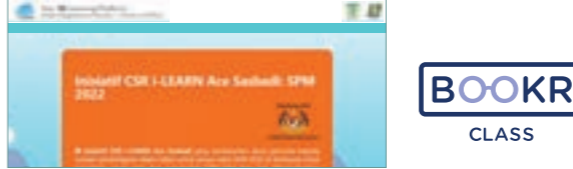

| FYE 2025 FINANCIAL SNAPSHOT   |   | HIGHLIGHTS OF FYE 2025 & FYE 2026  |   |
|---|---|--|---|
| <p>Revenue</p>  <p><b>RM117.062 million</b></p>    | <p>Profit After Tax And Non-controlling Interest</p>  <p><b>RM11.050 million</b></p> |   <p>PAPER &amp; STATIONERY</p> | <p>Acquired the intellectual property rights of Kohwai &amp; Young Publications (Malaysia) Sdn Bhd and a 60% equity stake in Edu Paper and Stationery Sdn Bhd</p>                       |
| <p>Earnings Per Share</p>  <p><b>2.57 sen</b></p> | <p>Total Assets</p>  <p><b>RM216.314 million</b></p>                                |   | <p>Achieved the highest quarterly revenue and profit after tax since the Group's inception in Q2 FYE 2025</p>   |
| <p>Gross Profit Margin</p>  <p><b>38.63%</b></p> | <p>Dividend Per Share</p>  <p><b>0.75 sen</b></p>                                  |    | <p>Entered into a Joint Venture with Agmo Capital Sdn Bhd, a wholly-owned subsidiary of Agmo Holdings Berhad to develop a localised Large Language Model specifically for education</p> |
|   |   |    | <p>Invited to participate in the Ministry of Education's AI-Powered Classroom Pilot Project, which involves the integration of AI technologies in handpicked schools nationwide</p>     |

## NOTABLE AWARDS

|  |   |   |   |
|--|---|---|---|
|  <p>Perbadanan Kota Buku Anugerah Jualan Tertinggi: Penerbit (Pertama) and Anugerah Judul Paling Laris: Pendidikan (Pakej UASA Tingkatan 3)<br/>Awarded to Sasbadi Online Sdn Bhd and Sasbadi Holdings Berhad respectively</p>    |  | <p>Brand Legend Award (2024) by the Branding Association of Malaysia<br/>Awarded to Sasbadi Holdings Berhad</p>         |  <p>MDDA Awards 2024: Product of The Year, CSR Excellence of The Year and Most Innovative Product of The Year<br/>Awarded to Mindtech Education Sdn Bhd</p>      |
|  <p>Anugerah Buku Malaysia Ke-2 2023 and Anugerah Buku Malaysia 2020 by the Malaysian Book Publishers Association<br/>Awarded to Sasbadi Sdn Bhd, Big Tree Publications Sdn Bhd, Maya Press Sdn Bhd, The Malaya Press Sdn Bhd</p> |  | <p>Best Under Billion Awards 2017 by Focus Malaysia: Best in Online Presence<br/>Awarded to Sasbadi Holdings Berhad</p> |  <p>The BrandLaureate Great Entrepreneur Brand Icon Leadership Award 2016<br/>Awarded to Mr Law King Hui, Group Managing Director of Sasbadi Holdings Berhad</p> |

# Our Significant Milestones

# Our Significant Milestones

|   |   |   |   |  |  |   |  |
|---|---|---|---|--|--|---|--|
| <p><b>1985</b></p>  <p><b>SASBADI</b></p> <p>Incorporation of Sasbadi Sdn Bhd ("Sasbadi") and commencement of operations</p>   | <p><b>1987</b></p>  <p>Publication of our first textbook, 'Bahasa Malaysia KBSM Tingkatan 1'</p>   | <p><b>2002</b></p>  <p><b>MAYA PRESS</b></p> <p>Incorporation of Maya Press Sdn Bhd as an imprint for general titles for Sasbadi</p>   | <p><b>2005</b></p>  <ul style="list-style-type: none"> <li>Launched 'Total eDictionary', our first generation electronic dictionary</li> <li>Secured the rights as sole distributor and partner of LEGO® Education for Brunei and Malaysia</li> <li>Organised our first Malaysia Robot Olympiad (now known as National Robotics Competition)</li> </ul>  | <p><b>2016</b></p>  <ul style="list-style-type: none"> <li>Obtained a direct sales licence from the Ministry of Domestic Trade, Co-operatives and Consumerism for MindTech Education</li> <li>Acquired United Publishing House (M) Sdn Bhd ("UPH"), Distinct Motion Sdn Bhd, and their respective subsidiaries</li> <li>Signed a Memorandum of Agreement ("MoA") with the University of Malaya to collaborate on research and product development of robotics in Science, Technology, Engineering and Mathematics ("STEM") education</li> </ul> | <p><b>2015</b></p>  <ul style="list-style-type: none"> <li>Acquired 70% of Sanjung Unggul Sdn Bhd and its subsidiaries ("Sanjung Unggul Group")</li> <li>Celebrated Sasbadi's 30th Anniversary</li> <li>Incorporation of MindTech Education Sdn Bhd ("MindTech Education")</li> </ul> | <p><b>2014</b></p>  <ul style="list-style-type: none"> <li>Debuted on the Main Market of Bursa Malaysia as a Public Listed Company</li> <li>Sasbadi Online was appointed as the National Science Challenge ("NSC") preliminary level online system developer and smart partner</li> <li>Incorporation of MBP Publications Sdn Bhd ("MBP") and Sasbadi Learning Solutions Sdn Bhd ("Sasbadi Learning")</li> <li>Acquired Intellectual Property ("IP") for the teacher's education segment from Penerbitan Multimedia Sdn Bhd</li> </ul> | <p><b>2012</b></p>  <ul style="list-style-type: none"> <li>Co-organised the World Robot Olympiad 2012 with the Government of Malaysia in Kuala Lumpur</li> <li>Incorporation of Sasbadi Holdings Berhad ("Sasbadi Holdings")</li> </ul> |
| <p><b>2017</b></p>  <ul style="list-style-type: none"> <li>Acquired the remaining 30% of Sanjung Unggul Group</li> <li>Launched the Professional Robotics Skills Certificate with the University of Malaya during the National Robotics Competition 2017</li> <li>Signed an agreement with Marshall Cavendish Education Pte for the exclusive right to promote, market, advertise, sell and distribute MCE-published titles in Malaysia</li> </ul>   | <p><b>2018</b></p>  <ul style="list-style-type: none"> <li>Acquired Pinko Creative Sdn Bhd as a wholly-owned subsidiary of UPH</li> <li>Launched our digital learning platform for young learners, i-LEARN Ace Junior</li> </ul>  | <p><b>2019</b></p>  <ul style="list-style-type: none"> <li>Signed an agreement with Cambridge Assessment English as the Preferred Partner for Linguaskill in Malaysia</li> <li>Signed an agreement with NYC English as the Exclusive Partner for NYC English products in Malaysia</li> </ul>   | <p><b>2020</b></p>  <ul style="list-style-type: none"> <li>Signed a Memorandum of Collaboration ("MoC") with Huawei Technologies (Malaysia) Sdn Bhd ("Huawei") to develop intelligent solutions to empower teachers and students</li> <li>Obtained the official endorsement from the Ministry of Higher Learning to accept Linguaskill as a CEFR English entrance assessment for diploma and degree courses in Private Higher Education Institutions ("IPTS") in Malaysia</li> <li>Partnered with HarperCollins Publishers Limited to co-develop audio reading technology for a series of readers for young learners, and lead its distribution in Malaysia, Singapore and Brunei</li> </ul> |  |  |   |  |
| <p><b>2025</b></p>  <ul style="list-style-type: none"> <li>Acquired the intellectual property rights of Kohwai &amp; Young Publications (Malaysia) Sdn Bhd and a 60% equity stake in Edu Paper and Stationery Sdn Bhd</li> <li>Secured an English language proficiency testing contract and an interactive digital storybooks for preschools contract from the Ministry of Education Malaysia</li> <li>Entered into a Joint Venture with Agmo Capital Sdn Bhd to develop a localised Large Language Model (LLM) for the education sector</li> <li>Invited by the Ministry of Education Malaysia to participate in the AI-Powered Classroom Pilot Project (Projek Rintis Bilik Darjah Dikuasakan AI)</li> </ul> | <p><b>2024</b></p>  <ul style="list-style-type: none"> <li>i-LEARN Ace accepted on the DELIMa platform under the "Rakan DELIMa" program on 17 January 2024</li> <li>Secured two (2) digital solutions contracts and two (2) textbook supply contracts from the Ministry of Education Malaysia</li> <li>Mindtech Education Sdn Bhd awarded Product of The Year, CSR Excellence of The Year, and Most Innovative Product of The Year at the MDDA Awards 2024</li> </ul> | <p><b>2023</b></p>  <ul style="list-style-type: none"> <li>Collaborated with the Ministry of Education to provide free i-LEARN Ace access to all SPM 2022 candidates</li> <li>Partnered with Shopee to help students purchase Sasbadi educational materials through up to RM50 million cash equivalent Shopee vouchers</li> <li>Became an exclusive partner of BOOKR Kids, an award-winning Edtech company from Europe, to market the BOOKR Class digital library in Malaysia</li> </ul> | <p><b>2021</b></p>  <ul style="list-style-type: none"> <li>Corporate Social Responsibility Initiatives:             <ul style="list-style-type: none"> <li>Collaborated with Huawei and TM ONE to provide SPM 2020 candidates free access to i-LEARN Ace from December 2020 until March 2021</li> <li>Hosted a series of 21 webinars named BONGKAR SPM which covered 13 SPM subjects for Form 4 and 5 students to attend free of charge</li> </ul> </li> </ul>   |  |  |   |  |

# Our Core Competencies

The strengths of Sasbadi Group are anchored on these five strategic competencies which drive the Group's missions and vision.

## Creating Contents

At Sasbadi, our central focus is on creating exceptional educational content. We engage exhaustively with experienced writers and teachers for our academic publications, striving to provide top-notch content that supports the academic journey of primary and secondary school students in Malaysia.

Beyond academic publications, our content caters to diverse interests and age groups. For children, our supplementary materials encompass a rich variety, including fiction and non-fiction titles, comics, illustrated storybooks, and globally recognised works by award-winning authors. Similarly, in the realm of adult literature, we contribute to the local literary scene by publishing novels, short stories, poems, biographies, and young adult literature by Malaysian writers.

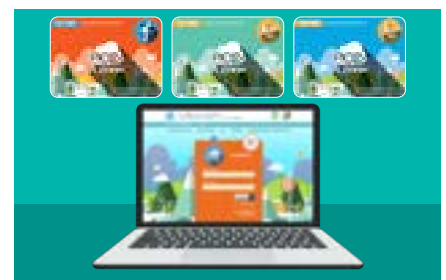
Our pride lies in the adaptability of our content, shaped over the years to meet evolving educational needs, including the production of digital education solutions and technology-enabled blended learning products.



## Developing Technologies

At Sasbadi, we aspire to lead in education technology, recognising the opportunities presented by the Malaysia Digital Economy Blueprint. We strategically allocate significant resources to continuously develop cutting-edge technologies and digital classroom solutions. Our in-house team, comprising programmers, designers, and engineers, collaborate to create a suite of digital solutions, including mobile applications and cloud-based platforms.

Striving to enhance the learning experience, we integrate innovations such as Augmented Reality ("AR") and gamified features into our publications. i-LEARN Ace, our mobile-learning platform for Year 1 to Form 5 students, represents our commitment to providing accessible and effective digital learning solutions. Our printed publications are also enhanced with desirable digital elements (known as hybrid publications) that deliver a teaching and learning experience beyond the traditional print approach. In this digital era, we leverage technology as a powerful enabler to facilitate dynamic and ubiquitous learning.



## Our Core Competencies •



### Nurturing Skills

Since 2005, Sasbadi has been a strategic partner to the Ministry of Education Malaysia (“MOE”) in advocating for Science, Technology, Engineering, and Mathematics (“STEM”) education. Our commitment involves nurturing the younger generation to become future thinkers, creators, and innovators. We actively encourage the development of critical skills such as critical thinking, creative thinking, communication, and collaboration.

In partnership with LEGO® Education, a global brand, we provide engaging tools and platforms for hands-on learning through robotics and programming. In collaboration with the MOE, Sasbadi organises annual robotics competitions including the National Robotics Competition (“NRC”), National Robotics Open Competition (“NROC”), FIRST LEGO League (“FLL”) Malaysia, and FIRST LEGO League Junior (“FLL Jr.”) Malaysia, creating platforms for showcasing talent and fostering innovation.



### Enriching Life

Sasbadi is committed to facilitating lifelong learning for individuals of all ages, recognising the crucial role continuous learning plays in today’s knowledge-based economy. Our diverse offerings cater to both young learners and adults.

In 2019, we expanded our portfolio to include personal upskilling products, offering practical and effective English learning solutions tailored for job seekers and working adults. Recognising the pivotal role of English proficiency, we collaborated with global experts in language education to provide unique and effective English learning programs.

Sasbadi is a Preferred Partner for Linguaskill by Cambridge Assessment English and an exclusive partner for NYC English products in Malaysia.



### Forging Connections

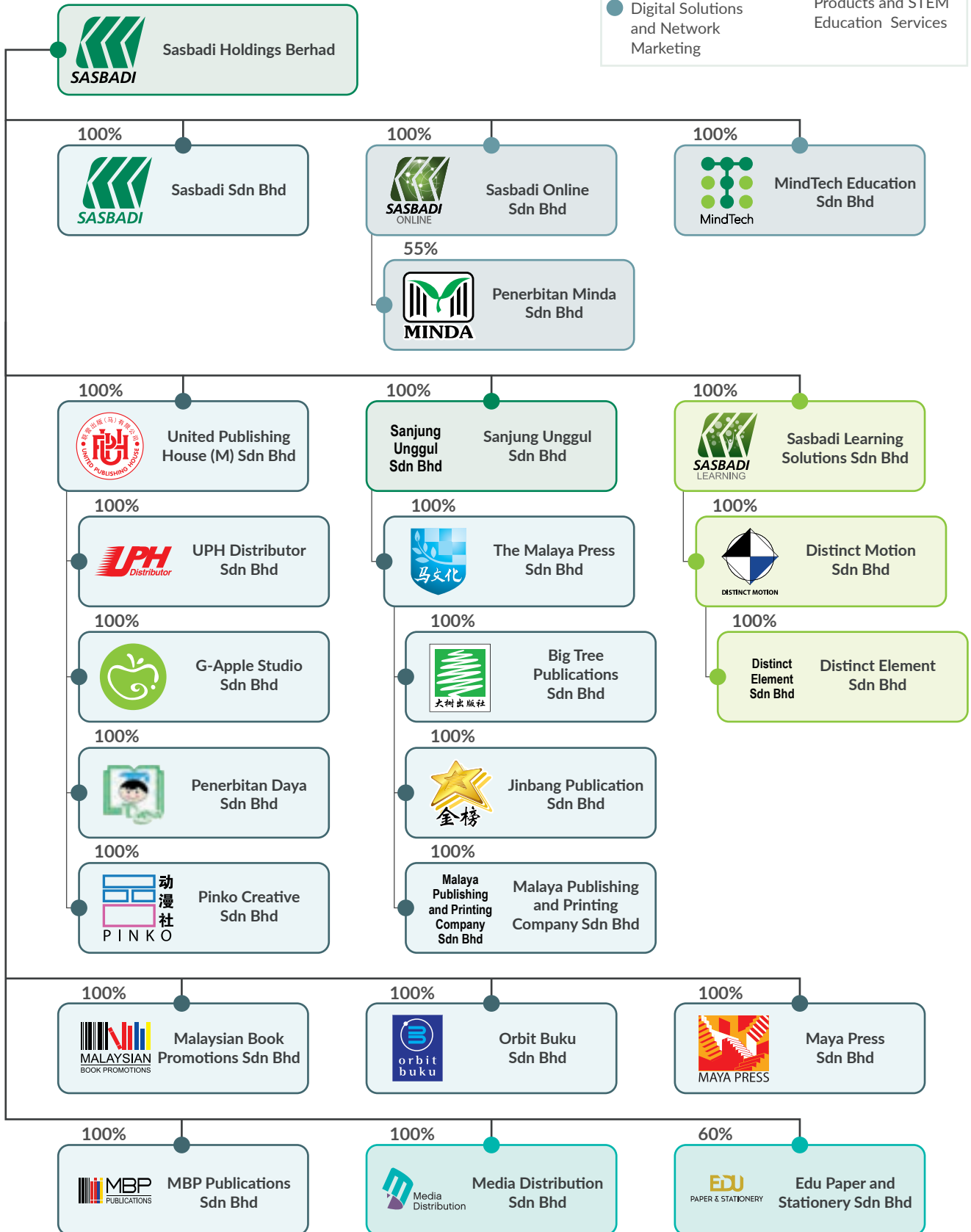
Collaboration stands as a cornerstone in Sasbadi’s strategy to deliver value to customers and stakeholders. To enhance personal engagement, we founded MindTech Education, our network marketing division, providing a personal touch in delivering educational solutions across Malaysia.

Recognising the diversity in cultural backgrounds, accessibility levels, and experiences, we understand that education solutions should be customisable and personalised. MindTech Education actively works to close gaps in education by making our digital education solution, i-LEARN Ace, highly accessible and affordable for all. Our ethos centers around fostering innovation, inclusiveness, and equity to make learning happen, reflecting our commitment to forging meaningful connections in education.

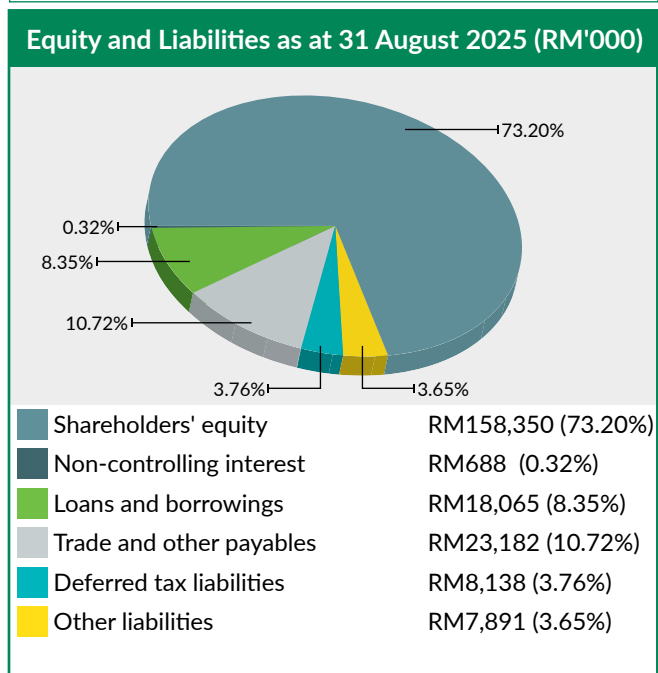
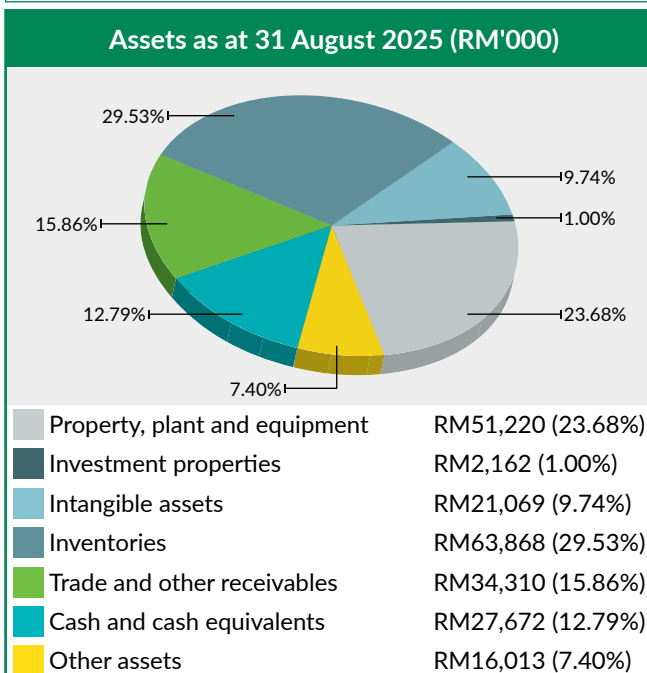
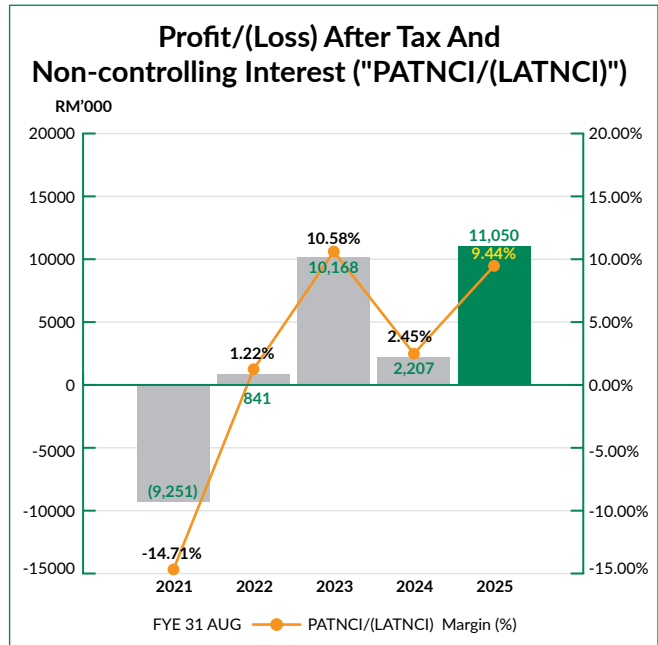
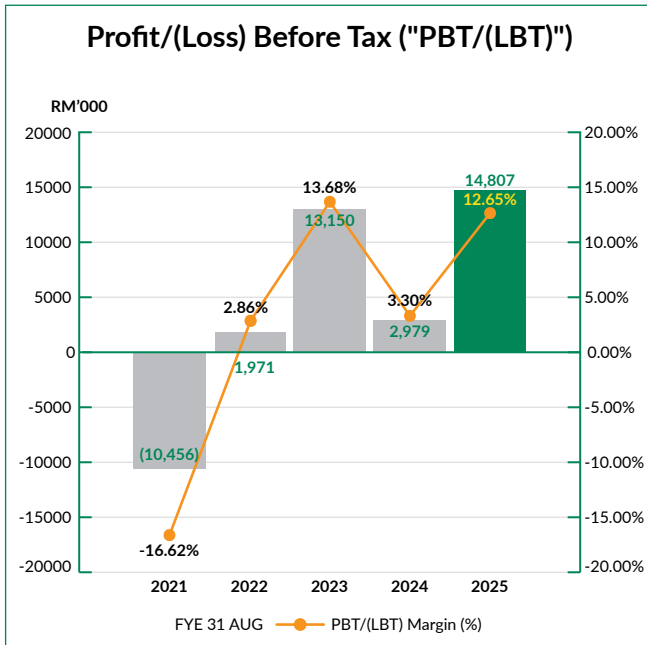
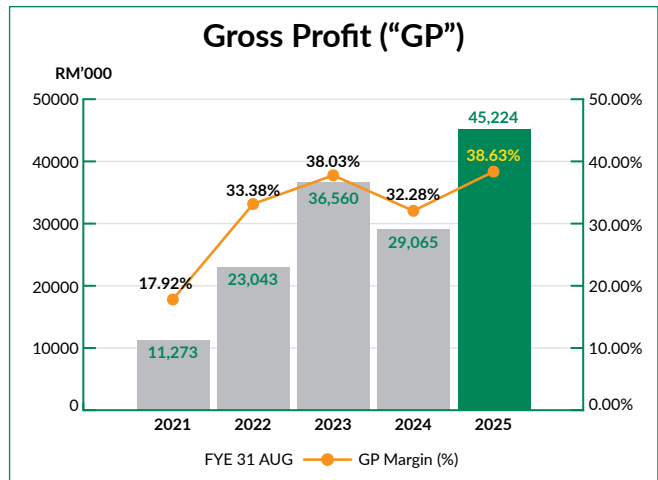
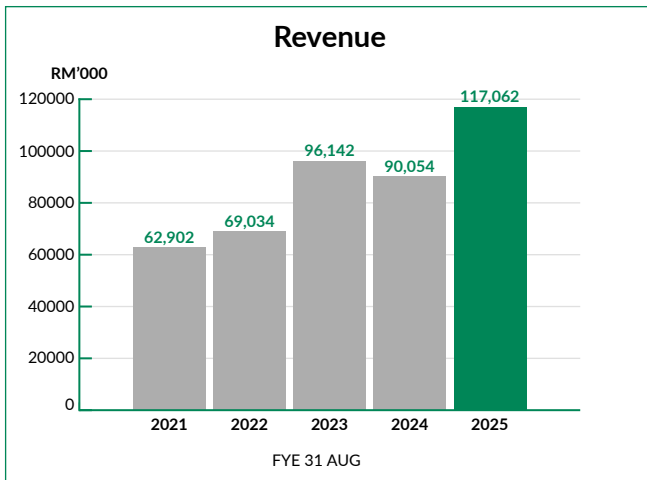


# Group of Companies

- Investment Holding
- Paper-based Stationery
- Print Publishing
- Applied Learning Products and STEM Education Services
- Digital Solutions and Network Marketing



# Financial Highlights



# Message to Shareholders



**Datuk Dr Amin Bin Senin**  
*Independent Non-Executive Chairman*

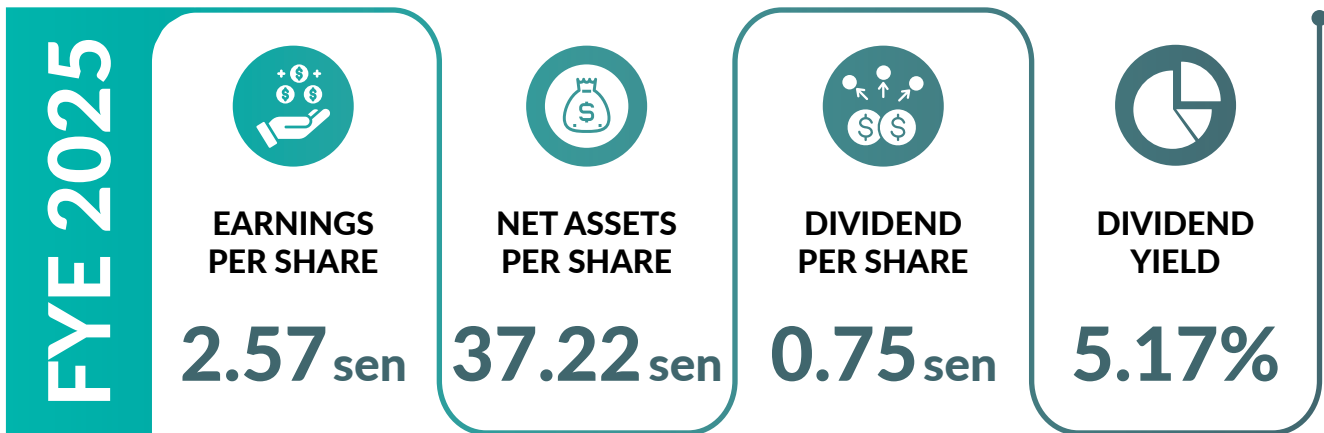


**Law King Hui**  
*Group Managing Director*

## Dear shareholders,

Sasbadi Group achieved significant milestones in the FYE 2025, with annual revenue exceeding RM100 million for the first time and the Group recording its second-highest full-year profit since the FYE 2016, despite a softer-than-expected performance in the fourth quarter. Notably, the second financial quarter was the strongest quarterly performance in the Group's history, underscoring its competitiveness and resilience as it celebrates its 40<sup>th</sup> anniversary.

## Message to Shareholders •



On behalf of the Board of Directors ("the Board") of Sasbadi Holdings Berhad ("Sasbadi Holdings", "Sasbadi", or "Group"), it is our pleasure to present to you Sasbadi's Annual Report for the financial year ended ("FYE") 31 August 2025 ("FYE 2025").

### Overview

For the FYE 2025, the Group achieved a record-breaking feat, delivering the highest full-year revenue in our history. This strong performance was primarily driven by robust sales of our print publications during the first and second financial quarters which were significantly boosted by the MADANI Book Voucher Initiative (30 May 2024 – 31 December 2024). The surge in demand for high-quality educational materials from teachers and students propelled our second financial quarter to record the highest quarterly revenue and profit after tax since the Group's establishment. On the whole, print publishing segment performance was also well supported by healthy school orders for the 2025 academic year beginning February 2025 and continues to anchor the Group's financial performance, underpinned by a highly experienced and diverse editorial team that continues to produce market-leading titles in our 40<sup>th</sup> year of operations. Our team remains attentive to evolving education needs and market trends, ensuring that our products remain relevant in an increasingly digital landscape. Today, our print publications are widely recognised for their integration of digital enhancements, including supplementary materials, interactive media, videos, and audio that enrich the teaching and learning experience beyond the National Curriculum. Furthermore, in an effort to expand our print portfolio, the FYE 2025 also saw two strategic acquisitions including the Intellectual Property ("IP") and inventory of Kohwai & Young Publications (Malaysia) Sdn Bhd, a respected early childhood publisher, and a 60% equity stake in Edu Paper and Stationery Sdn Bhd, producer of notebooks, exercise books, and other paper-based products, thereby broadening the Group's revenue base.

On the digital front, the Group made notable strides in the realm of Artificial Intelligence ("AI") for education. Notably, we entered into a Joint Venture ("JV") with Agmo Capital Sdn

Bhd, a wholly-owned subsidiary of Agmo Holdings Berhad, to jointly develop Malaysia's first localised Large Language Model ("LLM") specifically trained for education. Through this partnership, Sasbadi is leveraging its extensive archive of high-quality educational data and digital IP to drive the development of next generation learning technologies tailored for Malaysian students and educators. As a reflection of the MOE's confidence in Sasbadi's AI capabilities, the AI-enhanced version of our flagship digital platform, known as Ace-it, was showcased at the Ministry of Education Malaysia's ("MOE") Super Booth during the ASEAN AI Malaysia Summit 2025 (12–13 August 2025). In addition, the Group was also appointed by the MOE to be a Strategic Partner for the AI-Powered Classroom Pilot Project (*Projek Rintis Bilik Darjah Dikuasakan AI*), a national initiative involving selected Primary and Secondary schools from August 2025 to March 2026. Under this pilot, Sasbadi will serve as the content provider via the AI-powered Ace-it platform, granting full access to both teachers and students to drive the MOE's aspirations towards a more adaptive and inclusive learning environment.

Finally, we are pleased to report that through the longstanding strategic partnership between MOE and Sasbadi in the areas of Science, Technology, Engineering, and Mathematics ("STEM") education (dating back to 2005), Malaysia's contingent at the 22<sup>nd</sup> World Robot Olympiad International Final 2025 in Singapore (26–28 November 2025) delivered an exceptional performance. Our 16 national teams captured 50% of the available gold medals by winning four gold medals, four silver medals, and two excellence awards, thereby securing Malaysia's position as overall champion for the 13<sup>th</sup> time and outperforming participants from 91 countries. This remarkable achievement demonstrates the global competitiveness of our Malaysian youths in STEM disciplines and critical 21<sup>st</sup> century skills.

## • Message to Shareholders

### Prospects

For the financial year ending 31 August 2026 (“FYE 2026”) and beyond, the Group remains firmly committed to defending and strengthening its leadership position in the print publishing segment, particularly in the area of syllabus-based publishing. In this regard, the Group is actively participating in textbook tenders announced in October 2025 by the Ministry of Education (“MOE”) for the new 2027 school curriculum. These tenders cover all subjects for Primary 1 and Secondary 1, signalling the beginning of a new cycle where textbook tenders are expected to be announced yearly over the next six years for primary schools and five years for secondary schools. The implementation of the new 2027 school curriculum represents a significant growth opportunity for the Group. Besides participating in the textbook tenders, Sasbadi will also allocate substantial resources and place strategic focus towards publishing many new products to meet the needs created by the new curriculum. Beyond that, the Group will continue to leverage its four decades of publishing expertise to innovate across both academic and non-academic print titles, ensuring continued relevance and competitiveness amid the increasing adoption of AI tools in the education sector.

In digital education, the Group will further accelerate the development and enhancement of its AI-driven solutions. Key among these initiatives is the development of the proprietary education-focused Large Language Model (“LLM”) in collaboration with Agmo Capital Sdn Bhd. The Group believes that this LLM will serve as a strategic differentiator, positioning Sasbadi at the forefront of AI-powered education solutions by supporting teachers and students in their daily teaching and learning activities. Upon completion, the LLM will be integrated into the Group’s flagship Ace-it platform (currently powered by third-party LLMs), thereby enabling the generation of safe, curriculum-aligned content that is culturally appropriate and ethically grounded. In parallel, and building on Sasbadi’s participation in the AI-Powered Classroom Pilot Project, the Group is also exploring avenues to develop an on-premise AI solution that may be adopted by all schools nationwide, including rural schools with no internet access, to address challenges being faced in the areas of equitable access and digital sovereignty. Potentially, the Group’s AI solutions (both cloud-based and on-premise) may be bundled with devices such as tablets and smartboards to offer schools a comprehensive, end-to-end AI-Powered classroom solution.

Looking ahead, the FYE 2026 may be a pivotal year in the Group’s new growth phase, marked by both structural opportunities and strategic inflection points. While remaining mindful of prevailing uncertainties, the Group is well positioned to capitalise on new opportunities and emerging prospects through leveraging, disciplined execution, sustained innovation, and strategic partnerships. We enter the new financial year with measured confidence, fully prepared to navigate the evolving education landscape and to deliver long-term value for our stakeholders.

### Appreciation

We extend our deepest appreciation to the Board of Directors for their principled leadership, strategic foresight, and unwavering stewardship, which have been instrumental in guiding the Group through periods of change and complexity. Their sound judgment and long-term vision continue to anchor Sasbadi’s growth and resilience. We would also like to express our heartfelt thanks to Dato’ Salleh Bin Mohd Husein and Dato’ Noor Rezan Binti Bapoo Hashim, who have retired from the Board after close to 12 years of dedicated and distinguished service. Their leadership, experience, and steadfast commitment have played a pivotal role in shaping the Group’s strategic direction and long-term growth, guiding Sasbadi through various phases of transformation and development. We are deeply grateful for their invaluable contributions and wish them every success in their future endeavours.

Our sincere gratitude also goes to the management team and all employees across the Group, whose professionalism, commitment, and collective effort remain the driving force behind our continued progress and operational excellence. In addition, we acknowledge and thank the MOE, strategic partners and all business associates for their confidence, cooperation, and shared commitment to excellence. Their ongoing support has been integral to our success, and as we move forward together, we are confident in our ability to build on these strong foundations to achieve new heights and create lasting value for all stakeholders.

## Message to Shareholders •

### Highlights of FYE 2025 and FYE 2026

|  |   |
|--|---|
|  <p><b>Kohwai &amp; Young</b><sup>®</sup><br/>PUBLICATIONS (MALAYSIA) SDN BHD</p>   | <p><b>December 2024</b></p> <p>The acquisition of the Intellectual Property Rights and inventory of Kohwai &amp; Young Publications (Malaysia) Sdn Bhd was successfully completed</p>                               |
| <p><b>March 2025</b></p> <p>The acquisition of Edu Paper And Stationery Sdn Bhd was completed, with the company successfully becoming a 60%-owned subsidiary of Sasbadi Group</p>  |    |
|    | <p><b>May 2025</b></p> <p>Sasbadi celebrated its 40<sup>th</sup> anniversary, marking 40 vibrant years of growth, resilience, and innovation in the field of education</p>  |
| <p><b>August 2025</b></p> <p>Invited to participate in the Ministry of Education's AI-Powered Classroom Pilot Project running from August 2025 to March 2026. Sasbadi will serve as a digital content provider for the Project</p>     |    |
|   | <p><b>October 2025</b></p> <p>Secured a contract from the Ministry of Education for the provision of English language proficiency testing services for English Option Teachers at a contract value of RM500,000</p> |
| <p><b>October 2025</b></p> <p>Entered into a Joint Venture with Agmo Capital Sdn Bhd, a wholly-owned subsidiary of Agmo Holdings Berhad, to jointly develop Malaysia's localised Large Language Model (LLM) tailored for education</p> |    |
|   | <p><b>November 2025</b></p> <p>Secured a contract from the Ministry of Education for the supply and delivery of interactive digital storybooks for preschools at a contract value of RM432,000</p>                  |

# Management Discussion and Analysis



**Law King Hui**  
*Group Managing Director*

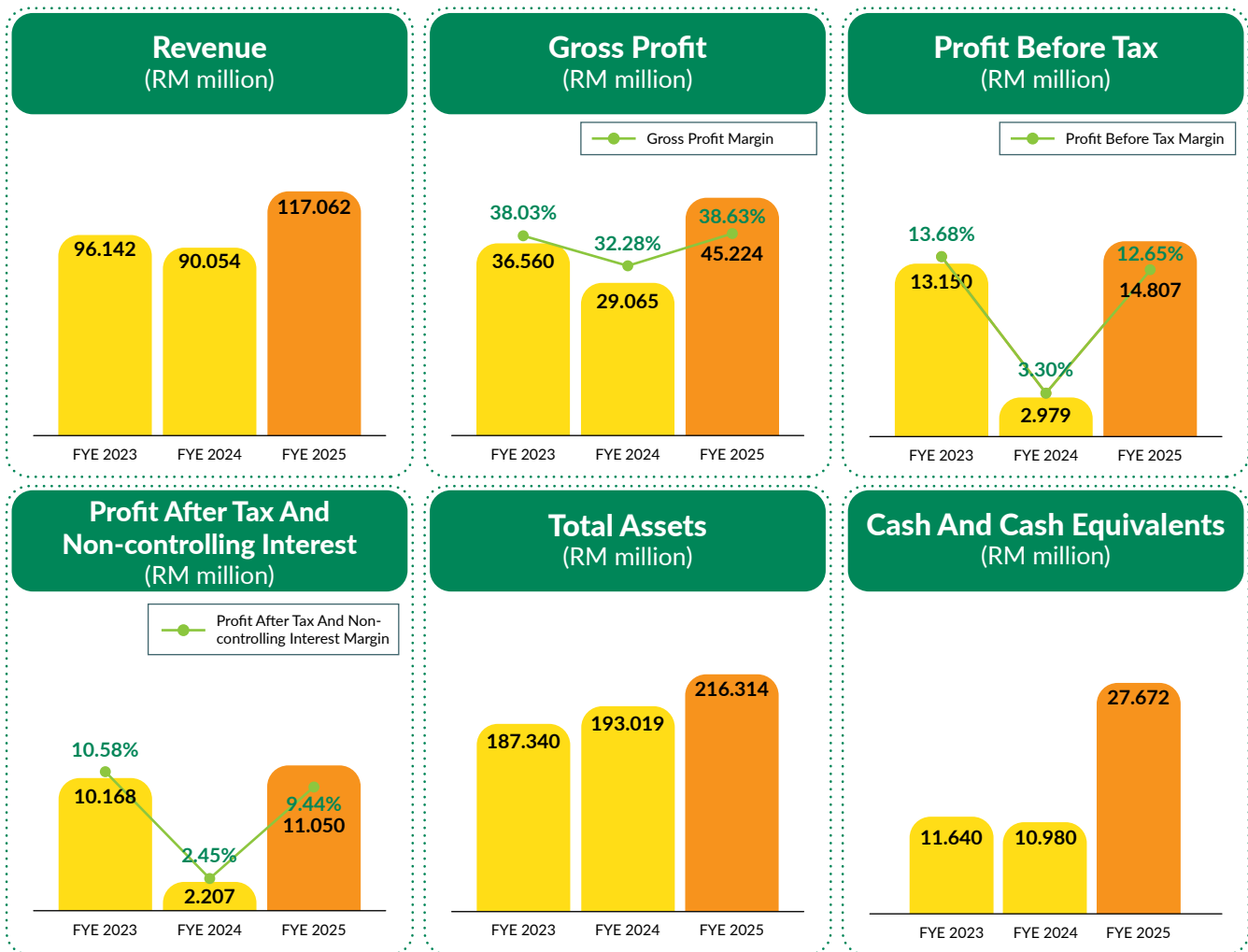


**Chan Yuet Leng**  
*Group Chief Financial Officer*

FYE 2025 has been a notable financial year for Sasbadi Group as we achieved the highest full-year revenue in our history, underpinned by sustained and robust demand for our quality, trusted print publications.

Concurrently, the Group made meaningful strides in advancing AI-driven education solutions, laying a solid foundation for innovation-led growth. These initiatives are expected to translate into tangible outcomes for the FYE 2026 and onwards as our digital and AI solutions move closer to commercialisation and wider adoption.

## Management Discussion and Analysis •



### Overview of Operations

Sasbadi Holdings Berhad ("Sasbadi Holdings", "Sasbadi", or "the Company") is an investment holding company while the Group (i.e. Sasbadi Holdings and its subsidiaries) is an education solutions provider. Further details on the Group's subsidiaries are disclosed in Note 8 to the Financial Statements section in this Annual Report.

The Group's history began with the incorporation of Sasbadi Sdn Bhd ("SSB") in 1985, which commenced its operations as a publisher of printed educational materials within the same year. In order to meet the teaching and learning needs of the 21<sup>st</sup> century, the Group evolved from being mainly an educational print publisher to a provider of diverse education solutions which include digital technology that enables effective and efficient teaching and learning, applied learning tools that facilitate teaching and learning, applied learning tools that facilitate Science, Technology, Engineering, and Mathematics ("STEM") education, education services, English language learning cum assessment solutions and a direct selling business. On 23 July 2014, the Company was successfully listed on the Main Market of Bursa Malaysia Securities Berhad.

The Group's premises include our Head Office in Kota Damansara, Petaling Jaya, Selangor; an office in Sri Petaling, Kuala Lumpur where United Publishing House (M) Sdn Bhd ("UPH") and its subsidiaries ("UPH Group") and Sanjung Unggul Sdn Bhd ("SUSB") and its subsidiaries ("SUSB Group") operate; an office in Cova Square, Kota Damansara, Petaling Jaya, Selangor where MindTech Education Sdn Bhd ("MindTech Education") operates and an office in Rawang, Selangor where Edu Paper And Stationery Sdn Bhd operates.

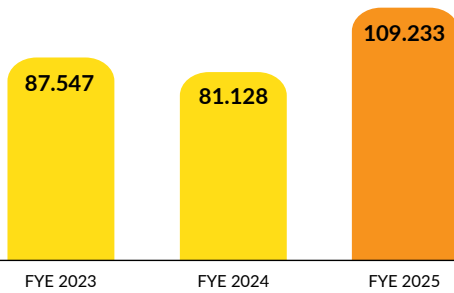
The Group's operations are divided into the following segments:

- i. Print publishing, which is further divided into the following:
  - a. Academic print publishing focusing on both national and national-type (Chinese) schools and also early childhood education; and
  - b. Non-academic print publishing which includes comic books, novels, dictionaries and other general titles.
- ii. Digital education solutions and services, and network marketing;
- iii. Applied learning products ("ALP") and STEM education; and
- iv. Paper-based stationery.

## • Management Discussion and Analysis

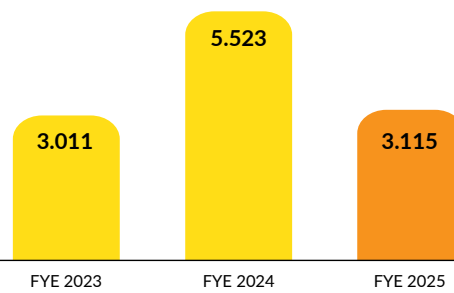
### Print Publishing Segment

Revenue  
(RM million)



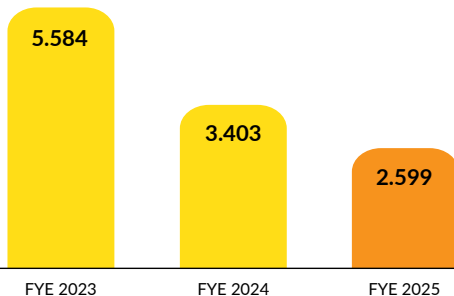
### ALP & STEM Education Segment

Revenue  
(RM million)



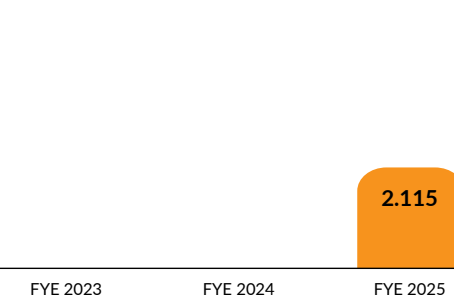
### Digital Solutions & Network Marketing Segment

Revenue  
(RM million)



### Paper-based Stationery Segment

Revenue  
(RM million)



### Financial Review

For the financial year ended ("FYE") 31 August 2025, the Group recorded a revenue of RM117.062 million and profit after tax and non-controlling interest ("PATNCI") of RM11.050 million as compared to a revenue of RM90.054 million and PATNCI of RM2.207 million for the preceding financial year, representing an increase of RM27.008 million (equivalent to 29.99%) in revenue and RM8.843 million (equivalent to 400.68%) in PATNCI.

Across the Group's segments, the Print Publishing segment recorded a revenue of RM109.233 million in the current financial year as compared to RM81.128 million in the preceding financial year, representing an increase of RM28.105 million (equivalent to 34.64%). The Digital Solutions & Network Marketing segment recorded a revenue of RM2.599 million for the current financial year as compared to RM3.403 million for the preceding financial year, representing a decrease of RM0.804 million (equivalent to 23.63%). The ALP & STEM segment recorded a revenue of RM3.115 million for the current financial year as compared to RM5.523 million for the

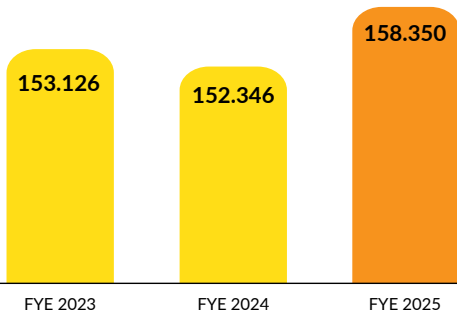
preceding financial year, representing a decrease of RM2.408 million (equivalent to 43.60%). Lastly, our newly established Paper-based Stationery segment recorded a revenue of RM2.115 million for the current financial year.

With the increase in overall revenue, the Group recorded a profit before tax ("PBT") of RM14.807 million for the current financial year vis-à-vis a PBT of RM2.979 million for the preceding financial year. This represents an increase of RM11.828 million (equivalent to 397.05%) primarily due to the higher revenue achieved and lower provision of inventories write-down being recognised in the current financial year as compared to the previous financial year. This is partly offset by higher operating costs amid prevailing general market conditions and losses incurred by our newly acquired subsidiary.

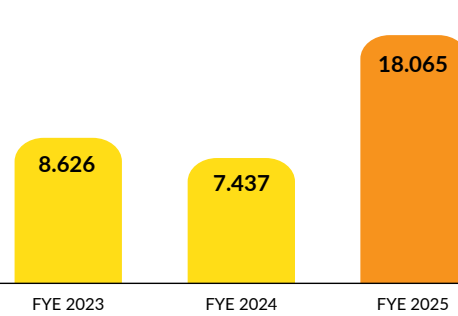
The equity attributable to owners of the company increased to RM158.350 million as of 31 August 2025 from RM152.346 million as of 31 August 2024. The increase in equity was mainly attributed to current year profits offset by the purchase of treasury shares and the payment of dividends totalling RM1.828 million and RM3.218 million respectively.

## Management Discussion and Analysis •

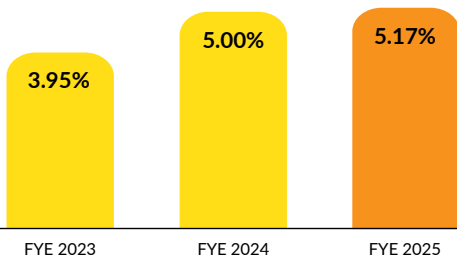
### Shareholders' Equity (RM million)



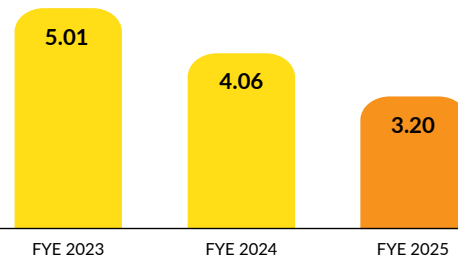
### Total Loans & Borrowings (RM million)



### Dividend Yield



### Current Ratio



The Group recorded an earnings per share ("EPS") of 2.57 sen for the FYE 31 August 2025 as compared to an EPS of 0.51 sen for the FYE 31 August 2024 resulting from the higher profit achieved during the financial year. The Group's debt-to-equity ratio was 0.11 times as of 31 August 2025 vis-à-vis 0.05 times as of 31 August 2024. The increase in the Group's debt-to-equity ratio was mainly due to higher loan and borrowings, which increased from RM7.437 million to RM18.065 million as of 31 August 2024 and 31 August 2025 respectively. However, the Group is in net cash position for the current and preceding financial years as it has cash and cash equivalents of RM27.672 million and RM10.980 million as of 31 August 2025 and 31 August 2024 respectively.

Current ratio has decreased to 3.20 times as of FYE 31 August 2025 as compared to the previous financial year at 4.06 times as of 31 August 2024, resulting from the increase in trade payables to purchase raw materials to meet our customers' demands and the increase in accrued royalty and sales commission.

### Dividend

The Board of Directors declared and approved the payment of an interim single-tier dividend of RM0.005 per ordinary share on 29 April 2025 and a second interim single-tier dividend of RM0.0025 per ordinary share on 28 October 2025 in respect of the financial year ended 31 August 2025.

• Management Discussion and Analysis

Review of Operating Segments



As we mark our 40<sup>th</sup> year of establishment, Sasbadi Group’s mission remains crystal clear: to deliver effective and impactful learning solutions that empower students, teachers, and young adults to achieve their aspirations.

Building upon this strong foundation, we are expanding our role in digital education through the development of innovative, AI-enabled solutions that enhance teaching effectiveness and personalise learning. By integrating print, digital, and AI-driven platforms, we aim to create meaningful, future-ready learning environments that equip learners to thrive in an increasingly technology-driven world.

## Management Discussion and Analysis •



Despite macroeconomic challenges in the FYE 2025, strategic initiatives by the government like the MADANI Book Voucher has driven positive momentum. Our focus on product innovation will drive growth as we continue to inspire learning and deliver value in the evolving education landscape.

### Print Publishing

The Group's Print Publishing segment's revenue increased from RM81.128 million for the preceding financial year to RM109.233 million for the current financial year, representing an increase of RM28.105 million (equivalent to 34.64%).

Year-on-year, the Group's academic print publishing segment recorded a substantial increase in revenue, driven by strong demand for our print publications and significantly supported by the MADANI Book Voucher Initiative (30 May 2024 - 31 December 2024) launched by Prime Minister Datuk Seri Anwar Ibrahim. During this period, the Group effectively leveraged its extensive sales network and long-standing partnerships with booksellers to promote Sasbadi publications to students, delivering encouraging results. Performance within the print segment was further reinforced by healthy school orders for the 2025 academic year commencing February 2025, with sustained demand underpinned by the innovative features of Sasbadi's products, including hybrid print-digital elements that enhance the teaching and learning experience. In the FYE 2025, the Group also introduced several new titles, such as Rahsia Karangan Cemerlang SPM, Masterclass STPM, and WOW Komik, which broadened our footprint in the academic publishing market, alongside Komik STEM Why?, marking the Group's inaugural entry into the educational comics segment.

On the textbook tender front, the Group managed to secure two (2) contracts (Package 15 and Package 18) from the Ministry of Education ("MOE") on 5 August 2024 to supply reprinted textbooks ("BCS") to schools under the MOE for the period from 5 August 2024 to 4 August 2026 with a total contract value of RM11.707 million. This has resulted in the increase in overall revenue contribution from textbook contracts from RM3.845 million in the FYE 31 August 2024 to RM10.262 million for the current financial year.

### Digital Solutions and Network Marketing

The Group's Digital Solutions and Network Marketing segment's revenue decreased from RM3.403 million for the preceding financial year to RM2.599 million for the current financial year, representing a decrease of RM0.804 million (equivalent to 23.63%).

### Sasbadi Group's Popular Academic Book Series in the FYE 2025



#### Nota GALUS Series

Concise study notes that use simple text and visual graphics to convey key facts in a clear and structured way



#### WOW Grafik Series

Attractive graphic visuals and colourful illustrations to help students remember important facts and concepts



#### Gerak Gempur Series

Workbooks published according to textbook topics and assessment aspects based on the Curriculum and Assessment Standard Document (DSKP)

## • Management Discussion and Analysis

Despite the softer performance recorded during the financial year, the Group made meaningful progress in the development of its flagship digital platform, Ace-it. Key enhancements included the integration of AI-enabled functionalities designed to support teachers and students by providing AI-generated content aligned to the National Curriculum through a seamless and integrated digital experience. While these product research and development (“R&D”) initiatives have yet to generate direct revenue, they have delivered encouraging strategic outcomes. Notably, the Group was invited by the MOE to showcase Ace-it at the ASEAN AI Malaysia Summit 2025 (12-13 August 2025) under the MOE’s Super Booth, underscoring institutional confidence in Sasbadi’s capability to deliver next-generation education solutions. In parallel, the Group was also invited to participate in the AI-Powered Classroom Pilot Project, a nationwide initiative running from August 2025 to March 2026 that focuses on the strategic integration of hardware, software, and AI technologies to deliver a more adaptive and inclusive learning environment across selected schools. Under this initiative, Sasbadi will serve as a strategic partner for content, collaborating with numerous appointed infrastructure strategic partners.

Subsequent to the financial year end, the Group also signed two (2) Letters of Acceptance from the MOE. These include a contract valued at RM500,000 for the provision of English language proficiency testing services for English option teachers, as well as a contract valued at RM432,000 for the supply and delivery of interactive digital storybooks for preschool education. Together, these contracts reflect the Group’s continued relevance and growing footprint in both digital education services and content delivery.

### Applied Learning Products (“ALP”) and STEM Education

The Group’s ALP and STEM segment’s revenue decreased from RM5.523 million for the preceding financial year to RM3.115 million for the current financial year, representing a decrease of RM2.408 million (equivalent to 43.60%).

The softer performance during the current financial year was primarily attributable to the MOE’s moderation in fund allocation to schools, as compared to the preceding financial year, to promote Science, Technology, Engineering, and Mathematics (“STEM”) education.

Notwithstanding this, the Group remains encouraged by the sustained relevance and long-term impact of its STEM initiatives. Through Sasbadi’s long-standing partnership with the MOE, which began in 2005, the Malaysian contingent once again achieved outstanding success at the World Robot Olympiad International Final 2025 held in Singapore from 26 to 28 November 2025. The team emerged as Overall Champion for the 13<sup>th</sup> time, reaffirming Malaysia’s position on the global stage. This remarkable accomplishment not only reflects the effectiveness of Malaysia’s STEM education ecosystem, but also highlights the creativity, technical proficiency, and 21<sup>st</sup> century competencies of Malaysian youths, reinforcing the Group’s commitment to nurturing future-ready talent.

### Paper-based Stationery

The Group’s Paper-based Stationery segment’s revenue stood at RM2.115 million for the current financial year. As this is a newly established segment in the FYE 2025, no year-on-year comparison can be made.

During the FYE 2025, Edu Paper and Stationery Sdn Bhd focused primarily on the production of exercise books for the school market, including the manufacture of school-branded exercise books for nationwide distribution to support daily teaching and learning activities. Furthermore, the Company continued to serve several international customers and has, during the current financial year, implemented initiatives aimed at expanding its international customer base.



## Management Discussion and Analysis •

### Malaysian Contingent Comes Out On Top Again at the World Robot Olympiad (WRO) International Final 2025

Held in Singapore from 26-28 November 2025, Malaysia bested over 1,571 students from 91 countries in WRO 2025, bringing home four golds, four silvers, and two Excellence Awards.

This outstanding performance marks Malaysia's 13<sup>th</sup> overall champion title since 2005, strengthening the nation's legacy as one of the most successful countries in the history of WRO.



Our students have showcased their incredible ability to think critically and solve complex problems, as well as innovate and adapt in the face of great challenges. This shows that our robotics programmes are apt in nurturing effective individuals in the 21<sup>st</sup> Century landscape, where technology such as artificial intelligence is becoming more prevalent.



## • Management Discussion and Analysis

### Risks & How We Mitigate Them



#### Anticipated or Known Risks

##### Competition

We face competition from existing competitors as well as potential new entrants to the educational publishing industry. Barriers to entry in the industry are relatively low based on capital requirements, as many functions in the publishing processes may be outsourced to third parties. However, product development and operating costs can be high, given the long lead time from conceptualisation to completion in product development.

Our competitive strengths such as our established track record of 40 years in the industry, strong brand awareness among students, teachers and parents, extensive distribution network, large customer base, diverse product range, in-house content development, experienced management and editorial teams, economies of scale and, in particular, our in-house digital technology and AI capabilities put us in a strong position to fend off competition.

##### Seasonality

The Group's business operations are exposed to seasonality patterns as the Group generally experiences significantly higher quarterly sales in months approaching the beginning of

a new school academic year. As a result, the seasonal sales patterns may adversely impact the Group's quarterly revenues, profit and cash flow.

The Group takes seasonality patterns into consideration for our cash flow planning. In addition, the Group is consistently seeking ways to reduce the impact of seasonality patterns such as stepping up our efforts to grow our non-academic and digital solutions segments, which are less prone to seasonality, and the private and international school segment which follows a different academic year period from that of our national schools. To smoothen out the effects of seasonality, the Group will also use strategic Mergers & Acquisitions such as the acquisition of a 60% stake in Edu Paper and Stationery Sdn Bhd to tap into new revenue streams.

##### Fluctuations in the Price of Paper

Paper is a major raw material used in our business. As paper is a commodity, it is subject to global paper price fluctuations. In the event that the increase in paper prices is too steep or prolonged, there is a risk that we may be unable to pass the entire cost increase to our consumers for fear of pricing our products beyond their affordability. This may then adversely affect our financial performance.

## Management Discussion and Analysis •

To mitigate this risk, we maintain a buffer inventory of paper which can serve our purposes for up to six (6) months while we source for alternative supplies that are more favourable.

### Infringement of Intellectual Properties ("IPs")

The Group develops and uses various IPs in connection with our business. In this regard, we are susceptible to claims by third parties for copyright infringements and, similarly, we are also susceptible to the copyright of our IPs being infringed by third parties. As such, in defending our legal rights, the Group may be exposed to suits and counter suits by third parties. Such disputes and the resolution of such disputes may be time consuming and costly.

Therefore, the Group requires our authors to indemnify us for any losses and damages that arise should their works be found to have infringed on any copyright. We also own the copyrights to all published versions of our titles, which are protected under the Copyright Act 1987.

### Changes in Educational Curriculum and Policies

As the Group is principally an education solutions provider, any changes in education curriculum and policies may have an impact on our operations and would require us to react quickly. Nevertheless, such changes are usually announced ahead of time which provides us sufficient time to align our business activities with the anticipated changes. In addition, having a pool of experienced editors puts us in a good position to respond in a timely manner.

### Stock Returns and Obsolescence

The Group typically publishes new editions of educational materials every year. Some of the educational materials that we sell may be returned to us (subject to compliance with our return policy and stocks are returned in good condition) for either a full refund or an offset against future purchases. Such returned stocks are commonly resold to other customers. Returned stocks that are not resold after a period of time, as with all other slow-moving stocks will become obsolete and may need to be written off and sold as scrap. This may adversely affect our profitability if the volume of obsolete stocks is large.

To mitigate this risk, the Group relies on data analytics to monitor the sales and distribution of stocks. This includes analysing historical and current trends of demand for our titles which enables us to manage our supply chain efficiently to reduce the risk of overproduction and sales returns.

### Foreign Exchange Transaction Risk

Our purchases of paper and LEGO® Education robotics products are denominated in United States Dollar ("USD") while purchases of our English upskilling product, Linguaskill, are denominated in Great British Pound ("GBP"). Accordingly,

we are exposed to foreign exchange transaction risks and any unfavourable movements in USD and GBP against RM will have an adverse impact on our profitability.

For the FYE 31 August 2025, we did not suffer any material losses arising from foreign exchange transactions. Our Group will use forward exchange contracts to hedge against this risk if necessary.

### Dependency on Key Management Personnel and Experienced Editors

The Group's continued success will depend, to a significant extent, on the abilities, skills, experience, competency and continuous efforts of our key management personnel (which include our Executive Directors) and experienced editors. As such, the loss of any of our key management personnel and experienced editors, without a suitable and timely replacement, may have a material adverse impact on our business and our continuing ability to compete effectively.

The Group recognises the importance of attracting and retaining our key management personnel and experienced editors, and has put in place competitive compensation packages. In addition, the Group provides a healthy working environment, practices a conducive work culture, upholds good work ethics, and fosters good working relationships among our employees. The Group has also put in place succession planning and provides training and career development opportunities to our employees.

### Compliance Management

During the course of business, the Group is subject to the risk of legal or regulatory sanctions, financial loss or damage to reputation resulting from failure to comply with laws, regulations, rules, other regulatory requirements or codes of conducts. To mitigate this risk, the Group actively identifies and assesses all applicable laws, regulations, rules and policies (including internal policies) applicable to all our operating activities to ensure compliance. Furthermore, we take active steps in implementing good corporate governance in compliance with the Malaysian Code on Corporate Governance ("MCCG") to promote corporate accountability and to build sustainable value.

- Management Discussion and Analysis

## Future Prospect



For the FYE 2026, Sasbadi Group remains mindful of the challenges posed by a volatile macroeconomic environment and a rapidly evolving education landscape shaped by advances in AI. Viewing these developments as opportunities, the Group will leverage its extensive educational data and four decades of experience to further strengthen its digital platforms and AI-enabled solutions, delivering meaningful improvements to teaching and learning processes.

## Management Discussion and Analysis •



**Sasbadi Group will remain focused on defending its leadership position in the print publication sector by continuously developing innovative products that respond to evolving customer needs and market trends. Furthermore, the Group will place strong emphasis on securing Ministry of Education textbook tenders for the new 2027 school curriculum over the next six years, recognising these tenders as a key driver of growth.**

Since its establishment in 1985, Sasbadi Holdings Berhad has undergone a continuous journey of transformation, growing from its origins as a print-based publisher into a comprehensive education solutions provider in Malaysia. Over the past four decades, the Group has progressively broadened its portfolio to support learners and educators across multiple stages of the education ecosystem, encompassing print, digital, applied learning, and emerging technology-driven solutions. As the education landscape continues to evolve, Sasbadi remains focused on strengthening its leadership position through disciplined execution of core strategies, sustained innovation, and strategic investments, ensuring the Group remains relevant, resilient, and well positioned to meet the future needs of Malaysia's education sector.

In the FYE 2026, Sasbadi Group will continue to drive innovation across its print publications portfolio, with a strong focus on new product development to expand our presence in both the academic and non-academic segments. We recognise that today's learners have evolving preferences, including a growing demand for shorter, more concise reference materials and visually engaging content. In response, the Group will refine its print publishing strategies to remain relevant and competitive amid changing consumer expectations. The FYE 2026 also marks a pivotal year for the Group's textbook publishing business. In October 2025, the Ministry of Education ("MOE") announced 21 textbook tenders in relation to the implementation of the new 2027 school curriculum, with a total tender value exceeding RM90 million. Covering all Primary 1 and Secondary 1 subjects, these tenders signal the start of a new procurement cycle, with further tenders expected to be announced annually over the next six years for primary schools and five years for secondary schools. Participation in these tenders represents a significant growth opportunity for Sasbadi Group, and we will be allocating substantial resources and expertise to enhance our prospects of success. Beyond textbook tenders, the rollout of the new 2027 curriculum also creates opportunities for the Group to develop and publish new curriculum-aligned products, which will remain a key strategic focus beyond FYE 2026.

In the area of artificial intelligence, the FYE 2026 is expected to be a particularly transformative year for Sasbadi Group as we place full strategic focus on the development of Malaysia's first localised Large Language Model ("LLM") trained specifically for education. This initiative is being undertaken through our joint venture with Agmo Capital Sdn Bhd, a wholly-owned subsidiary of Agmo Holdings Berhad and a leading provider of digital solutions. Building on our early investments in digital education intellectual property ("IP") since the early 2010s, Sasbadi Group today commands a deep and extensive repository of curriculum-aligned, high-quality educational data that has been



## • Management Discussion and Analysis

meticulously curated to reflect local pedagogical needs, cultural sensitivities and ethical considerations. This proprietary data foundation positions the Group to spearhead the development of next-generation AI-powered education tools that are both safe and purpose-built for Malaysian students and educators. Importantly, this curated data repository serves as a natural barrier to entry and a key competitive advantage, enabling the creation of a ring-fenced, responsible and education-specific LLM that prioritises accuracy, relevance and learner safety. Beyond domestic deployment, the Group also sees longer-term potential to leverage this LLM for selected international markets seeking high-quality, education-focused datasets for AI training, in line with regional and global shifts toward AI-driven learning ecosystems.

In the area of digital education, the Group will place strong emphasis on the continued enhancement of its flagship AI-enabled digital learning platform, Ace-it, in the FYE 2026 and beyond. The platform was prominently showcased at the MOE’s Super Booth during the ASEAN AI Malaysia Summit 2025 (12–13 August 2025) and is currently being implemented under the national AI-Powered Classroom Pilot Project, which runs from August 2025 to March 2026. While Ace-it is presently supported by third-party LLMs, the platform will be integrated with the Group’s proprietary localised LLM upon

its successful completion. To date, Ace-it has been deployed across participating pilot schools nationwide, with the Group receiving positive and encouraging feedback from both educators and students. In parallel, the Group is developing an on-premise version of the Ace-it platform, inclusive of its AI functionalities, to enable effective deployment in rural and underserved schools with limited or no internet connectivity. This initiative reflects the Group’s commitment to ensuring equitable access to high-quality digital learning solutions regardless of infrastructure constraints. Looking ahead, the Group is also exploring opportunities to bundle its AI solutions (both cloud-based and on-premise) with hardware such as tablets and smartboards, offering schools a fully integrated, end-to-end AI-powered classroom ecosystem.

Looking ahead to the FYE 2026 and beyond, the Group anticipates a positive growth trajectory, supported by opportunities to enhance revenue and earnings sustainability. Backed by 40 years of brand strength and trusted relationships, we are well positioned to expand our offerings across both print and digital education segments. While remaining mindful of external uncertainties, the Group will continue to invest prudently, manage risks proactively, and pursue innovation to drive long-term, sustainable value.

## Sasbadi’s FYE 31 August 2026 Core Strategies:



Drive innovation across the Group’s entire print publications portfolio to defend its leadership position



Focus on securing textbook tenders for the implementation of the new 2027 school curriculum



Develop Malaysia’s localised Large Language Model (“LLM”) trained specifically for education



Market our AI-enabled digital learning platform, Ace-it, for school adoption



## Management Discussion and Analysis •

### Sasbadi's Role in the AI-Powered Classroom Pilot Project by the Ministry of Education

Running from August 2025 to March 2026, the AI-Powered Classroom Pilot Project by the Ministry of Education is a nationwide initiative involving Primary and Secondary schools.

The Project aims to equip classrooms of the selected schools with hardware, software, and AI technologies to deliver a more adaptive and inclusive learning environment.

Only a select group of strategic partners are involved in this Pilot Project. Sasbadi Group, being one of them, will serve as the provider of AI-powered digital contents.



### About Sasbadi Ace-it

- ▶ *AI-Powered*
- ▶ *Customisable Features*
- ▶ *Personalised and People-centric Platform*

**Digital Teaching and Learning Platform**



# Board of Directors

# Board of Directors •



**Lee Swee Hang**  
Executive Director

**Tang Yuen Kin**  
Independent  
Non-Executive Director

**Law Yi Chian**  
Executive Director

**Datuk Dr Amin  
Bin Senin**  
Independent  
Non-Executive Chairman

**Law King Hui**  
Group Managing  
Director

**Datuk Dr Habibah  
Binti Abdul Rahim**  
Independent  
Non-Executive Director

**Datu Dr Rashidah  
Binti Bolhassan**  
Senior Independent  
Non-Executive Director

# Directors' Profiles



## Datuk Dr Amin Bin Senin

*Independent Non-Executive Chairman*

Nationality - Malaysian

Gender - Male

Age - 66

He also held the position of Deputy Director-General in Policy and Education Development sector (Sektor Dasar dan Pembangunan Pendidikan) and Deputy Director-General in Teaching Professionalism Development sector (Sektor Pembangunan Profesionalisme Keguruan), before he was entrusted with the position of Director General of Education on 19 October 2017.

On 19 January 2024, he was appointed chairman of the National Education Advisory Council for 2023-2025.

He does not hold directorship in any other public companies or listed issuers. He has no family relationship with any Director and/or major shareholder of the Company nor does he have any conflict of interests with the Company. He has not entered into any transaction, whether directly or indirectly, which has a conflict of interests or potential conflict of interest (including competing businesses) with the Company or its subsidiaries, and has no convictions for offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Datuk Dr Amin Bin Senin ("Datuk Amin") is the Independent Non-Executive Chairman of the Company and was appointed to the Board on 1 July 2024.

He graduated with a Degree in Bachelor of Science with Education from Universiti Sains Malaysia and holds a Doctorate in Education Management from Universiti Malaysia Sabah and Master's Degree in Human Resource Development from Universiti Putra Malaysia. Datuk Amin retired in 2019 from his last position as the Director General of Education at Ministry of Education ("MOE") Malaysia. As an educator, Datuk Amin has significantly contributed to national education as an educational thinker and leader, spearheading education transformation initiatives and being actively involved in educational thought leadership.

Throughout his 35 years of service in the field of education, he has held various positions, starting as a teacher and progressing to Principal, Head District Education Officer, Head of Sector in the Education Department, Deputy Director in several divisions of the MOE, Deputy Director of the Malaysia Teaching Institute (Institut Pendidikan Guru Malaysia), Director of the Aminuddin Baki Institute, and Head of Project Management Office (PMO) which oversees the Malaysian Education Development Plan 2013-2025 (PPPM 2013-2025).

- Recipient of the National Education Leadership Award in 2020 by the Ministry of Education Malaysia
- Recipient of the Global Award for Excellence in Education Leadership and Teaching in 2019 at the World Education Congress in India
- Recipient of "Tokoh Guru Suluh Budiman 2024" by Sultan Idris University of Education
- Recipient of "Tokoh Maulidur Rasul Sabah 2024"

## Directors' Profiles •



### Law King Hui

*Group Managing Director*

Nationality - Malaysian

Gender - Male

Age - 66

He has enjoyed a colourful career as an entrepreneur with more than 45 years of experience in the education industry. He has held numerous key positions over a span of more than 35 years in various organisations, including Chairman of the World Robot Olympiad (WRO) Advisory Council; President of the ASEAN Book Publishers Association (ABPA); Chairman of the Malaysian Book Industry Council (MBIC); President of the Malaysian Book Publishers Association (MABOPA); Treasurer of the Majlis Buku Kebangsaan Malaysia (MBKM), amongst others.

His contributions to Malaysia's book industry led to him being selected as one of the 21 personalities documented in the publication "Tokoh-tokoh Perbukuan Malaysia"<sup>1</sup> by the National Library Malaysia.

He does not hold directorship in any other public companies or listed issuers. Save for the family relationship with Law Yi Chian, who is his daughter, he has no family relationship with any other director and/or major shareholder of the Company. He has not entered into any transaction, whether directly or indirectly, which has a conflict of interests or potential conflict of interest (including competing businesses) with the Company or its subsidiaries, and has no convictions for offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

<sup>1</sup>Md Sidin Ahmad Ishak. 2011. *Tokoh-tokoh Perbukuan Malaysia*. Kuala Lumpur: Perpustakaan Negara Malaysia. ISBN 978-967-931-236-2.

Law King Hui is the Managing Director of the Group and was appointed to the Board on 7 May 2013. As one of the co-founders, he has been instrumental in the development, growth and success of the Group.

He graduated from Tunku Abdul Rahman College with a Certificate in Electronics Engineering. He started his career in 1980 with a semiconductor manufacturing company and left to join a local publishing company in January 1981 where he held various positions during his employment there. He left the company in April 1985 and co-founded Sasbadi Sdn Bhd.

He leads the development of the Group's strategies and policies, and plays an active role in product development and innovation. His contributions have led to the transformation of the Group from a pure educational print publisher to a Group with diverse learning and teaching solutions that complement the print publishing business. These include digital learning technology, digital education products, applied learning tools that facilitate Science, Technology, Engineering and Mathematics ("STEM") education, education services via online platforms, English language learning and assessment solutions and a network marketing business for education.

- Recipient of "Anugerah Perdana 2013 - Tokoh Industri Buku Negara" by Yayasan Pembangunan Buku Negara
- Recipient of the BrandLaureate Great Entrepreneur Brand Icon Award 2016
- Top Nominee in the Master Category of the EY Entrepreneur of the Year 2015 Malaysia Award

## • Directors' Profiles



### Lee Swee Hang

*Executive Director*

Nationality - Malaysian

Gender - Male

Age - 72

Group publishes yearly and ensures that the deadlines and publication standards are met. He also oversees the trading of copyrights with international buyers and sellers. To ensure the Group keeps up with the latest trends and insights, he keeps abreast with the latest developments in the global publishing industry.

He does not hold directorship in any other public companies or listed issuers. He has no family relationship with any other director and/or major shareholder of the Company. He has not entered into any transaction, whether directly or indirectly, which has a conflict of interests or potential conflict of interest (including competing businesses) with the Company or its subsidiaries, and has no convictions for offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Lee Swee Hang is the Publishing Director of the Group and was appointed to the Board on 7 May 2013. He is one of the co-founders of the Group.

He obtained his Higher School Certificate (HSC) in 1974 and started his career in 1975 as a Senior Malay Language Editor with a local publishing company. Here, he was tasked to translate, proofread, edit and prepare manuscripts for Bahasa Malaysia publications. He left the company in 1978 and subsequently joined another publishing company in 1979 as Chief Editor. During his tenure with the company, he developed, trained and managed an editorial team and a panel of writers. He left the company in 1985 and co-founded Sasbadi Sdn Bhd.

As the Publishing Director, he is responsible for the editorial and production teams. He actively trains and upskills a team of dedicated writers, editors, designers and illustrators to ensure that the teams stay ahead of the curve on changes in educational policies, production procedures and industry practices. He is also responsible for soliciting new authors and establishing a network of authors for the Group.

With his vast experience, he looks into editorial and commercial strategies. He takes charge of the types of books that the

## Directors' Profiles •



### Law Yi Chian

*Executive Director*

**Nationality - Malaysian**

**Gender - Female**

**Age - 37**

As an Executive Director, she also contributes towards ensuring the Group's objectives and strategic plans are aligned, and the Group's business is sustainable. In addition, she also assists the Group Managing Director in the management of the day-to-day operations of the Group.

She does not hold directorship in any other public companies or listed issuers. Save for the family relationship with Law King Hui, who is her father, she has no family relationship with any other director and/or major shareholder of the Company. She has not entered into any transaction, whether directly or indirectly, which has a conflict of interests or potential conflict of interest (including competing businesses) with the Company or its subsidiaries, and has no convictions for offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Law Yi Chian is an Executive Director of the Group and was appointed to the Board on 3 May 2016.

She holds a Bachelor of Arts degree in Media and Communications and a Master of Management in Marketing, both from the University of Melbourne, Australia. Prior to joining the Company as the Group Marketing and Communications ("MARCOM") Manager in December 2014, she had experience in media sales, marketing and communications.

As the Head of MARCOM for the Group, she is responsible for planning and implementing marketing strategies for brand building and events management. She is tasked to produce effective marketing materials and establish new channels for the Group's products by exploring current and new trends, particularly through online platforms. As such, she leads the Group's e-commerce and digital marketing initiatives, which includes building brand presence as well as tactical marketing strategies on e-commerce and social media platforms. Aside, she leads the MARCOM team in coordinating the Group's events which includes the preparation and support for exhibitions, corporate functions, promotional roadshows and virtual events. She also manages corporate communications and develops programmes with external stakeholders for the Group in order to grow the engagement, retention and loyalty of external stakeholders.

## • Directors' Profiles



Datu Dr Rashidah Binti Bolhassan is the Senior Independent Non-Executive Director of the Company. She was appointed to the Board on 18 April 2023 and currently serves as the Chairman of the Nomination Committee, as well as a member of the Audit Committee and Remuneration Committee.

She earned her Ph.D. in Information Systems from Victoria University of Wellington, New Zealand. She also holds an Executive MBA from Ohio University, USA; a Master's in Library Science from Syracuse University, USA; and a Bachelor's in Library Science from Universiti Teknologi MARA (UiTM), Malaysia. In recognition of her contributions, she has received multiple national and state awards.

She began her career in 1986 at the Sarawak Economic Development Corporation (SEDC), where she served until 1993. From 1993 to 1998, she was Head of the Library Division and Head of the Corporate Strategy and Quality Division at Kuching North City Hall. She then joined the Sarawak Planning Unit as Project Coordinator from 1999 to 2000, before becoming Manager of the Corporate Management Section at the Sarawak State Library from 2000 to 2002.

In 2003, she was appointed as the first Chief Executive Officer (CEO) of the Sarawak State Library, a position she held until 2020. During her tenure, she transformed the institution into an award-

### Datu Dr Rashidah Binti Bolhassan

*Senior Independent Non-Executive Director*

Nationality - Malaysian

Gender - Female

Age - 64

winning, forward-looking organisation through strategic innovation, collaboration, and creativity. From 2021 to 2022, she served as Permanent Secretary of Sarawak's Ministry of Welfare, Community Wellbeing, Women, Family and Childhood Development (KWPKP), where she focused on ageing issues and inclusivity, particularly for people with special needs, building on her volunteer experience with Age Concern New Zealand while pursuing her Ph.D. at Victoria University of Wellington.

She is currently serving as a special officer in the Ministry of Tourism, Creative Industry and Performing Arts, Sarawak, advising on heritage and cultural matters. She has also been appointed Deputy Chairman of the Board of the Sarawak State Library, a member of the Board of Trustees of the Women Leadership Foundation, and a board member of Yayasan Sime Darby.

She has held significant roles at both national and international levels. Nationally, she has served as a board member of MyIPO and currently sits on the National Council for Women and Family Development and the National Cultural Council. Internationally, she is a member of the International Federation of Library Associations and Institutions (IFLA) Literacy and Reading Committee. She is also the Immediate Past President of the Librarians' Association of Malaysia and, in 2024, served as an Adjunct Professor at the Faculty of Applied and Creative Arts, Universiti Malaysia Sarawak.

She was featured in the Hall of Fame at the Malaysia Pavilion, Osaka World Expo 2025, alongside other eminent women leaders. To date, she has delivered more than 50 papers at national and international seminars and conferences.

She does not hold directorship in any other public companies or listed issuers. She has no family relationship with any other director and/or major shareholder of the Company. She has not entered into any transaction, whether directly or indirectly, which has a conflict of interests or potential conflict of interest (including competing businesses) with the Company or its subsidiaries, and has no convictions for offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

- Distinguished Service Medal - Gold / Pingat Perkhidmatan Cemerlang (EMAS) (PPC) 2019
- Chief Minister's Special Award: Sarawak Woman in Digital Era 2020
- Darjah Jasa Bakti Sarawak, 2021

## Directors' Profiles •



## Tang Yuen Kin

*Independent Non-Executive Director*

Nationality - Malaysian

Gender - Male

Age - 54

His history with the Company began in 2014 when he joined the Group as the Chief Financial Officer and served in that position until 2018. Subsequently, he joined Dancomech Holdings Berhad as the Group Chief Financial Officer where he is presently still serving in that position.

He currently sits on the Boards of Powerwell Holdings Berhad and Farmiera Berhad as the Independent Non-Executive Chairman, and on the Board of Wellspire Holdings Berhad as an Independent Non-Executive Director, all of which are listed on the ACE Market of Bursa Malaysia Securities Berhad.

He has no family relationship with any other director and/or major shareholder of the Company. He has not entered into any transaction, whether directly or indirectly, which has a conflict of interests or potential conflict of interest (including competing businesses) with the Company or its subsidiaries, and has no convictions for offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Tang Yuen Kin is the Independent Non-Executive Director of the Company. He was first appointed to the Board on 30 July 2020 and subsequently retired on 4 February 2021. He was reappointed to the Board on 3 May 2021.

He is also the Chairman of the Audit Committee and the Remuneration Committee, as well as a member of the Nomination Committee. He graduated with a Bachelor of Accounting with First Class Honours from the University of Malaya, Malaysia in 1995. In 2000, he earned a Master of Business Administration (Banking & Finance) from Nanyang Technological University, Singapore. He also obtained a Master of Law Executive (Business Law) from International Islamic University, Malaysia in 2006.

He has been a member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants since 2000 and 2015 respectively. Over the span of more than 26 years, he has gained vast experience in the areas of audit, accounting and finance, corporate finance and corporate planning, having worked in, among others, Price Waterhouse (now known as PricewaterhouseCoopers PLT), Securities Commission Malaysia, KPMG Corporate Advisory Sdn Bhd, AmlInvestment Bank Berhad and Alliance Investment Bank Berhad.

## • Directors' Profiles



Datuk Dr Habibah Abdul Rahim ("Datuk Dr Habibah") is the Independent Non-Executive Director of the Company. She was appointed to the Board on 29 April 2025 and is a member of the Audit Committee, Nomination Committee and Remuneration Committee.

She currently serves as the Director of the Southeast Asian Ministers of Education Organization (SEAMEO) Secretariat, a position she has held since 1 April 2023. She is also an Honorary Professor at Kyungwoon University, South Korea and an Honorary Fellow at the MASA Institute. In addition, she sits on the Board of the Teach for Malaysia Foundation, Advisory Board of Universiti Pendidikan Sultan Idris, Global Advisory Council of Teach for All's Global Institute, and Steering Committee of the AI Observatory and Action Lab.

Prior to her current roles, Datuk Dr Habibah dedicated over 34 years of service to the Ministry of Education Malaysia, culminating in her appointment as the Director-General of Education Malaysia before her retirement in 2021. She brings with her extensive experience in policy development, macro-level planning, programme delivery, and evaluation. Notably, she played a pivotal role in the development of the Malaysia Education Blueprint 2013-2025 (Preschool to Post-Secondary Education). Over the years, she has published numerous reports and papers for both MOE Malaysia and SEAMEO.

### Datuk Dr Habibah Binti Abdul Rahim

*Independent Non-Executive Director*

Nationality - Malaysian

Gender - Female

Age - 64

Throughout her distinguished career, Datuk Dr. Habibah has held numerous key positions within the Ministry of Education Malaysia. She began serving as Head of the Delivery Management Office for the Education National Key Economic Area in 2011, before being appointed as the Executive Director of the Education Performance and Delivery Unit (PADU), where she served from 2011 to 2016.

She subsequently assumed leadership roles within the Education Planning and Research Division, first as Deputy Director from June 2016 to July 2017, and later as Director from July 2017 to September 2018. Her commitment to advancing education policy and curriculum development led to her appointment as the Deputy Director-General of Education Malaysia (Policy and Curriculum Sector) from September 2018 to January 2020, and ultimately as the Director-General of Education Malaysia from January 2020 until her retirement in April 2021.

Following her retirement from the Ministry, she continued to contribute to academia and education reform as a Professor at Universiti Teknologi Malaysia from October 2021 to March 2023.

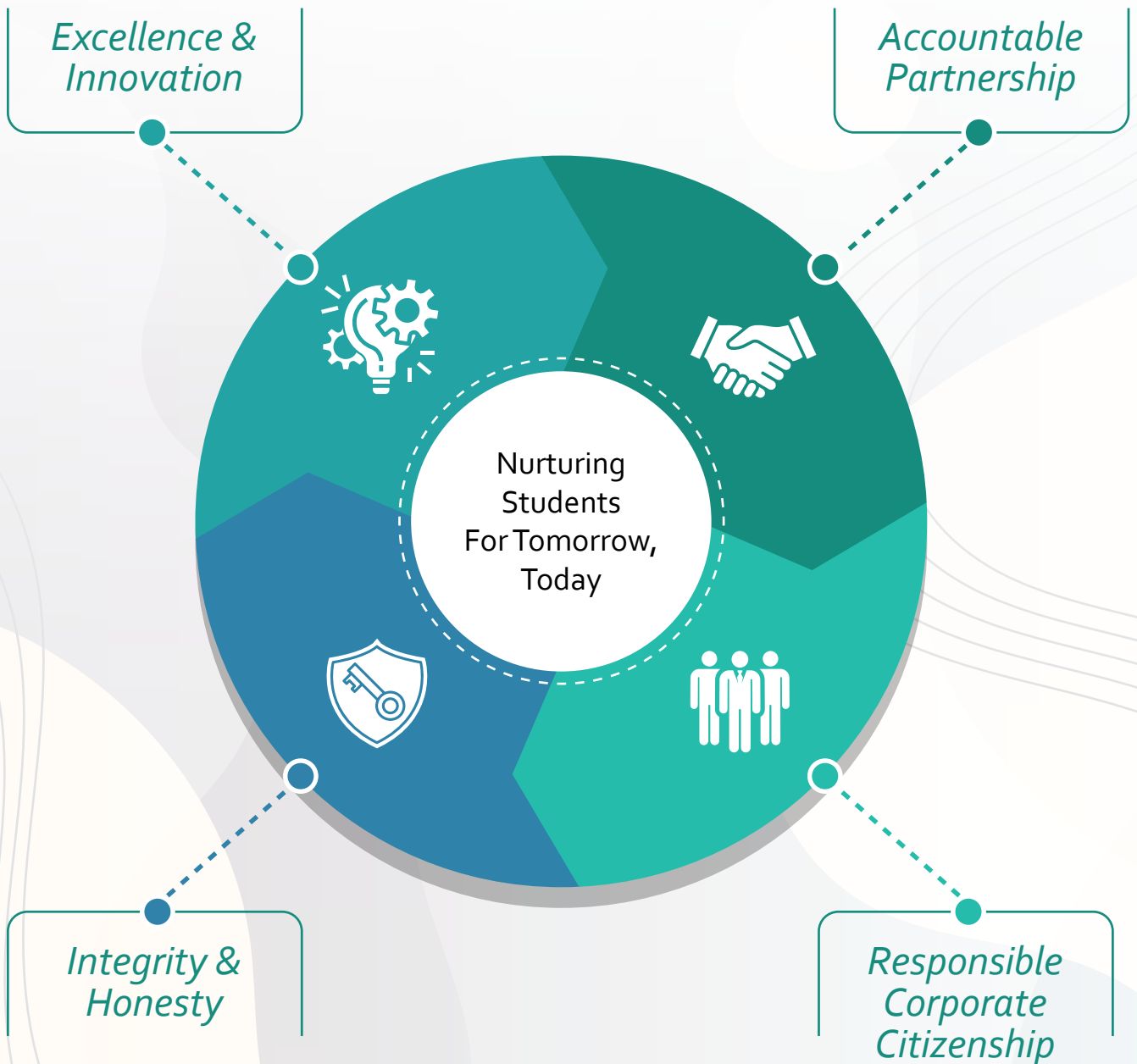
Datuk Dr Habibah holds a Ph.D. in Education and an MA in Sociology from Stanford University, USA. She also obtained a Master of Education (MEd) from the University of Bristol, UK, and a Bachelor of Science (BSc Hons) in Biology from the University of Salford, UK. Additionally, she earned a Post-Graduate Teaching Certificate from Maktab Perguruan Temenggong Ibrahim.

She does not hold directorship in any other public companies or listed issuers. She has no family relationship with any other director and/or major shareholder of the Company. She has not entered into any transaction, whether directly or indirectly, which has a conflict of interests or potential conflict of interest (including competing businesses) with the Company or its subsidiaries, and has no convictions for offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

- **Recipient of Excellent Service Award, Ministry of Education Malaysia (2002, 2007, 2013)**
- **Recipient of Exemplary Integrity Award (2016)**
- **Recipient of National Education Leadership Figure Award (2021)**

# How We Lead

Guided by the Board's strategic oversight, Sasbadi Group's senior management team drives execution, operational excellence, and long-term value creation.



# Profile of Key Senior Management

The Management of the Group is headed by the Group Managing Director, i.e. Law King Hui, and he is assisted by the Executive Directors, i.e. Lee Swee Hang and Law Yi Chian, and the following key senior management:

## CHAN YUET LENG

*Group Chief Financial Officer*

**Age:** 54    **Gender:** Female    **Nationality:** Malaysian

### Qualification(s):

- Chartered Accountant, Malaysian Institute of Accountants
- Bachelor of Accounting (Honours), Universiti Utara Malaysia, Sintok, Kedah
- Diploma in Accountancy, Politeknik Ungku Omar, Ipoh, Perak

### Working experience:

- More than 29 years of experience in the areas of auditing, accounting and finance
- Worked in KPMG and subsequently in a few public listed companies prior to joining Sasbadi Group in August 2016 as Financial Controller prior to being promoted to current position

**Appointment to the current position: May 2018**

## CHOK SIEW SIN

*General Manager, Sasbadi Sdn Bhd*

**Age:** 53    **Gender:** Male    **Nationality:** Malaysian

### Qualification(s):

- Sijil Tinggi Pelajaran Malaysia ("STPM")

### Working experience:

- More than 32 years of experience in the areas of academic publishing, sales and marketing, having joined the Group in July 1993
- Has served and moved up the ranks in the editorial and sales and marketing departments prior to being promoted to Group Marketing Manager and subsequently to current position

**Appointment to the current position: September 2015**

## HO MEE LIAN

*Group Human Resource Manager*

**Age:** 52    **Gender:** Female    **Nationality:** Malaysian

### Qualification(s):

- Bachelor of Business Administration (Marketing), University of Wales

### Working experience:

- More than 25 years of experience in the areas of human resources and administration
- Joined the Group at current position in December 2014

**Appointment to the current position: December 2014**

## KUAN SHAW PING

*General Manager, United Publishing House (M) Sdn Bhd and The Malaya Press Sdn Bhd ("TMP"). Also, a Director of Sanjung Unggul Sdn Bhd ("SUSB"), i.e. the holding company of TMP, and all the subsidiaries of SUSB*

**Age:** 44    **Gender:** Male    **Nationality:** Malaysian

### Qualification(s):

- Sijil Tinggi Pelajaran Malaysia ("STPM")

### Working experience:

- More than 23 years of experience in the academic publishing industry, having joined TMP in May 2002
- Has served and moved up the ranks in the sales department of TMP prior to being promoted to Assistant General Manager and subsequently to current position

**Appointment to the current position: September 2017**

## CHAN YEE FUAN

*Group Purchasing Manager*

**Age:** 48    **Gender:** Female    **Nationality:** Malaysian

### Qualification(s):

- Diploma in Accounting, LCCI International Qualifications

### Working experience:

- More than 28 years of experience in the areas of accounting and purchasing
- Worked in the accounts department of a few private companies prior to joining the accounts department of the Group in September 2005 prior to being promoted to current position

**Appointment to the current position: December 2012**

## LEE BEE KWAN

*Senior Finance Manager*

**Age:** 51    **Gender:** Female    **Nationality:** Malaysian

### Qualification(s):

- Chartered Accountant, Malaysian Institute of Accountants
- The Malaysian Institute of Certified Public Accountants

### Working experience:

- More than 25 years of experience in the areas of auditing, accounting and finance
- Worked in Ernst & Young and subsequently in a few public listed companies prior to joining the Group at current position in July 2025

**Appointment to the current position: July 2025**

## Profile of Key Senior Management •

### WAN MEOW SANG

*Sales Director, Sasbadi Learning Solutions Sdn Bhd*

**Age:** 61    **Gender:** Male    **Nationality:** Malaysian

**Qualification(s):**

- Sijil Pelajaran Malaysia (“SPM”)

**Working experience:**

- More than 42 years of experience in the academic publishing industry
- Worked in the sales department of a local academic publishing company prior to joining the Group in April 1986
- Has served and moved up the ranks in the sales department of the Group prior to being promoted to current position

**Appointment to the current position: November 2001**

### KHAIRUL AISYAM HIDAYAT TOPEK

*Editorial Manager, Sasbadi Sdn Bhd*

**Age:** 48    **Gender:** Male    **Nationality:** Malaysian

**Qualification(s):**

- Bachelor of Political Science, International Islamic University Malaysia

**Working experience:**

- More than 22 years of experience in the academic publishing industry
- Worked in Dewan Bahasa dan Pustaka and as a secondary school teacher prior to joining the Group in year 2004
- Has served and moved up the ranks in the editorial department of the Group prior to being promoted to current position

**Appointment to the current position: September 2017**

### WONG YEE JOONG

*Senior National Sales Manager, Sasbadi Sdn Bhd*

**Age:** 45    **Gender:** Male    **Nationality:** Malaysian

**Qualification(s):**

- Diploma in Computer Science and Technology, Informatics Academy, Seremban

**Working experience:**

- More than 23 years of experience in the academic publishing industry
- Worked as a Production Coordinator in a furniture manufacturing company prior to joining the Group in July 2002
- Has served and moved up the ranks in the sales department of the Group prior to being promoted to current position

**Appointment to the current position: September 2022**

### ZAITON BINTI SAAD

*Editorial Manager, Sasbadi Sdn Bhd*

**Age:** 62    **Gender:** Female    **Nationality:** Malaysian

**Qualification(s):**

- Diploma in Mass Communication, Institute Technology Mara, Malaysia

**Working experience:**

- More than 37 years of experience in the academic publishing industry, having joined the Group in 1988
- Has served and moved up the ranks in the editorial department of the Group prior to being promoted to current position

**Appointment to the current position: September 2009**

### CHEW YOKE CHEN

*Production Manager, Sasbadi Sdn Bhd*

**Age:** 68    **Gender:** Female    **Nationality:** Malaysian

**Qualification(s):**

- Diploma of Illustration, Malaysian Institute of Art, Kuala Lumpur

**Working experience:**

- More than 46 years of experience in the academic publishing industry
- Worked in the production department of a local academic publishing company prior to joining the Group in August 1988
- Has served and moved up the ranks in the production department of the Group prior to being promoted to current position

**Appointment to the current position: May 2004**

### MAHMOOD SAHREL BIN WAHID

*Editorial Manager, Sasbadi Sdn Bhd*

**Age:** 48    **Gender:** Male    **Nationality:** Malaysian

**Qualification(s):**

- Bachelor of Engineering (Mechanical and Material), Universiti Kebangsaan Malaysia, Bangi, Selangor

**Working experience:**

- More than 22 years of experience in the academic publishing industry
- Worked as engineer in the private sector prior to joining the Group in year 2000
- Has served and moved up the ranks in the editorial department of the Group prior to being promoted to current position

**Appointment to the current position: September 2017**

#### Additional notes on the above key senior management

None of the above key senior management has any:

- directorship in public companies or listed issuers;
- family relationship with any director and/or major shareholder of the Company;
- conflict of interest or potential conflict of interest (including any competing business) with the Company or its subsidiaries; and
- convictions for offences within the past five (5) years nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

# Sustainability Statement



Sasbadi recognises that sustainable value creation is grounded in strong Economic, Environmental and Social (“EES”) practices. We are committed to conducting our business responsibly by managing environmental impacts, contributing positively to society, and upholding high standards of governance, transparency and ethical conduct. It is our goal to balance long-term business resilience with our responsibility to stakeholders and the communities we serve.

## Sustainability Statement •

Sasbadi Holdings Berhad (“Sasbadi” or “the Group”) hereby presents our Sustainability Statement which outlines our commitment towards being a sustainable organisation and our endeavours to continuously improve across the three pillars of sustainability, i.e. Economic, Environmental and Social (“EES”).

### SCOPE, REPORTING BOUNDARY AND FRAMEWORK

This statement covers the Group’s efforts and initiatives undertaken within our financial year ended (“FYE”) 31 August 2025, from 1 September 2024 to 31 August 2025, with prior periods provided for comparison where applicable. The disclosures within this statement are based on the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Malaysia”) on sustainability disclosure, the Sustainability Reporting Guide as well as the Illustrative Sustainability Reporting Guide of Bursa Securities. There is no restatement of information done for the current financial year.

Unless otherwise stated, this statement covers the overall EES performance for all the operating divisions of Sasbadi as detailed in Note 8 to the financial statements, all of which are located in the Klang Valley. There have been no changes to the reporting boundary as compared to the previous financial year.

This statement is to be read in conjunction with the rest of Sasbadi’s Annual Report FYE 31 August 2025, which further highlights our corporate governance, risk management and internal controls as well as other financial and non-financial aspects of our operations. This Sustainability Statement has been reviewed by the Board on 19 December 2025. All data presented in our Sustainability Statement has undergone internal sourcing and verification by the respective departments to ensure transparency. This Sustainability Statement has not been subjected to any internal review by the Group’s outsourced internal auditors nor was independent assurance performed in accordance with recognised assurance standards, which the Group intends to explore in future disclosures moving forward. For the FYE 31 August 2025, performance metrics or indicators are reported together with their comparative data in accordance with Practice Note 9 paragraph 6.2(c) of the MMLR of Bursa Malaysia.

### SUSTAINABILITY STRATEGY AND POLICY

The strategy put in place revolves around our vision of becoming a total education solutions provider. As our operations impact not only the local economy but also the environment and society at large, sustainability has become an integral part of us where our stakeholders’ interests are placed at the heart of our business.

The following serves as a guide for the sustainable growth of our business:

1. Continuously support our stakeholders’ sustainability initiatives, in both the upstream and downstream channels of our supply chain
2. Improve resource efficiency by way of sustainable consumption and production throughout our supply chain, from design through to operations
3. Include sustainable alternatives in our development of new products and operating processes to reduce the consumption of natural resources whenever possible, and strive to support activities that replenishes said natural resources when their use is unavoidable
4. Minimise waste during production activities and incorporate recycling practices
5. Develop measures to monitor and evaluate our Health, Safety, Environmental and Quality performance data, employee development methods, customer satisfaction and our financial performance
6. Promote philanthropic actions and behaviour amongst Sasbadi’s employees to instil a sustainable mindset and promote harmonious living

In order to ensure the above strategies are effectively implemented, Sasbadi has established and adopted a Sustainability Policy. This Policy is periodically reviewed to ensure its continuous relevance to the business.

# Sustainability Statement

## GOVERNANCE STRUCTURE

The Board of Directors (“Board”) is the highest governing body and assumes overall responsibility for sustainability matters within the Group. They have delegated the responsibility of identifying sustainability risks relating to the Group to the Audit Committee (“AC”) which, in turn, reports back to the Board on the identified risks. The Board then decides on strategies, plans and targets to address these risks. This process is undertaken by the Board and the AC on a yearly basis, with intervening reviews carried out as and when required.

Once the Board has approved the strategies and plans to address the sustainability matters, the Management, comprising representatives from various business functions, is responsible for implementing them. The Group Managing Director leads the Management in implementing these sustainability strategies and plans. Subsequently, the Management reports to the AC and the Board on these sustainability matters periodically. To facilitate the implementation of the strategies and plans, the Management may involve external advisers in the working groups when necessary. There have been no changes to the governance structure for the FYE 31 August 2025 as compared to the previous 2 financial years.



## STAKEHOLDER ENGAGEMENT

We strive for ethical and transparent interactions with our internal and external stakeholders as we believe open platforms for engagement drive the continuous growth of our business.

The following indicates key stakeholder groups, a non-exhaustive list of their areas of interest and our various forms of engagement with them. These stakeholders have been identified and profiled based on their influence on the Group or how they are impacted by the Group. Engagement with each stakeholder is made on an as-needed basis.

| Stakeholders                                | Areas of Interest   | Forms of Engagement  |
|---|---|--|
| Regulatory, Government and Statutory Bodies | <ul style="list-style-type: none"> <li>Regulatory and governance compliance</li> <li>Labour practices</li> <li>Occupational safety and health</li> <li>Environmental management and compliance</li> </ul>   | <ul style="list-style-type: none"> <li>Compliance with applicable reporting requirements</li> <li>Meetings, inspections, engagements and collaborations</li> <li>Training programmes</li> </ul>  |
| Customers/Distributors                      | <ul style="list-style-type: none"> <li>Quality of products and services</li> <li>Reliability of content and timely release of essential publications</li> <li>Systematic and punctual delivery of products and services</li> <li>Pricing</li> <li>Engaging promotions and activities</li> <li>Efficient complaint resolution</li> </ul> | <ul style="list-style-type: none"> <li>Regular communication with customers via multiple platforms and channels</li> <li>Advertisements, marketing and promotional activities</li> <li>Product knowledge sharing</li> <li>Community and networking events</li> <li>Feedback sessions and surveys for product research and development</li> </ul> |
| Employees                                   | <ul style="list-style-type: none"> <li>Career progression, opportunities and productivity</li> <li>Sense of belonging and ownership</li> <li>Compensation</li> <li>Workplace health and safety</li> <li>Working environment</li> <li>Balanced lifestyle</li> </ul>  | <ul style="list-style-type: none"> <li>Circulation of internal policies and procedures</li> <li>Staff induction and appraisals</li> <li>Remuneration packages</li> <li>Training/guidance</li> <li>Health and wellness campaigns</li> <li>Employee engagement activities</li> <li>Employee feedback channels</li> </ul>                           |

## Sustainability Statement •

| Stakeholders   | Areas of Interest   | Forms of Engagement  |
|--|---|--|
| Business and Industry Partners, Media                    | <ul style="list-style-type: none"> <li>• Collaborative partnerships and opportunity to nurture and expand business</li> <li>• Corporate news and development of the Group</li> </ul>  | <ul style="list-style-type: none"> <li>• Business meetings</li> <li>• Strategic partnerships</li> <li>• Media releases</li> <li>• Industry conferences and seminars</li> <li>• Website and social media</li> </ul>   |
| Shareholders/Investors                                   | <ul style="list-style-type: none"> <li>• Group's progress and financial performance</li> <li>• Business outlook and strategy</li> <li>• Dividend</li> <li>• Corporate governance, transparency, ethics and integrity</li> </ul>                               | <ul style="list-style-type: none"> <li>• Annual and extraordinary general meetings</li> <li>• Annual and quarterly reports</li> <li>• Bursa announcements</li> <li>• Our website</li> <li>• Press release and coverage</li> <li>• Investor and analysts' meetings</li> </ul>         |
| Suppliers and Service Providers                          | <ul style="list-style-type: none"> <li>• Transparent procurement practices</li> <li>• Payment schedule</li> <li>• Pricing of products and services</li> <li>• Order fulfilment matters</li> <li>• Reliability of supply</li> <li>• Business ethics</li> </ul> | <ul style="list-style-type: none"> <li>• Products and services proposals</li> <li>• Evaluation and performance reviews</li> <li>• Contract negotiations</li> <li>• Delivery schedules</li> <li>• Meetings and engagements</li> <li>• Fair and ethical procurement process</li> </ul> |
| Trade Associations                                       | <ul style="list-style-type: none"> <li>• Various concerns and issues faced by the industry</li> </ul>   | <ul style="list-style-type: none"> <li>• Participation in industry forums and dialogues</li> <li>• Industry networking events</li> </ul>   |
| Bankers  | <ul style="list-style-type: none"> <li>• Financial health, solvency</li> <li>• Covenants compliance</li> </ul>  | <ul style="list-style-type: none"> <li>• Financial health review</li> <li>• Meetings and engagements</li> </ul>  |
| Our Community  | <ul style="list-style-type: none"> <li>• Community development</li> <li>• Social issues</li> <li>• Impact of business operations</li> <li>• Transparency and accountability</li> </ul>  | <ul style="list-style-type: none"> <li>• Corporate social responsibility programmes and activities related to education, society and associations</li> <li>• Requests and enquiries</li> </ul>   |
| Advocacy Groups and Charitable and Welfare Organisations | <ul style="list-style-type: none"> <li>• Responsible business practices, environmental impacts and business growth and sustainability</li> </ul>  | <ul style="list-style-type: none"> <li>• Strategic partnerships</li> <li>• Sponsorships to support a range of charitable causes</li> </ul>   |

### MATERIALITY ASSESSMENT

Part of our ongoing effort is to identify, assess and prioritise sustainability matters that are relevant and significant to the Group and our stakeholders. Organising and reviewing these sustainability matters would enable the Group to manage them more effectively. As such, having gone through an extensive list of Environmental, Social and Governance ("ESG") factors identified based on our industry, peers and sustainability megatrends, we have decided to prioritise on the 13 material ESG factors identified previously, which are categorised under our sustainability goals that are aligned to the three pillars of sustainability, i.e. EES as follows:

## • Sustainability Statement

| Sustainability Goals             | Material Factors  |
|----------------------------------|---|
| Solidifying Economic Performance | <ol style="list-style-type: none"> <li>1. Financial Performance</li> <li>2. Regulatory Compliance</li> <li>3. Ethics and Integrity</li> <li>4. Data Privacy and Security</li> <li>5. Quality Control</li> </ol> |
| Creating a Sustainable Workplace | <ol style="list-style-type: none"> <li>6. Diversity and Equal Opportunities</li> <li>7. Developing Competencies</li> <li>8. Occupational Safety and Health</li> </ol>   |
| Environmental Stewardship        | <ol style="list-style-type: none"> <li>9. Material Sourcing and Managing Waste</li> <li>10. Climate-resilience and Environmental Footprint</li> </ol>   |
| Building a Sustainable Community | <ol style="list-style-type: none"> <li>11. Bridging the Digital Divide</li> <li>12. Giving Back to Society</li> <li>13. Advocating STEM Culture</li> </ol>  |

The factors in the previous financial year were reviewed for their continued relevance. The Group shall continuously relook into our material factors to ensure its relevance against the everchanging operating environment.

### SOLIDIFYING ECONOMIC PERFORMANCE

#### Financial Performance

Sustainable economic growth is our main goal, though we are always mindful of any adverse impact it may bring to our society and environment. In terms of reporting and communication of information, we strive to:

1. Provide timely and relevant information to our stakeholders to aid their decision-making, especially during these unpredictable times when it is even more important to gauge the Group's standing. A dedicated team was formed to ensure the consistency, completeness and timeliness of our reporting and to report to the Management and the Board on a frequent basis. During the FYE 31 August 2025 and the past 2 financial years, there have not been any instances of delayed presentation of information.
2. Generate sustainable financial and economic returns without compromising on the value to our stakeholders in order to ensure the sustainability of our business. Please refer to the Management Discussion and Analysis section of this Annual Report for more details regarding the Group's financial performance.

#### Regulatory Compliance

Regulatory compliance is critical for protecting the Group's integrity and reputation as well as fostering our stakeholders' trust. Instances of non-compliance would subject us to warnings, fines and suspension/revocation of our operating licenses.

Key regulations applicable to our operations are listed but not limited to the following:

- Bursa Malaysia Main Market: Listing Requirements
- Companies Act 2016
- Applicable Accounting Standards
- Employment Act 1955
- Personal Data Protection Act 2010
- Malaysian Anti-Corruption Commission Act 2009
- Direct Sales and Anti-Pyramid Scheme Act 1993
- Copyright Act 1987

## Sustainability Statement •

We ensure ongoing efforts are placed in developing effective compliance related policies and procedures for our operations. Any major non-compliance is reported to the Management immediately. During the FYE 31 August 2025 and the past 2 financial years, we remain compliant with up-to-date laws and regulations.

### Ethics and Integrity

Our commitment to business is focused on strong corporate governance and prudent management in view of challenging internal and external environments. We adopt a 'zero tolerance' approach towards corruption. We strive to achieve this by observing the following practices and communicate them with our various stakeholders. Further details of the below practices are easily accessible on our website and employee handbook.

- Whistleblowing Policy
- Code of Conduct
- Anti-Bribery & Corruption Policy
- Board Charter
- Corporate Governance and Compliance

The Group's Code of Conduct, which has been tailored to our current business operations, serves as a guiding framework for the ethical and legal business decision-making of our Directors, officers and employees. The areas covered are as follows:

- Compliance Procedures
- Conflict of Interest
- Confidentiality
- Insider Information and Securities Trading
- Fair Dealing
- Abuse of Power, Discrimination and Harassment
- Protection of Assets and Resources

We did not record any breach in the Code of Conduct for the FYE 31 August 2025 and the past 2 financial years. 100% of our employees have received training on anti-corruption for the FYE 31 August 2025 and the FYE 31 August 2024. 100% of our operations have been assessed for corruption related risks and there was zero case of corruption for the FYE 31 August 2025 and the past 2 financial years, a track record we strive to achieve every year.

### Data Privacy and Security

In this digital time and age, data privacy and security has become an unavoidable global issue. We acknowledge that the onus is on us to ensure that the data entrusted to us is used for its legitimate and intended purposes only. Thus, we continuously strengthen our controls for data management to ensure appropriate collection, retention, use and disclosure of data across our organisation.

This is done by way of a risk assessment exercise on our key systems and appropriate measures have been implemented to mitigate high risk areas. To further strengthen cybersecurity resilience, the Group continues to prioritise proactive monitoring, system hardening, and staff training to mitigate potential threats. This underscores the Group's commitment to maintaining robust data protection measures and ensuring the integrity of its IT systems.

There was no data privacy or security breaches during the FYE 31 August 2025. As reported in previous years, there was one (1) incident of attempted ransomware attack in the FYE 31 August 2024 and one (1) incident of ransomware attack in the FYE 31 August 2023.

In regards to data privacy and cybersecurity guided by the Personal Data Protection Act 2010, which governs the acquisition, use, disclosure and maintenance of personal data, we are glad to report that we have not received any substantiated complaints concerning breaches in customer privacy or data loss during the FYE 31 August 2025 and the past 2 financial years.

### Quality Control

We take pride in being one of the nation's leading education solutions providers. The quality of our products and services remains a priority as it ultimately shapes our future generation. To ensure a level of quality, we have identified the following two critical aspects in the production process and implemented quality control measures for them.

## • Sustainability Statement

### Product Responsibility

In order for Sasbadi's products to remain reliable and up to par with the current educational needs, we ensure that, amongst others:

1. Authors and their materials are assessed by our Senior Editors, Commissioning Editors and Managing Editor with respect to their qualifications, quality and relevance to Sasbadi's publications. A descriptive and critical review process will take place upon receiving the manuscripts for the purpose of quality control.
2. Content development and modification are overseen by the Editorial and Production departments. After multiple rounds of checking and review, the final manuscript will be approved by our Publishing Manager before being published.
3. Editors undergo regular training to ensure they are up to date with the requirements and direction set by the Ministry of Education. We also encourage our authors to keep abreast with such developments.

Copyright compliance is also essential to our business. Thus, we carefully monitor the usage of contents and actively mitigate any copyright infringement risks. We also continuously educate our people on copyright and licensing issues. We are committed to adhering to data protection as data is a valuable asset to the Group. We have developed a policy for information management which provides guidance to our employees on how to control the usage of and restrict access to our data whenever necessary, in the interest of the Group. There is no known occurrence of copyright infringement or product quality issues during the FYE 31 August 2025 as well as the past 2 financial years. There have also been no reported cases of quality issues received nor were there any that were correspondingly unresolved during the FYE 31 August 2025 as well as the past 2 financial years.

### Supply Chain Management

Supply chain management is critical in facilitating our operations and the Group strives to build long term mutually beneficial relationships with our suppliers. Therefore, we engage with our suppliers in a fair, transparent and ethical manner. We review our suppliers based on, amongst others, price and payment terms, product and service quality, operation scale and their geographical proximity to our facilities. Suppliers who share similar core values with us would be our preferred suppliers. We take all reasonable effort to conduct appropriate evaluations of our potential suppliers. We would regularly check on the supplies received and occasionally engage other suppliers on trial basis. This is to promote healthy competition among our suppliers and encourage better performance.

One of our procurement practices is to source for materials locally whenever possible. As such, nearly all of our supplies are obtained from the Klang Valley, save and except for products that are not manufactured locally, such as simili paper. This is because we believe in contributing to our local economic growth and sustaining a healthy ecosystem for local players. We find that engaging local partners enhances the Group's efficiency by allowing us to deal with potential risks that may arise from supply chain disruptions. It also reduces cost of purchasing and compliance, as well as minimises our carbon footprint by reducing emissions related to transportation in the supply chain. The percentage spent on local suppliers for the FYE 31 August 2025 was 94.24% (2024: 91.55%).

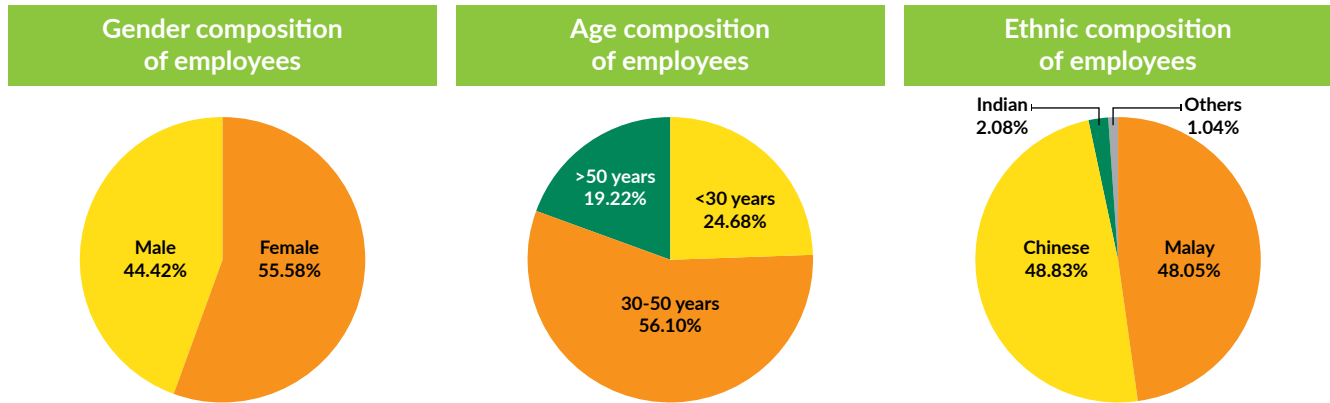
## CREATING A SUSTAINABLE WORKPLACE

Our employees are the core of our existence and our greatest asset. Their skills, dedication and care define the success of the Group. We strive to provide a positive working environment by constantly engaging our people, creating opportunities for their growth and development as well as emphasising the practice of a balanced lifestyle. This has been important especially post pandemic, where livelihoods were threatened and job security became a key concern for many employees.

As such, we continuously update and revisit our policies and guidelines in compliance with the relevant labour laws and regulations of the local government. These cover issues relating to compensation and dismissal, recruitment and promotion, working hours, leave, career development, diversity, anti-discrimination and other employee welfare related matters. We also engage with our employees on a regular basis to provide updates on the Group's developments, as well as to motivate them and address any difficulties they may be facing.

## Sustainability Statement •

### Diversity and Equal Opportunities



At Sasbadi, we recruit our people mainly based on their skills, industry experience and interpersonal skills. We conduct an annual review to evaluate our employees' progress and competencies in the context of their roles. This will then be taken into account for their salary and promotion appraisals. Aside from the annual reviews, we also adopt an as needed approach when it comes to reviewing their performance so that we may address matters that require immediate attention.

We believe our people deserve the opportunity to reach their highest potential and thrive in an inclusive and diverse workplace. We strive to accommodate and provide fair treatment to everyone regardless of their disabilities, gender, age, ethnicity or religion.

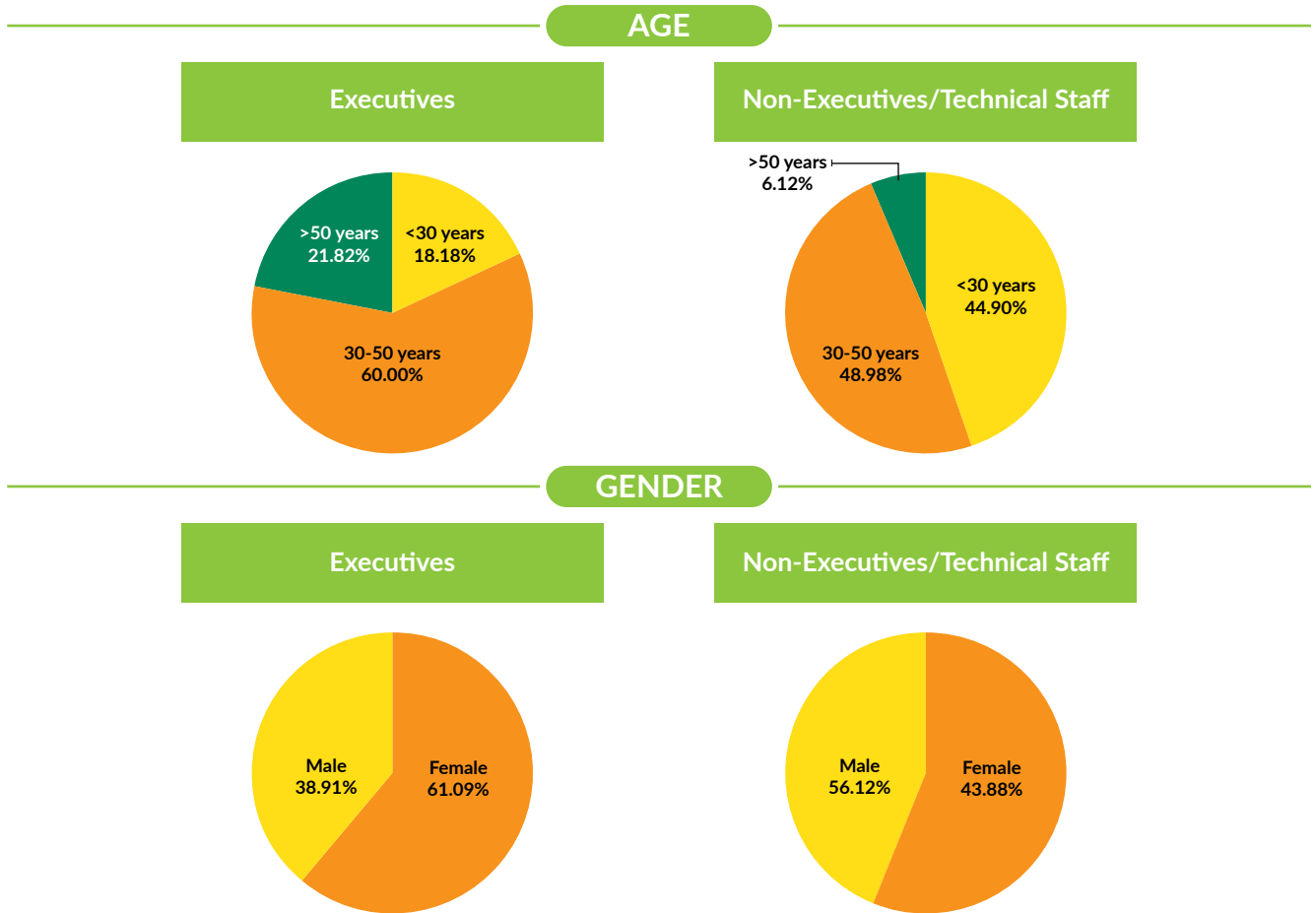
Approximately 56.10% (2024: 56.64%, 2023: 57.60%) of our people fall within the 30 to 50 years old age group, which indicates a mature and experienced workforce. At the same time, we also recruit a group of younger staff, approximately 24.68% (2024: 25.66%, 2023: 23.98%) who are below 30 years old to develop their careers and grow with us. Our workforce is made up of mainly non-executives due to the nature of our operations. The employee turnover for the FYE 31 August 2025 were Executives: 24 (2024: 21) and Non-executive/Technical Staff: 20 (2024: 16). Contractual/temporary staff for the FYE 31 August 2025 makes up to only 5.33% (2024: 1.47%) of our workforce.

We strongly believe that gender and ethnicity diversity lead to an improved team performance. In terms of ethnicity distribution, our employee composition comprises Malay: 48.05% (2024: 48.68%, 2023: 47.96%), Chinese: 48.83% (2024: 48.97%, 2023: 49.71%), Indian: 2.08% (2024: 1.47%, 2023: 1.75%), and Others: 1.04% (2024: 0.88%, 2023: 0.58%). The gender distribution, as guided by our Gender Diversity Policy is around 44.42% (2024: 46.02%, 2023: 45.61%) male to 55.58% (2024: 53.98%, 2023: 54.39%) female employees. Participation of female employees are present across all hierarchical positions in Sasbadi.

We encourage the recruitment of local employees as we believe that by providing job opportunities to locals, we are directly contributing to the elevation of Malaysians' socio-economic status. We are pleased to announce that our workforce is fully made up of Malaysians for the FYE 31 August 2025 and the past 2 financial years. We are also proud to announce that there was no reported cases of discrimination or harassment as well as instances of human rights violation across our value chain during the FYE 31 August 2025 and the past 2 financial years.

## Sustainability Statement

Details of our employees by age and gender for each employee category are as follows:



### Developing Competencies

We aspire to grow with our people and we invest in both their work-related and personal development. In general, we continuously monitor our employees and offer training and upskilling opportunities that are relevant to their areas of work, positions, talents and interests. We provide both internal and external training, as well as on-the-job training, particularly in technical and management skills. Our established appraisal guidelines also enable us to identify and implement development programmes for our employees. For the FYE 31 August 2025, the Group invested 3,043 (2024: 1,015) training hours comprising various programmes covering soft skills to functional and technical skills and safety. This is broken down into 2,819 (2024: 882) hours for executives and 224 (2024: 133) hours for non-executives/technical staff.

### Occupational Safety and Health

The Group endeavours to ensure our employees work in a safe and healthy environment. Not only does it benefit the well-being of our employees, it ensures the Group’s productivity which is crucial during these challenging times. We have implemented guidelines and regulations to prevent, reduce and address occupational injuries and in the previous financial year all 339 of our employees were trained on health and safety standards. For the FYE 31 August 2025, 68 of our employees, consisting of employees in the factory and warehouses were trained on health and safety standards.

Our internal reporting protocol dictates that any workplace accidents, occupational diseases and matters relating to the health and safety of our employees shall first be reported to the Human Resources Department. They would subsequently be escalated to Management followed by the Board if necessary, depending on the severity of the matter.

There was zero reported work-related injury during the FYE 31 August 2025 and the FYE 31 August 2023. However, in the previous FYE 31 August 2024, there was 1 reported work-related injury which led to a Lost Time Incident Rate (“LTIR”) of 0.28. LTIR is calculated per 200,000 hours worked per year and a total of 705,120 hours worked. We continue to maintain zero work-related fatalities for the FYE 31 August 2025 and the past 2 financial years. There was no non-compliance to health and safety

## Sustainability Statement •

laws and regulations for the FYE 31 August 2025 and the past 2 financial years. We will continue to implement control measures and strive for a zero-incident workplace.

### ENVIRONMENTAL STEWARDSHIP

We acknowledge that for the long-term sustainability of the Group, sound environmental stewardship is necessary. Thus, we are committed to minimising our environmental footprint. We intend to address this matter from the aspects of material sourcing and managing waste as well as enhancing climate-resilience and alleviating our environmental footprint.

#### Material Sourcing and Managing Waste

We place great care in the usage of our raw materials, paper. We manage material wastage arising from the manufacturing of books as well as excess stocks by applying stringent controls on our printers and making data-driven decisions to prevent over-printing. Proper care is taken to store our raw materials and finished products so as to avoid damages. Older stocks still fit for use are cleared through marked-down sales and donated to organisations and any remainders are collected and sold to recycling facilities. Production wastage is kept at 1%, which is within the current standard set by the Group. We are continuously evaluating and improving our processes to reduce wastage.

To the best of our abilities, our purchases of raw materials are made from manufacturers who support sustainability initiatives and/or bodies, such as the Sustainable Forestry Initiative ("SFI"), Forest Stewardship Council ("FSC") and Programme for the Endorsement of Forest Certification ("PEFC"). Without compromising on quality and with the consent of our customers, we would also incorporate products made from recycled paper into our product mix.

To meet the needs arising from the ever-changing education landscape, we have also dedicated a significant portion of our resources to developing digital education solutions. By offering digital products, we are able to empower our customers with 21<sup>st</sup> century educational technology while reducing our carbon footprint and other negative impacts on the environment.

#### Climate-resilience and Environmental Footprint

Climate change presents financial risk to the global economy. We aim to play our part by integrating climate-related initiatives into our operations, enhancing our resilience to climate impacts and taking measures to minimise our environmental footprint.

Our initiatives are guided by a framework that covers governance, strategy, risk management and performance metrics, ensuring a comprehensive approach to addressing climate-related risks and opportunities.

#### Governance

Recognising the significant impact of climate change on our business, the Group has incorporated climate-related factors into its decision-making process. The Board oversees climate-related mitigation efforts and continuously monitors both the risks and opportunities arising from climate change.

#### Strategy

Our strategy revolves around the climate-related risks, which are classified into transition risks and physical risks. Transition risks stem from the shift towards a sustainable, low-carbon economy, driven by regulatory changes and evolving market trends. Physical risks, on the other hand, result from the direct impacts of climate change, such as extreme weather events and rising temperatures, which can affect our assets and operations.

These risks could lead to increased costs, fluctuations in revenue, and potential damage or disruptions caused by both short-term and long-term climate-related events.

#### Risk Management

Through an effective risk management system, the Board and the AC maintain oversight of climate-related risks. Looking ahead, we plan to strengthen our risk management framework by improving our EES risk indicators. This would help us to better identify climate-related risks and implement strategies for their mitigation.

## • Sustainability Statement

### Performance Metrics

We monitor our environmental footprint by quantifying our energy consumption, carbon emissions, waste management and water consumption.

Our ongoing active initiatives in managing our environmental footprint include:

1. to replace existing fluorescent/halogen lights to lower wattage LED lights when existing lights wear out;
2. switching/turning off idle equipment, air conditioners, lights and water taps. With respect to water consumption, though we do remind our employees to use water sparingly, cleanliness remains a priority and we practice precautionary measures to reduce the spread of illnesses such as frequently cleaning and disinfecting our premises, encouraging employees to wash their hands regularly and promoting good personal hygiene;
3. frequent checks on water supply installation for undetected leaks across the premises;
4. introducing the separation of waste into recyclable and general waste; and
5. route planning and management when delivering products.

### Energy Consumption

For the purposes of reporting and monitoring, energy consumption of the Group refers to electricity usage in our office and warehouse, fuel in the form of liquefied petroleum gas (LPG), diesel and petrol for our forklifts, diesel for our lorries for transportation during product deliveries as well as petrol used by cars for official sales travel, excluding employee commuting. During the FYE 31 August 2025, our total energy consumption amounted to 11,383.13GJ (2024: 11,089.01GJ), equivalent to 3,161.98MWh (2024: 3,080.28MWh). Electricity constituted 2,796.30GJ (2024: 2,393.46GJ), diesel 2,378.92GJ (2024: 2,064.45GJ), petrol 6,192.02GJ (2024: 6,631.10GJ) and LPG 15.89GJ (2024: NIL). Energy consumed via usage of diesel for our forklifts were 706.88GJ (2024: 447.50GJ) while for lorries were 1,672.04GJ (2024: 1,616.95GJ). Energy consumed via usage of petrol for our forklifts were 12.64GJ (2024: NIL) while for cars were 6,179.38GJ (2024: 6,631.10GJ).

During the FYE 31 August 2023 in March 2023, the Group had installed photovoltaic solar systems ("Solar PVS") at our premise. The installation of this Solar PVS not only delivered economic savings to the Group, but also reduced our carbon footprint. The total energy yield was 329.99MWh (2024: 400.29MWh, 2023: 70MWh) leading to a total annual carbon dioxide (CO<sub>2</sub>) avoidance of 329,002.12KG (2024: 399,089.93KG, 2023: 69,930.08KG) and the equivalent of total trees offset of 17,820 (2024: 21,616, 2023: 3,788). The total electrical energy consumed by the Group for the FYE 31 August 2025 was 776.75MWh (2024: 664.85MWh) where 561.60MWh (2024: 417.14MWh) was purchased from Tenaga Nasional Berhad and the remaining 215.15MWh (2024: 247.71MWh) was generated by the Solar PVS.

During the FYE 31 August 2025, the total diesel used amounted to 60,577.04litres (2024: 57,666.11litres) while 187,530.59litres (2024: 190,548.91litres) of petrol and 336kg (2024: NIL) of LPG was used. Diesel used for our forklifts for moving goods in our warehouse amounted to 18,000.00litres (2024: 12,500.00litres) while diesel used by our lorries for delivering goods to our customers amounted to 42,577.04litres (2024: 45,166.11litres). In addition, petrol used for our forklifts amounted to 382.93litres (2024: NIL) while petrol used for cars amounted to 187,147.66litres (2024: 190,548.91litres).

### Carbon Emission

GHG emissions are universally acknowledged as a significant driver of climate change, that is associated with risks such as unpredictable weather events and rising sea levels. These climate-induced phenomena pose tangible threats across supply chains and consequently impact our day-to-day operations, as well as the health of our employees. As such, the Group is committed to implementing stringent air emission monitoring procedures to ensure compliance with permissible regulatory limits.

Our carbon emissions arise from the combustion of fuels in our use of transportation while operating and our use of electricity.

Our GHG disclosure covers Scope 1 and Scope 2 emissions. Our Scope 1 accounts for direct emissions from mobile fuel combustion, which comprise diesel, petrol and LPG used for forklifts for moving goods in our warehouse, diesel used by our lorries

## Sustainability Statement •

for delivering goods to our customers and petrol used for official sales travel. Scope 2 encompasses indirect emissions from our purchased electricity used for our office and warehouse. The Group does not track Scope 3 emissions due to the challenges in obtaining complete and reliable data which is beyond the Group's direct control.

Our combined emissions for the FYE 31 August 2025 amounted to 1,207.93tCO<sub>2</sub>e (2024: 1,118.27tCO<sub>2</sub>e). This is broken down into Scope 1 amounting to 606.73tCO<sub>2</sub>e (2024: 604.17tCO<sub>2</sub>e) and Scope 2 amounting to 601.20tCO<sub>2</sub>e (2024: 514.10tCO<sub>2</sub>e). Scope 1 emission factor was sourced from the Emission Factors for Cross Sector Tool, March 2024, published by the Greenhouse Gas Protocol, managed by the World Resources Institute and World Business Council for Sustainable Development. Scope 2 emission factor was sourced from the Grid Emissions Factors in Malaysia, 2017-2022, published by the Malaysia Energy Information Hub managed by the Energy Commission of Malaysia.

### Waste Management

Waste is produced mainly from the scraping of our old stocks as well as general waste from our daily activities. As our stocks are papers, these would be collected and sold to recycling facilities. During the FYE 31 August 2025, a total of 112.14MT (2024: 116.38MT) waste was generated out of which 6.99MT (2024: 8.38MT) was diverted from disposal and 105.15MT (2024: 108.00MT) was diverted to disposal as they comprised general waste.

### Water Consumption

At Sasbadi, water usage in our operations is minimal, as the nature of our business does not require extensive water consumption. However, we remain committed to optimising every aspect of our resource usage, including water, to ensure efficiency and sustainability. Water consumption for the FYE 31 August 2025 was 5.716000MI (2024: 4.894000MI).

## BUILDING A SUSTAINABLE COMMUNITY

As an education solutions provider, Sasbadi remains committed to uplifting our communities by making quality learning opportunities accessible to students from all walks of life. Each year, the Group undertakes a range of Corporate Social Responsibility (CSR) initiatives designed to support educational growth and empower underserved groups. For the FYE 31 August 2025, our Group invested a total of RM1,381,677 (2024: RM1,154,064) in community-focused programmes, reaching and benefitting more than 11,200 (2024: 8,571) recipients.

### Bridging the Digital Divide

Reducing disparities in digital access is essential to ensuring that students and educators are not left behind in an increasingly technology-driven world. By supporting digital readiness, we help schools and communities embrace modern tools that enhance teaching, learning, and connectivity.

During the year, Sasbadi collaborated with Persatuan Suri dan Anggota Wanita Perkhidmatan Awam Malaysia (PUSPANITA) through multiple initiatives. In conjunction with the Majlis Makan Malam Amal PUSPANITA Cawangan KPM, we contributed 60 units of BOOKR Class—our English reading and learning platform with animated books and interactive games—valued at RM9,000 to support children's literacy development. Additionally, through PUSPANITA's Program Ziarah Cakna, we donated a 75" Hisense smart whiteboard valued at RM7,588 to Sekolah Menengah Kebangsaan Langkawi Pulau Tuba to facilitate a more interactive and technology-enhanced learning experience for students.

Sasbadi is also supporting the Ministry of Education Malaysia (MOE) through its Program Literasi AI: Transformasi Pendidikan Digital which aims to educate teachers and students on teaching and learning through AI integration. We supported the programme by sending our digital learning solutions team to conduct demonstrations and training sessions for Ace-it, our AI teaching and learning platform at Sekolah Kebangsaan St. Anne's Convent (Labuan), Sekolah Menengah Kebangsaan Kampung Jambu (Perak), and Sekolah Menengah Kebangsaan Seri Panching (Pahang) to not only utilize Ace-it's customisable features to achieve more effective and personalised learning, but also to highlight practical applications of AI in classroom settings.



## • Sustainability Statement

### Giving Back To Society

Supporting the broader community is a key part of our responsibility as an education solutions provider. Our initiatives focus on strengthening literacy development, uplifting vulnerable groups, enriching learning environments, and promoting Malaysia's cultural and creative identity. Through these efforts, we aim to create meaningful and lasting impact within the communities we serve.

This year, we partnered with Budak Jalanan Chow Kit and Arus Academy, who aim to provide education and a safe environment for underprivileged and stateless children largely from B40 communities. Sasbadi donated primary and secondary school workbooks worth RM20,930 to support their learning needs. In Sekinchan, Selangor, we contributed RM8,706 worth of textbooks, reference books, storybooks, educational comics, and other library resources to Sekolah Kebangsaan Parit Empat to facilitate the refurbishment of its school library.

In collaboration with Balai Seni Negara, we supported the Program Merdeka Suka Cipta—an initiative that encourages Malaysians to express patriotism and unity through art and creativity. Sasbadi contributed 50 copies of Pendidikan Seni Visual SPM Seni Halus to help nurture artistic appreciation and creativity.

Sasbadi also supported the Majlis Buku Kebangsaan Malaysia (MBKM) in promoting the upcoming International Publishers Congress (IPC), which will be held in Kuala Lumpur from 5–9 July 2026. The IPC is a global forum that brings together publishing leaders to discuss industry innovation, international collaboration, and emerging trends in literacy and content development. To assist Malaysia in showcasing its publishing capabilities on the world stage, we contributed RM100,000 toward MBKM's efforts.



### Advocating STEM Culture

STEM education plays a crucial role in preparing students for future industries and cultivating a workforce with strong problem-solving and innovation capabilities. By supporting STEM initiatives, we help nurture Malaysia's next generation of thinkers, creators, and leaders.

Since 2005, Sasbadi has worked closely with the MOE to promote meaningful STEM engagement through hands-on robotics and STEM-related activities. Over the years, we have dedicated resources and expertise to organising major national robotics competitions such as the National Robotics Competition (NRC) and FIRST LEGO League (FLL) Malaysia, providing students with opportunities to build problem-solving, creativity, and collaboration skills. We also support Malaysian teams in international competitions, including the World Robot Olympiad (WRO) and FLL International events.

This sustained collaboration contributed to Malaysia's outstanding performance at the 2025 WRO in Singapore, where the Malaysian contingent achieved the highest number of awards (4 Gold awards, 4 Silver awards and 2 Excellence awards) among participants from 91 countries, surpassing more than 1,770 competitors.

Beyond large-scale competitions, Sasbadi continued to expand STEM access within communities. Through PUSPANITA's Program Ziarah Cakna, we donated a LEGO® Education SPIKE™ Prime Expansion Set valued at RM1,250 to Sekolah Menengah Kebangsaan Langkawi Pulau Tuba, supporting students in building advanced robotics models. Additionally, we contributed a LEGO® Education SPIKE™ Prime (Core Set), valued at RM3,850, to Sekolah Menengah Kebangsaan Asajaya in Kota Samarahan, Sarawak, providing rural students with hands-on exposure to robotics, coding, and design thinking.

Across our various initiatives, Sasbadi remains dedicated to creating equitable opportunities for learners and communities nationwide. By supporting digital readiness, enhancing educational access for underserved groups, strengthening literacy and cultural appreciation, and nurturing future-ready STEM talent, we continue to invest in a more inclusive and empowered Malaysia. These efforts reflect our unwavering belief that education, in all its forms, is the foundation for sustainable growth and meaningful social progress.

# Sustainability Statement •

## CONCLUSION

We acknowledge that there will always be room for improvement with respect to sustainability. As we continue on our sustainability journey, we hold steadfast to our goal of building a sustainable business for the future. We will continue to keep abreast of developments in our operating environments, actively engage our stakeholders and build on our foundation to further promote sustainable practices within our organisation.

## FEEDBACK AND CONTACT POINT

We welcome all stakeholders to share your feedback or concerns regarding our sustainability approach via <https://www.sasbadiholdings.com/contact.php>.

## Sustainability Performance Report

| Indicator  | Measurement Unit | 2024   | 2025   |
|--|------------------|--------|--------|
| <b>Financial Performance</b>   |                  |        |        |
| Number of incidents of delayed presentation of information   | Number           | 0      | 0      |
| <b>Regulatory Compliance</b>   |                  |        |        |
| Number of incidents of non-compliance of laws and regulations  | Number           | 0      | 0      |
| <b>Bursa (Anti-corruption)</b>   |                  |        |        |
| Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category             |                  |        |        |
| Executive  | Percentage       | 100.00 | 100.00 |
| Non-executive/Technical Staff  | Percentage       | 100.00 | 100.00 |
| Bursa C1(b) Percentage of operations assessed for corruption-related risks   | Percentage       | 100.00 | 100.00 |
| Bursa C1(c) Confirmed incidents of corruption and action taken   | Number           | 0      | 0      |
| <b>Bursa (Data privacy and security)</b>   |                  |        |        |
| Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data | Number           | 0      | 0      |
| Number of system data privacy and security breaches encountered  | Number           | 1      | 0      |
| <b>Quality Control</b>   |                  |        |        |
| Occurrence of copyright infringement or product quality issues received  | Number           | 0      | 0      |
| Number of reported quality issues received and unresolved  | Number           | 0      | 0      |
| <b>Bursa (Supply chain management)</b>   |                  |        |        |
| Bursa C7(a) Proportion of spending on local suppliers  | Percentage       | 91.55  | 94.24  |
| <b>Bursa (Diversity)</b>   |                  |        |        |
| Bursa C3(a) Percentage of employees by gender and age group, for each employee category                            |                  |        |        |
| Age Group by Employee Category   |                  |        |        |
| Executive Under 30   | Percentage       | 14.94  | 18.18  |
| Executive Between 30-50  | Percentage       | 59.00  | 60.00  |
| Executive Above 50   | Percentage       | 26.06  | 21.82  |
| Non-executive/Technical Staff Under 30   | Percentage       | 44.87  | 44.90  |
| Non-executive/Technical Staff Between 30-50  | Percentage       | 50.00  | 48.98  |
| Non-executive/Technical Staff Above 50   | Percentage       | 5.13   | 6.12   |
| Gender Group by Employee Category  |                  |        |        |
| Executive Male   | Percentage       | 43.30  | 38.91  |
| Executive Female   | Percentage       | 56.70  | 61.09  |
| Non-executive/Technical Staff Male   | Percentage       | 52.56  | 56.12  |
| Non-executive/Technical Staff Female   | Percentage       | 47.44  | 43.88  |
| Bursa C3(b) Percentage of directors by gender and age group  |                  |        |        |
| Male   | Percentage       | 72.73  | 75.00  |
| Female   | Percentage       | 27.27  | 25.00  |
| Under 30   | Percentage       | 0.00   | 0.00   |
| Between 30-50  | Percentage       | 27.27  | 33.33  |
| Above 50   | Percentage       | 72.73  | 66.67  |

## Sustainability Statement

| Indicator  | Measurement Unit | 2024         | 2025             |
|--|------------------|--------------|------------------|
| Overall percentage of employees by gender - Male   | Percentage       | 46.02        | 44.42            |
| Overall percentage of employees by gender - Female   | Percentage       | 53.98        | 55.58            |
| Overall percentage of employees by age - Under 30  | Percentage       | 25.66        | 24.68            |
| Overall percentage of employees by age - Between 30 - 50   | Percentage       | 56.64        | 56.10            |
| Overall percentage of employees by age - Above 50  | Percentage       | 17.70        | 19.22            |
| Ethnic composition of employees - Malay  | Percentage       | 48.68        | 48.05            |
| Ethnic composition of employees - Chinese  | Percentage       | 48.97        | 48.83            |
| Ethnic composition of employees - Indian   | Percentage       | 1.47         | 2.08             |
| Ethnic composition of employees - Others   | Percentage       | 0.88         | 1.04             |
| Nationality composition of employees - Malaysian   | Percentage       | 100.00       | 100.00           |
| Nationality composition of employees - Foreign employees   | Percentage       | 0.00         | 0.00             |
| <b>Bursa (Labour practices and standards)</b>  |                  |              |                  |
| Bursa C6(a) Total hours of training by employee category   |                  |              |                  |
| Executive  | Hours            | 882          | 2,819            |
| Non-executive/Technical Staff  | Hours            | 133          | 224              |
| Bursa C6(b) Percentage of employees that are contractors or temporary staff  | Percentage       | 1.47         | 5.33             |
| Bursa C6(c) Total number of employee turnover by employee category   |                  |              |                  |
| Executive  | Number           | 21           | 24               |
| Non-executive/Technical Staff  | Number           | 16           | 20               |
| Bursa C6(d) Number of substantiated complaints concerning human rights violations  | Number           | 0            | 0                |
| <b>Bursa (Health and safety)</b>   |                  |              |                  |
| Bursa C5(a) Number of work-related fatalities  | Number           | 0            | 0                |
| Bursa C5(b) Lost time incident rate ("LTIR")   | Rate             | 0.28         | 0.00             |
| Bursa C5(c) Number of employees trained on health and safety standards   | Number           | 339          | 68               |
| Number of work-related injuries  | Number           | 1            | 0                |
| <b>Bursa (Energy management)</b>   |                  |              |                  |
| Bursa C4(a) Total energy consumption   | Megawatt         | 3,080.28     | 3,161.98         |
| Total electricity consumption  | Gigajoules       | 2,393.46     | 2,796.30         |
| Total diesel consumption - forklifts   | Gigajoules       | 447.50       | 706.88           |
| Total diesel consumption - lorries   | Gigajoules       | 1,616.95     | 1,672.04         |
| Total petrol consumption   | Gigajoules       | 6,631.10     | 6,192.02         |
| Solar energy - yield   | Megawatt         | 400.29       | 329.99           |
| Solar energy - CO2 avoidance   | Kilograms        | 399,089.93   | 329,002.12       |
| Solar energy - trees offset  | Number           | 21,616       | 17,820           |
| Total petrol consumption - forklifts   | Gigajoules       | -            | 12.64            |
| Total petrol consumption - cars  | Gigajoules       | -            | 6,179.38         |
| Total LPG consumption - forklifts  | Gigajoules       | -            | 15.89            |
| <b>Bursa (Emissions management)</b>  |                  |              |                  |
| Bursa C11(a) Scope 1 emissions in tonnes of CO2e   | Metric tonnes    | 604.17       | 606.73           |
| Bursa C11(b) Scope 2 emissions in tonnes of CO2e   | Metric tonnes    | 514.10       | 601.20           |
| Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting) | Metric tonnes    | -            | No Data Provided |
| <b>Bursa (Waste management)</b>  |                  |              |                  |
| Bursa C10(a) Total waste generated   | Metric tonnes    | 116.38       | 112.14           |
| Bursa C10(a)(i) Total waste diverted from disposal   | Metric tonnes    | 8.38         | 6.99             |
| Bursa C10(a)(ii) Total waste directed to disposal  | Metric tonnes    | 108.00       | 105.15           |
| <b>Bursa (Water)</b>   |                  |              |                  |
| Bursa C9(a) Total volume of water used   | Megalitres       | 4.894000     | 5.716000         |
| <b>Bursa (Community/Society)</b>   |                  |              |                  |
| Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer      | MYR              | 1,154,064.00 | 1,381,677.00     |
| Bursa C2(b) Total number of beneficiaries of the investment in communities   | Number           | 8,571        | 11,200           |

# Corporate Governance Overview Statement

The Board of Directors (“the Board”) of Sasbadi Holdings Berhad (“Sasbadi Holdings” or “the Company”) is committed to implementing and maintaining principles and practices of good corporate governance within Sasbadi Holdings and our subsidiaries (“the Group”) in order to safeguard stakeholders’ investments and the Group’s assets.

This statement provides an overview of the corporate governance practices by the Group during the financial year ended (“FYE”) 31 August 2025. This overview takes guidance from the key principles laid out in the Malaysian Code on Corporate Governance (“MCCG”) and is to be read together with the Corporate Governance Report which is available on the Company’s website at [www.sasbadiholdings.com](http://www.sasbadiholdings.com).

## PRINCIPLE A : BOARD LEADERSHIP AND EFFECTIVENESS

### I. BOARD RESPONSIBILITIES

The Board is responsible for the overall strategic direction and leadership of the Group, the adequacy and effectiveness of the Group’s risk management and internal control system, compliance with the relevant laws and regulations and maintaining an oversight over Management.

The Board is guided by the Company’s Board Charter which outlines the roles and responsibilities, operation and processes of the Board. The roles and responsibilities of the Board include, among others, the following:

- Review, challenge and approve the strategic plan prepared by the Management for the Group and to monitor the implementation of the plan;
- Oversee the conduct of the Group’s business to ensure the objectives are met, the business is sustainable and the relevant regulations are complied with;
- Identify, assess and manage the principal risks affecting the Group through the implementation of an adequate and effective system;
- Ensure that there are plans in place for orderly succession of senior management;
- Review the adequacy and effectiveness of the Group’s risk management and internal control system; and
- Oversee the implementation of investor relations policy to enable effective communication between the Group and the shareholders and other stakeholders.

In order to ensure the effective discharge of the Board’s functions and responsibilities, the Board delegates specific roles and responsibilities to three (3) Board Committees, i.e. Audit Committee, Nomination Committee and Remuneration Committee.

#### (a) Separation of the Positions of Chairman and Managing Director

The Board practices the separation of the positions of Chairman and Managing Director and the division in their responsibilities. There is a balance of power and authority such that no one individual has unrestricted powers over decision-making.

Datuk Dr Amin Bin Senin, who is an Independent Non-Executive Director, is the Chairman of the Group and he leads the Board in the oversight of Management while Mr Law King Hui, who is the Managing Director of the Group, focuses on the running of the business and day-to-day management of the Group.

#### (b) Support of Qualified and Competent Company Secretaries

The Board is supported by two (2) qualified, competent and experienced Company Secretaries, who are Associate members of the Malaysian Institute of Chartered Secretaries and Administrators (“MAICSA”) and are qualified pursuant to the requirements of the Companies Act 2016, pertaining to corporate secretarial matters which include, among others, convening of Board, Board Committee and general meetings, preparation of circular resolutions and minutes of meetings, maintenance of statutory registers and records, prepare and release of announcements to Bursa Malaysia Securities Berhad (“Bursa Securities”), and advising the Board on compliance with the relevant laws and regulations and adoption of corporate governance best practices.

## • Corporate Governance Overview Statement

(continued)

### (c) Access to Information and Advice

The Directors have full and unrestricted access to all information of the Group on a timely and accurate manner, to enable them to discharge their roles and responsibilities effectively. In addition, the Directors have full and unrestricted access to the Company Secretaries, the external auditors and the outsourced internal auditors for advice and services. If required, the Directors, collectively and individually, are also entitled to seek external independent professional advice at the Company's expense. This is provided for in the Company's Board Charter.

At the invitation of the Board or Board Committees, key management, external auditors and outsourced internal auditors will attend the meetings to present reports or information pertaining to their respective areas to the Board or Board Committees.

### (d) Board Meetings

The Board shall meet at least four (4) times in a financial year, and additional meetings may be convened as and when necessary. All Directors shall comply with the attendance requirements set out in the Main Market Listing Requirements ("MMLR") of Bursa Securities. Agendas, Board papers and other relevant documents will be distributed in advance to enable the Board members to have sufficient time to prepare for the meeting and make informed decisions. The Board may also invite members of the Management to attend the Board meetings to provide further information or clarification. Any Director who has an interest or conflict in relation to the matter being deliberated shall abstain from participating in the discussion or decision-making process. The Company Secretaries shall keep minutes of all Board meetings.

For the FYE 31 August 2025, there were five (5) Board meetings held and the attendance records of the Directors are as follows:

| Member   | Attendance |
|--|------------|
| Datuk Dr Amin Bin Senin  | 5 out of 5 |
| Law King Hui   | 5 out of 5 |
| Lee Swee Hang  | 5 out of 5 |
| Law Yi Chian   | 5 out of 5 |
| Datu Dr Rashidah Binti Bolhassan   | 4 out of 5 |
| Tang Yuen Kin  | 5 out of 5 |
| Datuk Dr Habibah Binti Abdul Rahim ( <i>appointed on 29 April 2025</i> )   | 1 out of 1 |
| Dato' Salleh Bin Mohd Husein ( <i>retired on 18 February 2025</i> )        | 3 out of 3 |
| Dato' Noor Rezan Binti Bapoo Hashim ( <i>retired on 18 February 2025</i> ) | 3 out of 3 |
| Law En Ruey ( <i>resigned on 31 October 2024</i> )                         | 0 out of 1 |

All the Directors complied with the minimum 50% attendance in respect of Board Meetings held during the FYE 31 August 2025 as stipulated under Paragraph 15.05 of the MMLR of Bursa Securities.

### (e) Code of Conduct, Whistle-Blowing Policy and Anti-Bribery and Corruption Policy

The Board has put in place a Code of Conduct which sets out certain values, principles and standards of good conduct expected of the Directors and employees at work. A copy of the Code of Conduct can be viewed on the Company's website, [www.sasbadiholdings.com](http://www.sasbadiholdings.com). The Code of Conduct will be reviewed from time to time for changes and new developments in the external and internal environment.

All Directors and employees of the Group are required to observe the Code of Conduct which provides guidance as to the ethical conduct to be complied to uphold the principles of honesty and integrity, to ensure a high standard of ethical and professional conduct is upheld in the performance of their duties and responsibilities.

Any Director or employee who knows of, or suspects, a violation of the Code of Conduct, is encouraged to whistle-blow or report the violation or suspected violation through the Whistle-Blowing Policy of the Company. A copy of the Whistle-Blowing Policy of the Company can be viewed on the Company's website, [www.sasbadiholdings.com](http://www.sasbadiholdings.com). For the FYE 31 August 2025, there was no report of any violation of the Code of Conduct.

# Corporate Governance • Overview Statement

(continued)

The Group also established and adopted the Anti-Bribery and Corruption Policy (“ABC Policy”), guided by the Guidelines on Adequate Procedures issued pursuant to Section 17A of the Malaysian Anti-Corruption Commission (“MACC”) Act 2009 (Amendment 2018). The ABC Policy sets out the parameters to prevent the occurrence of bribery and corrupt practices and to provide information and guidance to all employees, Directors and associated third parties on how to recognise and deal with bribery and corruption issues. The Group is committed to conducting business dealings in an honest and ethical manner. The ABC Policy can be viewed on the Company’s website, [www.sasbadiholdings.com](http://www.sasbadiholdings.com).

## (f) Directors’ Fit and Proper Policy

The Board also adopted the Directors’ Fit and Proper Policy, that serves as a guide to the Nomination Committee and the Board in their review and assessment of candidates to be appointed to the Board as well as existing directors who are retiring and seeking re-election. The aforesaid policy serves to ensure that the person to be appointed or re-elected as a director possesses the necessary character and integrity, experience and competence as well as the ability to discharge and give appropriate commitment and participation and contribution to the Board and the Company. The Directors’ Fit and Proper Policy is published on the Company’s website at [www.sasbadiholdings.com](http://www.sasbadiholdings.com).

## (g) Sustainability

The Board recognises the importance of sustainability, including environmental, social and governance (“ESG”) factors, as well as the associated risks and opportunities for the Group. To demonstrate its commitment, the Board has approved and adopted a Sustainability Policy. As the highest governing body, the Board holds overall responsibility for sustainability matters within the Group. The Board delegates the responsibility for identifying sustainability related risks of the Group to the Audit Committee. Both the Board and the Audit Committee work collaboratively to identify sustainability risks, and to develop strategies, plans and targets to address these risks. This process is reviewed annually with additional reviews conducted as necessary to ensure timely and effective action.

The Group Managing Director leads the senior management team (collectively referred to as “Management”) in executing the sustainability strategies and plans. Management will report periodically to both the Audit Committee and Board on progress and outcomes.

## II. BOARD COMPOSITION

As at 31 August 2025, the Board comprises three (3) Executive Directors (including the Group Managing Director) and four (4) Independent Non-Executive Directors (including the Chairman). This composition provides a balance mix of experience, expertise, skills and diversity, while ensuring an appropriate ratio between Executive and Independent Directors.

The Board complies with paragraph 15.02 of the MMLR of Bursa Securities, which requires at least two (2) Directors or one-third (1/3) of the Board of the Company, whichever is higher, to be independent. This is aligned with Practice 5.2 of the MCCG, which recommends that at least half of the Board comprise Independent Directors. The Board, through the Nomination Committee, reviews its composition and size annually or as and when required.

The Board, through the Nomination Committee, assesses the independence of the Independent Directors on an annual basis based on the criteria formulated by the Nomination Committee. This is to mitigate risks arising from conflict of interest or undue influences from interested parties. Based on the assessment for the FYE 31 August 2025, the Board reviewed, assessed and was satisfied with the independence demonstrated by all Independent Directors and their ability to act in the best interest of the Company.

MCCG recommends that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years and, upon completion of the nine (9) years, an Independent Director may continue to serve on the Board subject to the Director’s redesignation as a Non-Independent Director. In the event the Board intends to retain an Independent Director beyond nine (9) years, they should provide justification and seek annual shareholders’ approval through a two-tier voting process. The Company has no policy to limit the tenure of its Independent Directors to nine (9) years without further extension.

## • Corporate Governance Overview Statement

(continued)

Dato' Salleh Bin Mohd Husein and Dato' Noor Rezan Binti Bapoo Hashim were appointed on 7 May 2013 as Independent Non-Executive Chairman and Senior Independent Non-Executive Director respectively. Dato' Salleh Bin Mohd Husein stepped down as Chairman on 1 July 2024 and was subsequently redesignated as an Independent Non-Executive Director. Both Directors had served for a cumulative period approaching the 12-year tenure limit prescribed under the MMLR of Bursa Securities.

In line with the Company's commitment to good corporate governance and Board refreshment, Dato' Noor Rezan Binti Bapoo Hashim did not seek re-election and retired at the Annual General Meeting held on 18 February 2025. Dato' Salleh Bin Mohd Husein also retired as an Independent Non-Executive Director on the same date. Accordingly, both concluded their service on 18 February 2025.

As at 31 August 2025, none of the Independent Non-Executive Directors of the Company have exceeded the 9-year tenure limit recommended by the MCGG.

The Board recognises that gender diversity is an important attributes of a well-balanced and effective Board. Although no specific target has been set, the Board remains committed to maintaining female representation and has adopted a Gender Diversity Policy to ensure equal opportunities are provided to all individuals for appointment as a Director or employment within the Group, based on merits and without gender, age or racial bias. As at the FYE 31 August 2025, the Board comprises three (3) female Directors out of seven (7) members, representing approximately 43%.

### (a) Establishment of Nomination Committee

The Nomination Committee comprises the following members:

- Chairman** : Datu Dr Rashidah Binti Bolhassan (Senior Independent Non-Executive Director) (*redesignated on 29 April 2025*)  
Dato' Noor Rezan Binti Bapoo Hashim (Senior Independent Non-Executive Director) (*retired on 18 August 2025*)
- Members** : Tang Yuen Kin (Independent Non-Executive Director)  
Datuk Dr Habibah Binti Abdul Rahim (Independent Non-Executive Director) (*appointed on 29 April 2025*)

Following the retirement of Dato' Noor Rezan Binti Bapoo Hashim on 18 February 2025, Datu Dr Rashidah Binti Bolhassan was redesignated from Independent Non-Executive Director to Senior Independent Non-Executive Director and appointed as the Chairman of the Nomination Committee. All members of the Nomination Committee are Independent Non-Executive Directors.

The full Terms of Reference setting out the Nomination Committee's composition, meeting proceedings, functions and reporting procedures are available on the Company's website at [www.sasbadiholdings.com](http://www.sasbadiholdings.com).

The functions of the Nomination Committee under its Terms of Reference include, among others, assessing and recommending candidates for directorships to the Board and undertaking annual assessment of the effectiveness of the Directors individually, as well as the Board and Board Committees collectively.

A summary of activities carried out by the Nomination Committee during the FYE 31 August 2025 is as follows:

- Reviewed the Board's and Board Committees' structure, size, composition and diversity, and was satisfied with the review given the size of the Group and its business operations;
- Reviewed the assessment of performance of the individual Directors, the Board as a whole and the Board Committees, as well as the independence of the Independent Directors. The Committee was satisfied with the experience, contributions, competencies and mix of skills of the Directors, which enable the Board and its Committees to discharge their duties and responsibilities effectively. The assessment also confirmed that the Independent Directors continued to demonstrate independence in carrying out their roles, and that the Board functions cohesively as a team and is able to arrive at consensual decisions;
- Reviewed and assessed the Directors who are subject to retirement by rotation and casual vacancy, before recommending to the Board the tabling for shareholders' approval of the re-election of the said Directors at the previous Annual General Meeting ("AGM") held on 18 February 2025;
- Reviewed the need for continuous training and development by the Directors;

# Corporate Governance • Overview Statement

(continued)

- Reviewed the term of office and performance of the Audit Committee and each of its members and was satisfied that the Audit Committee had carried out its duties in accordance with its Terms of Reference;
- Reviewed and recommended to the Board on the appointment of Datuk Dr Habibah Binti Abdul Rahim as Independent Non-Executive Director and member of the Nomination Committee, Remuneration Committee and Audit Committee; and
- Reviewed and recommended to the Board on the redesignation of Datu Dr Rashidah Binti Bolhassan from Independent Non-Executive Director to Senior Independent Non-Executive Director and her appointment as the Chairman of the Nomination Committee.

The Board is satisfied with the level of time committed by the Directors in discharging their respective duties and roles as Directors of the Company. All the Directors of the Company have complied with paragraph 15.06 of the MMLR of Bursa Securities on the restriction on the number of directorships held in public listed companies.

## (b) Board and Board Committee Evaluation

The Board has established a formal process for the assessing the performance of individual Directors, the Board as a whole and the Board Committees, as well as the independence of the Independent Directors. These assessments are carried out annually. Directors are provided with a set of questionnaires covering the evaluation of the Board, Board Committees, individual Director and the independence of Independent Directors, to obtain their feedback, views, comments and suggestions for improvements.

## (c) Directors' Training

The Directors are encouraged to attend continuing education programmes to upgrade their knowledge and enhance their skills.

Details of some of the training programmes/forums/seminars/conferences attended/participated by the Directors for the FYE 31 August 2025:

| Director                | Title of Training Programme/Forum/Seminar/Conference   | Date                |
|-------------------------|--|---------------------|
| Datuk Dr Amin Bin Senin | • Yayasan Amir Malaysia and Guru Binar Indonesia: Keynote Address for Global Exchange E-Forum – Hybrid Practices to Educational Engagement Through Learning Experience | 4 December 2024     |
|                         | • Majlis Amanah Rakyat (MARA): Keynote Address for MARA International Education Conference 2024 (MIEC24) – National Education System: Hopes and Challenges             | 2 December 2024     |
|                         | • Aminuddin Baki Institute, Ministry of Education: Panel of Forum for MADANI Education Leadership – Making Sense of Public Service Reform                              | 5 November 2024     |
|                         | • Teacher Education Institute of Malaysia: Keynote Address for Dynamic Innovative Minds International Conference 2024 – Innovative and Contemporary Pedagogy           | 24 September 2024   |
| Law King Hui            | • Bursa PLCs IR4U Series 7: Gold for the Long Run – Preserving Value in a Shifting Economy   | 20 August 2025      |
|                         | • Kementerian Digital Malaysia: ASEAN AI Malaysia Summit 2025 – Driving Sustainable & Inclusive AI Development in Asean  | 12 – 13 August 2025 |
|                         | • Sunway University: ASEAN amidst Shifting Global Order – A Dialogue with Professor Jeffrey Sachs  | 23 May 2025         |
|                         | • Bursa PLCs IR4U Series 3: Implications of Trump 2.0  | 12 March 2025       |
|                         | • Bursa PLCs IR4U Series 1/2025: Brace Up for a Volatile Year  | 22 January 2025     |
|                         | • Ministry of Education: Seminar Buku Teks Mendepani Kurikulum Persekolahan 2027 – Transformasi Buku Teks Menelusuri Evolusi Pendidikan                                | 13 November 2024    |
|                         | • 2024 BFM CEO Forum: Malaysia's Education Reformation   | 6 November 2024     |

## • Corporate Governance Overview Statement

(continued)

| Director   | Title of Training Programme/Forum/Seminar/Conference   | Date                                     |
|--|--|--|
| Lee Swee Hang  | • Bursa PLCs IR4U Series 3: Implications of Trump 2.0  | 12 March 2025                            |
|  | • Intellectual Property Corporation of Malaysia (MyIPO), Malaysia Reprographic Rights Centre (MARC), IFRRO (International Federation of Reproduction Rights Organisations (IFFRO), and World Intellectual Property Organization (WIPO): National Seminar On Managing Copyright in Malaysia Education – Empowering Educators, Preserving Ideas            | 8 October 2024                           |
| Law Yi Chian   | • Kementerian Digital Malaysia: ASEAN AI Malaysia Summit 2025 – Driving Sustainable & Inclusive AI Development in Asean  | 12 – 13 August 2025                      |
| Datu Dr<br>Rashidah Binti<br>Bolhassan   | • Ministry of Women and Family Development, Malaysia: Panel evaluator for PERANTIS Initiative  | 21 – 27 August 2025                      |
|  | • Intellectual Property Corporation of Malaysia (MyIPO): National Dialogue on Intellectual Property and Artificial Intelligence – Owning the Future – IP in the Age of AI  | 18 August 2025                           |
|  | • Women Leadership Foundation: Hosted and chaired a Group Mentoring Session for mentees  | 2 August 2025                            |
|  | • National Library of Malaysia and the Librarians Association of Malaysia (PPM): Panel Moderator for Congress of Southeast Asian Librarians  | 16 – 19 June 2025                        |
|  | • Ministry of Women, Family and Community Development: Speaker for Women in Orange Economy Leadership Conference 2025 – Empowering Women in the Creative & Digital Economy   | 25 – 26 January 2025                     |
|  | • Women Leadership Foundation: Leadership Mentoring Program – Roundtable Discussion on Opportunities, Support, Advocacy - Sustainable Woman Empowerment  | 24 January 2025                          |
|  | • University of Illinois at Urbana-Champaign, United States of America: Business Administration (Online) – iMBA Program  | Commenced on 17 March 2021, and on-going |
| Tang Yuen Kin  | • Salihin Academy: Seminar on SST Revision & Expansion 2025 – Strategy, Impact and Compliance for Malaysian Businesses   | 28 August 2025                           |
|  | • Institute of Corporate Directors Malaysia (“IDCM”): Mandatory Accreditation Programme Part II – Leading for Impact   | 22 – 23 January 2025                     |
| Datuk Dr Habibah<br>Binti Abdul<br>Rahim ( <i>appointed<br/>on 29 April 2025</i> ) | • Beijing Normal University and UNESCO IITE: Global Smart Education Conference 2025, Beijing, China – Participated in the Ministerial Roundtable Key Priorities for Education Beyond 2030, delivered Opening Remarks on TVET Digital Transformation for Sustainable Rural Development, and delivered a Keynote Address on Digital Transformation in TVET | 18 – 20 August 2025                      |
|  | • Southeast Asian Ministers of Education Organization (“SEAMEO”): South East Asia Teacher 10 <sup>th</sup> Batch Evaluation Meeting, Malang, Indonesia – Delivered Opening and Closing Remarks   | 4 – 8 August 2025                        |
|  | • Institute of Corporate Directors Malaysia (“IDCM”): Mandatory Accreditation Programme Part II – Leading for Impact   | 30 – 31 July 2025                        |
|  | • SEAMEO: Centre Policy Research Network Summit (CPRN), Brunei – Delivered Opening and Closing Remarks   | 3 – 4 July 2025                          |
|  | • Education World Forum, London, UK – Participated and presented at the ASEAN Ministerial Roundtable on Foundational Learning  | 18 – 22 May 2025                         |
|  | • Bursa Malaysia: Mandatory Accreditation Programme 1  | 13 – 14 May 2025                         |
|  |  |  |

# Corporate Governance • Overview Statement

(continued)

## III. REMUNERATION

### (a) Establishment of Remuneration Committee

The Remuneration Committee comprises the following members:

- Chairman** : Tang Yuen Kin (Independent Non-Executive Director)  
**Members** : Datu Dr Rashidah Binti Bolhassan (Senior Independent Non-Executive Director)  
 Datuk Dr Habibah Binti Abdul Rahim (Independent Non-Executive Director) (*appointed on 29 April 2025*)  
 Dato' Noor Rezan Binti Bapoo Hashim (Senior Independent Non-Executive Director) (*retired on 18 February 2025*)

All the members are Independent Non-Executive Directors.

The full Terms of Reference setting out the Remuneration Committee's composition, meeting proceedings, functions and reporting procedures can be viewed on the Company's website, [www.sasbadiholdings.com](http://www.sasbadiholdings.com).

A summary of activities carried out by the Remuneration Committee during the FYE 31 August 2025 is as follows:

- Discussed and reviewed Directors' fees for the FYE 31 August 2025 prior to recommending to the Board the tabling for shareholders' approval of the said fees at the Twelfth AGM held on 18 February 2025;
- Discussed and reviewed the Executive Directors' remuneration; and
- Reviewed the performance of the principal officers/key senior management of the Group for the FYE 31 August 2024.

### (b) Directors'/Key Management Personnel's Remuneration

The Remuneration Committee has put in place a Remuneration Framework and Policy with the objectives of creating a fair and transparent system for determining the appropriate levels of remuneration for both Executive and Non-Executive Directors, and to ensure that the levels of remuneration are sufficient to attract and retain persons having the right skills, experience, competence and expertise to serve as Executive and Non-Executive Directors in the Company. None of the Executive Directors, Non-Executive Directors and senior management personnel participates in determining his/her individual remuneration packages, which are reviewed annually.

Details of aggregate remuneration received by the Directors from the Company and the Group for the FYE 31 August 2025 are as follows:

| Director  | Fees<br>RM'000 | Salaries<br>RM'000 | Employees'<br>Provident<br>Fund<br>RM'000 | Estimated                                  | Gratuity<br>RM'000 | Total<br>RM'000 |
|---|----------------|--------------------|---|--|--------------------|-----------------|
|   |                |                    |   | Value of<br>Benefits-in-<br>kind<br>RM'000 |                    |                 |
| Datuk Dr Amin Bin Senin   | 60             | –                  | –   | –  | –                  | 60              |
| Law King Hui  | 40             | 405                | 17  | 26   | –                  | 488             |
| Lee Swee Hang   | 40             | 284                | 12  | 6  | –                  | 342             |
| Law Yi Chian  | 40             | 279                | 35  | 6  | –                  | 360             |
| Datu Dr Rashidah Binti Bolhassan  | 60             | –                  | –   | –  | –                  | 60              |
| Tang Yuen Kin   | 60             | –                  | –   | –  | –                  | 60              |
| Datuk Dr Habibah Binti Abdul Rahim  | 20             | –                  | –   | –  | –                  | 20              |
| Dato' Noor Rezan Binti Bapoo Hashim<br>( <i>retired on 18 February 2025</i> ) | 30             | –                  | –   | –  | 30                 | 60              |
| Dato' Salleh Bin Mohd Husein<br>( <i>retired on 18 February 2025</i> )        | 30             | –                  | –   | –  | 30                 | 60              |
| Law En Ruey<br>( <i>resigned on 31 October 2024</i> )                         | 7              | 42                 | 5   | –  | –                  | 54              |
| <b>Total</b>  | <b>387</b>     | <b>1,010</b>       | <b>69</b>                                 | <b>38</b>                                  | <b>60</b>          | <b>1,564</b>    |

## • Corporate Governance Overview Statement

(continued)

With the best interest of the Group in mind, and taking into consideration the sensitivity, privacy, security, issue of staff poaching, the Board has opted not to disclose on a named basis the top five senior management's remuneration in the bands of RM50,000. Instead, the Company will disclose the top five senior management's remuneration on an aggregate basis.

The top five senior management's remuneration on an aggregate for the FYE 31 August 2025 is as follows:

|                    | RM'000       |
|--------------------|--------------|
| Salaries and bonus | 1,342        |
| Other Emoluments   | 142          |
| <b>Total</b>       | <b>1,484</b> |

Other than the above, the Company has arranged for Directors' and Officers' Liability Insurance to indemnify the Directors and officers of the Group against liabilities incurred by them during the discharge of their duties while in office.

### PRINCIPLE B : EFFECTIVE AUDIT AND RISK MANAGEMENT

#### I. AUDIT COMMITTEE

The Audit Committee comprises the following members:

- Chairman** : Tang Yuen Kin (Independent Non-Executive Director)  
**Members** : Datu Dr Rashidah Binti Bolhassan (Senior Independent Non-Executive Director)  
 Datuk Dr Habibah Binti Abdul Rahim (Independent Non-Executive Director) (*appointed on 29 April 2025*)  
 Dato' Noor Rezan Binti Bapoo Hashim (Senior Independent Non-Executive Director) (*retired on 18 February 2025*)

Please refer to the Audit Committee Report contained in the Annual Report for more information.

#### Relationship with the External Auditors

The Audit Committee reviews and monitors the suitability and independence of the external auditors on an annual basis. In addition, the Audit Committee has obtained confirmation from the external auditors that they are and have been independent throughout the conduct of the audit engagement. For the FYE 31 August 2025, the fees incurred by the Group in relation to the non-audit services by the external auditors amounts to RM8,000.

#### II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board recognises the importance of having effective governance, embedding risk management and internal control processes. The Board also acknowledges its overall responsibility for maintaining a sound risk management, internal control system and reviewing their adequacy and effectiveness in order to safeguard stakeholders' investments and the Group's assets.

Details on the risk management and internal control system of the Group are set out in the Statement on Risk Management and Internal Control of this Annual Report.

The Group has outsourced the internal audit function to a professional services firm, Sterling Business Alignment Consulting Sdn Bhd, which is independent of the activities and operations of the Group. The outsourced internal auditors report directly to the Audit Committee. Details on the internal audit function are set out in the Audit Committee Report and the Statement on Risk Management and Internal Control of this Annual Report.

# Corporate Governance • Overview Statement

(continued)

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

### **I. COMMUNICATION WITH STAKEHOLDERS**

The Board recognises the importance of maintaining effective communication between the Company and its potential investors or shareholders together with timeliness and equal dissemination of information. This will enhance their understanding of the Group's performance and position and assist them in making informed decisions.

The Board believes the AGM is a principal forum for dialogue and communication with shareholders. Stakeholders are also able to obtain latest information on the Group from the Company's website and are encouraged to contact the Company should they require more information. In this regard, Management holds meetings and engagements with stakeholders regularly upon request and through roadshows, dialogues and forums.

### **II. CONDUCT OF GENERAL MEETINGS**

The Notice of the AGM is sent out to shareholders at least 28 days before the meeting to allow them adequate time to prepare and make informed decisions. As stated in the Notice of the AGM, the Annual Report is made available for shareholders to download from the Company's website.

The Company will allocate sufficient time during the AGM and Extraordinary General Meeting(s) ("EGM") for a Question-and-Answer session whereby the Chairman together with the other Board members will be present to answer any questions and possible concerns that the shareholders may have on the Group and its operations.

Senior Management and the Group's external auditors as well as the Company's advisers are also available to respond to shareholders' questions during the AGM/EGM as the case may be.

The Company shall conduct poll voting for all resolutions set out in the notice of any general meeting in accordance with the MMLR of Bursa Securities.

## **COMPLIANCE STATEMENT**

The Board is satisfied that throughout the FYE 31 August 2025, the Company has applied the principles and recommendations of the corporate governance set out in the MCCG, where necessary and appropriate.

This Corporate Governance Overview Statement was approved by the Board on 19 December 2025.

# Audit Committee Report

The Audit Committee has been established to assist the Board of Directors (“the Board”) of Sasbadi Holdings Berhad (“Sasbadi Holdings” or “the Company”) in fulfilling its fiduciary responsibilities relating to corporate accounting, financial reporting practices, system of internal controls, audit processes and monitoring of compliance with laws and regulations (*Note: Sasbadi Holdings and its subsidiaries are collectively referred to as “the Group” herein*).

## MEMBERS OF THE AUDIT COMMITTEE

The Audit Committee comprises the following members:

**Chairman** : Tang Yuen Kin (Independent Non-Executive Director)  
**Members** : Datu Dr Rashidah Binti Bolhassan (Senior Independent Non-Executive Director)  
 Datuk Dr Habibah Binti Abdul Rahim (Independent Non-Executive Director) (*appointed on 29 April 2025*)  
 Dato’ Noor Rezan Binti Bapoo Hashim (Senior Independent Non-Executive Director) (*retired on 18 February 2025*)

Datuk Dr Habibah Binti Abdul Rahim was appointed as the member of the Audit Committee on 29 April 2025 in place of Dato’ Noor Rezan Binti Bapoo Hashim who retired on 18 February 2025.

The composition of the Audit Committee complies with paragraph 15.09 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”), as follows:

- The Audit Committee comprises three (3) members;
- All the members are Independent Non-Executive Directors; and
- The Chairman, Tang Yuen Kin, is a member of the Malaysian Institute of Accountants.

## TERMS OF REFERENCE

The full Terms of Reference setting out the Audit Committee’s composition, meeting proceedings, authority, functions and duties can be viewed on the Company’s website, [www.sasbadiholdings.com](http://www.sasbadiholdings.com).

## ATTENDANCE OF MEETINGS

During the financial year ended (“FYE”) 31 August 2025, the Audit Committee held a total of five (5) meetings. The attendance of the members of the Audit Committee at the meetings is as follows:

| Member   | Attendance |
|--|------------|
| Tang Yuen Kin  | 5 out of 5 |
| Datu Dr Rashidah Binti Bolhassan   | 4 out of 5 |
| Datuk Dr Habibah Binti Abdul Rahim ( <i>appointed on 29 April 2025</i> )   | 1 out of 1 |
| Dato’ Noor Rezan Binti Bapoo Hashim ( <i>retired on 18 February 2025</i> ) | 3 out of 3 |

The agenda for the meetings, together with the relevant papers and reports and minutes of the previous meetings, were distributed to the members prior to the meetings. The Company Secretary attended all the meetings held during the financial year under review. In addition, the Group Managing Director and other Executive Directors, the Group Chief Financial Officer, key management personnel, external auditors and outsourced internal auditors also attended the meetings when invited by the Audit Committee to provide and present reports or information during the deliberation of matters pertaining to their respective areas, in the meetings.

# Audit Committee • Report (continued)

## SUMMARY OF WORK OF THE AUDIT COMMITTEE DURING THE FYE 31 AUGUST 2025

During the FYE 31 August 2025, the Audit Committee had, in discharging its functions and duties, carried out, among others, the following work:

### Financial reporting / Annual reporting

- Reviewed and recommended for the Board's approval the unaudited financial results of the Group for announcement to Bursa Securities for the following financial quarters:
  - Fourth quarter ended 31 August 2024
  - First quarter ended 30 November 2024
  - Second quarter ended 28 February 2025
  - Third quarter ended 31 May 2025

The review was to ensure that the unaudited quarterly financial results were prepared in accordance with the requirements of Malaysian Financial Reporting Standard 134, International Accounting Standard 34: *Interim Financial Reporting*, and paragraph 9.22 and Part A of Appendix 9B of the MMLR of Bursa Securities. The review also covered, among others, the accuracy and adequacy of disclosure of information, the Group's performance and financial position for the respective quarters, segmental performance, seasonality of operations, prospects, etc.;

- Reviewed the audited financial statements for the FYE 31 August 2024 before recommending for the Board's approval. The review was to ensure that the financial statements were prepared in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016;
- Reviewed the assessment report/checklist relating to risk management and internal control prepared by Management for the purpose of the Statement on Risk Management and Internal Control ("SORMIC") for inclusion in the Annual Report for the FYE 31 August 2024;
- Reviewed and recommended for the Board's approval the SORMIC and the Audit Committee Report ("AC Report") for inclusion in the Annual Report for the FYE 31 August 2024. The review was to ensure that the SORMIC and the AC Report were prepared in accordance with the MMLR of Bursa Securities;
- Reviewed the Group's management budget for the FYE 31 August 2025 before recommending for the Board's approval and adoption; and

### External audit

- Reviewed and discussed with the external auditors, i.e. BDO PLT, on the audit for the FYE 31 August 2024. At the meeting, BDO PLT reported that, during the course of the performance of the audit, they had not been made aware of any serious offence involving fraud or dishonesty being or which has been committed in the Group. The Management also represented, among others, the same (i.e. no knowledge of any serious offence involving fraud or dishonesty being or which has been committed in the Group) to BDO PLT;
- Without the presence of Executive Directors and Management, discussed with BDO PLT on any issues, problems and reservations arising from the audit for the FYE 31 August 2024, and any other matters that they would want to bring to the attention of the Audit Committee;
- Assessed the suitability of BDO PLT as the external auditors of the Group based on the criteria in relation to the re-appointment of external auditors as prescribed under the MMLR of Bursa Securities, such as the adequacy of BDO PLT's experience and resources and the capability of the audit team assigned to the audit, as well as their independence, before recommending to the Board for the tabling to the shareholders for approval of the re-appointment of BDO PLT as the external auditors of the Company, at the previous annual general meeting held on 18 February 2025;
- Reviewed and discussed with the external auditors, BDO PLT, on their audit plan for the FYE 31 August 2025 covering the audit scope, audit methodology, timetable and milestones, audit materiality, audit focus areas and reported observations in prior year's audit, before endorsing and recommending to the Board for adoption; and
- Reviewed the audit and non-audit fees of the external auditors for the FYE 31 August 2025 before recommending for the Board's approval.

# • Audit Committee Report

(continued)

## Internal audit

- Reviewed, discussed and approved the outsourced internal auditors' audit plan (covering the scope of work, subsidiaries being audited, estimated number of man-days, audit schedule and reporting timeline) and fees for the FYE 31 August 2025 before recommending for the Board's endorsement; and
- Reviewed and deliberated on the outsourced internal auditors' reports as detailed in the Internal Audit Function section below and follow up on the actions taken by the Management in addressing the issues and recommendations raised by the internal auditors.

## Risk management

- Reviewed the updated Registry of Risks and Risk Matrix prepared by the Risk Management Team ("RMT"). While the total number of risk factors have remained consistent, the Audit Committee noted refinements in the scope and descriptions of certain risks, particularly the redefinition of the raw materials risk to include fluctuations in raw-material prices, labour costs and production-related expenses. The Audit Committee also noted that the overall risk ratings remained unchanged.

## Others

- During the FYE 31 August 2025 there were no related party transactions, recurrent related party transactions, conflict of interest or potential conflict of interest reported to the Audit Committee. The Directors and key senior management undertake to inform the Company immediately if and when they become aware of any conflict of interest or potential conflict of interest and recuse themselves from the relevant deliberations and decisions where such conflict may be present.

## INTERNAL AUDIT FUNCTION

The internal audit function of the Group is outsourced to Sterling Business Alignment Consulting Sdn Bhd, an external professional firm which is independent of the activities and operations of the Group. They carried out review on the adequacy of the internal control system of the Group. The outsourced internal auditors report directly to the Audit Committee.

A summary of the work carried out by the outsourced internal auditors during the FYE 31 August 2025 is as follows:

- Prepared and presented an internal audit plan for the FYE 31 August 2025 to the Audit Committee. The focus of the internal audit plan for the FYE 31 August 2024, as approved by the Audit Committee was on major subsidiaries of the Company;
- Undertook the internal control assessment in accordance with the internal audit plan for the FYE 31 August 2025, covering the following companies and functional areas/sections:
  - Sasbadi Sdn Bhd
    - Management Information System / Information Technology
    - Personal Data Protection
  - Edu Paper And Stationery Sdn Bhd
    - Sales and Marketing
    - Finance and Accounts
- Undertook follow-up review on previously reported audit findings to ensure weaknesses identified have been or are being addressed; and
- Presented the reports on internal control assessment setting out their findings and recommendations, and Management's responses and actions, to the Audit Committee for deliberation.

The fees incurred by the Group in relation to outsourced internal audit function for the FYE 31 August 2025 were RM33,500.

# Statement On Risk Management And Internal Control

## INTRODUCTION

The Board of Directors (“the Board”) of Sasbadi Holdings Berhad (“Sasbadi Holdings” or “the Company”) is pleased to present the following Statement on Risk Management and Internal Control of Sasbadi Holdings and its subsidiaries (“the Group”) for the financial year ended (“FYE”) 31 August 2025. This Statement has been prepared in accordance with paragraph 15.26(b) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, issued by the Taskforce on Internal Control with the support and endorsement of Bursa Securities (“the Guidelines”).

## BOARD RESPONSIBILITIES

The Board recognises the importance of having effective governance, embedding risk management and internal control processes in order for the Group to achieve its objectives and sustain growth and success in its business operations. In this regard, the Board acknowledges its overall responsibility for maintaining a sound risk management and internal control system and for reviewing their adequacy and effectiveness in order to safeguard stakeholders’ investments and the Group’s assets. While maintaining overall responsibility, the Board has delegated its functions pertaining to risk management and internal controls to the Audit Committee. In addition, the Board and the Audit Committee are assisted by the Management in the implementation of the policies and procedures established by the Board on risk management and internal controls.

The Board recognises that, due to the limitations inherent in any internal control system, the system is designed to manage, and not to eliminate, the risk of failure to achieve the Group’s business objectives, and it can only provide reasonable but not absolute assurance against material misstatement of financial information and records, or against financial losses or fraud.

## RISK MANAGEMENT

The Group has put in place a risk management framework (“RM Framework”) to assist the Group in managing the various risks faced in its daily business operations. Under the RM Framework, a Risk Management Team (“RMT”), headed by the Group Chief Financial Officer and comprising the Heads of various functions and departments within the Group, has been established to actively manage the risks faced by the Group. The RMT reports to the Executive Management Team (“EMT”) comprising the Executive Directors, and the Audit Committee, who both in turn report to the Board.

The RMT adopts a strategic approach towards risk management which involves risk identification, evaluation, treatment, monitoring and review. The RMT has been assessing, monitoring and managing the risks on a monthly basis via the use of a checklist of risks. In addition, the risks identified together with the steps taken/to be taken to mitigate the risks are deliberated during the periodic management meetings attended by the EMT and the RMT.

## INTERNAL CONTROL SYSTEM

The key elements of the Group’s internal control system include, among others, the following:

- Defined organisation structure with proper segregation of duties, responsibilities and authorities among the Directors, management and employees;
- Board Committees (i.e. Audit Committee, Nomination Committee and Remuneration Committee) which undertake their duties and responsibilities according to their delegated functions as set out in their respective Terms of Reference;
- Formalised Code of Conduct, Whistle-Blowing Policy, Anti-Bribery and Corruption Policy, Directors’ Fit and Proper Policy and Sustainability Policy. For the financial year under review, there were no concerns raised of any wrongdoing or improper conduct involving the Group or its Directors or employees;
- Documentation of key business processes and authority matrix to ensure decisions are made by the relevant individuals/groups within the authority limits established;
- Periodic Board, Board Committee and management meetings to discuss, among others, financial, operational, risk and compliance matters;
- Annual budgeting process whereby the annual budget prepared by management is tabled for the Audit Committee’s review before being approved by the Board;
- Outsourced internal audit function which reports to the Audit Committee;
- Employment procedures and processes to facilitate the recruitment and evaluation of employees; and
- Insurance coverage on the Group’s assets, where necessary.

# • Statement On Risk Management And Internal Control

(continued)

## INTERNAL AUDIT FUNCTION

The Group has outsourced the internal audit function to a professional service firm, which is independent of the activities and operations of the Group, to review the adequacy and effectiveness of the internal control system of the Group. The outsourced internal auditors, which report directly to the Audit Committee, conducted internal control assessment on the Group in order to identify areas for improvement, besides compliance with internal best practices, guidelines and objectives.

During the financial year under review, the outsourced internal auditors have carried out an internal control assessment based on the internal audit plan for the FYE 31 August 2025 as approved by the Audit Committee, covering the following subsidiaries and functional areas/sections:

### i. Sasbadi Sdn Bhd

- Management Information System / Information Technology, in respect of software and hardware maintenance and management, software licensing management, purchasing / disposing of computer software and hardware procedures, virus protection and security, disaster recovery / business continuity planning procedures, access security and data integrity control procedures, data backup and restore policies and procedures and general cyber security control procedures.
- Personal Data Protection, in respect of personal data collection policies, processes and procedures, consent, purpose limitations and type of data collection and verification procedures, data storage security and protection policies and control procedures, monitoring procedures for specified control measures for data loss, misuse, modification, unauthorised or accidental access, disclosure, alteration, or destruction, etc., updating personal data processes and procedures, inactive personal data management, retention period and cessation of the personal data procedures, data protection officer / compliance person, compliance execution procedures, personal data breach handling and management, data breach notification processes and procedures and governance of overall personal data protection act compliance (data subject rights, third party data sharing, transparency, governance, risk assessment and related legal and regulatory).

### ii. Edu Paper And Stationery Sdn Bhd

- Sales and Marketing, in respect of new market identification processes and procedures, distributor / agent appointment processes and procedures, costing computation processes and procedures, pricing control processes and procedures, customer order processing, selling and distribution expenses allocation processes and procedures, credit application and evaluation processes and procedures, goods return management, customer retention management, performance monitoring and reporting and implementation process of business development strategy.
- Finance and Accounts, in respect of billing and revenue recognition processes and procedures, collection processes and procedures, credit and accounts receivable management, payment processes and procedures, cash flow management processes and procedures, limits of authority, intercompany transactions processes and procedures, staff claims processes and procedures, debit note and credit note processes and procedures, capital asset management processes and procedures, procedures for the related party transactions / recurrent related party transactions, and inventory valuation processes and procedures.

iii. Follow-up review on previously reported audit findings to ensure weaknesses identified have been or are being addressed.

Upon completion of the work, the outsourced internal auditors presented their reports to the Audit Committee during the quarterly meetings whereby the outsourced internal auditors' findings and recommendations as well as the Management's responses and action plans were deliberated.

## WEAKNESSES IN INTERNAL CONTROLS WHICH RESULTED IN MATERIAL LOSSES, IF ANY

During the FYE 31 August 2025 and up to the date of approval for issuance of this Statement, there were no material losses incurred by the Group arising from weaknesses in its internal control system.

# Statement On Risk Management • And Internal Control

(continued)

## MANAGEMENT RESPONSIBILITIES AND ASSURANCE

In accordance to the Guidelines, the Management is responsible to the Board for identifying risks relevant to the business of the Company's objectives and strategies, implementing and maintaining a sound system of risk management and internal control, and monitoring and reporting to the Board of significant control deficiencies and changes in risks that could significantly affect the Company's achievement of its objectives and performance.

In producing this Statement, the Board has received assurance from the Group Managing Director and the Group Chief Financial Officer that, to the best of their knowledge, the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the existing risk management and internal control system of the Group for the FYE 31 August 2025.

## REVIEW OF THIS STATEMENT

Pursuant to paragraph 15.23 of the MMLR of Bursa Securities, the Company's external auditors have reviewed this Statement for inclusion in the 2025 Annual Report of the Company, and have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is inconsistent with their understanding of the process adopted by the Board in reviewing the adequacy and integrity of the system of internal control and risk management.

## CONCLUSION

Based on the foregoing, the Board is of the view that the Group's risk management and internal control system is adequate and effective.

# Additional Compliance Information

## EMPLOYEES' SHARE OPTION SCHEME ("ESOS")

The Company has implemented an ESOS of up to ten percent (10%) of the Company's total number of issued shares (excluding treasury shares, if any) for the eligible employees and Executive Directors of the Group (i.e. Sasbadi Holdings and its subsidiaries) effective from 1 September 2016 for a duration of five (5) years, expiring on 31 August 2021. On 17 February 2021, the Board of Directors has approved the extension of the ESOS for a further period of five (5) years to 31 August 2026.

During the financial year ended ("FYE") 31 August 2025, no options were granted by the Company under the ESOS.

## AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees incurred by the Company and the Group for services rendered by the external auditors or a firm or corporation affiliated to the external auditors to the Company and the Group during the FYE 31 August 2025 are as follows:

|                    | Company | Group  |
|--------------------|---------|--------|
|                    | RM'000  | RM'000 |
| Audit services     |         |        |
| – BDO PLT          | 65      | 333    |
| – Other auditor    | –       | 1      |
| Non-audit services | 8       | 8      |

The non-audit services provided by the external auditors were in relation to the review of the Statement on Risk Management and Internal Control.

## MATERIAL CONTRACTS INVOLVING DIRECTORS AND/OR MAJOR SHAREHOLDERS

There were no material contracts entered into by the Company and/or our subsidiaries involving the interest of Directors and/or major shareholders, either subsisting at the end of the FYE 31 August 2025 or entered into since the end of the previous financial year.

## UTILISATION OF PROCEEDS

No proceeds were raised from any corporate proposals during the FYE 31 August 2025.

## RECURRENT RELATED PARTY TRANSACTIONS

There were no recurrent related party transactions entered into by the Group during the FYE 31 August 2025.

# Statement On Directors' Responsibility

The Directors are required by the Companies Act 2016 ("the Act") to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year under review and their results and cash flows for the financial year then ended. As required by the Act and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the financial statements have been prepared in accordance with the applicable approved accounting standards in Malaysia.

In preparing the financial statements of the Group and the Company for the financial year ended 31 August 2025, the Directors have:

- adopted suitable accounting policies and applied them consistently;
- made judgments and estimates that are prudent and reasonable;
- ensured applicable approved accounting standards have been complied with, subject to any material departures being disclosed and explained in the financial statements; and
- prepared the financial statements on a going concern basis.

The Directors are responsible for ensuring that the Group and the Company keep proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and the Company. The Directors are also responsible for taking such reasonable steps to safeguard the assets of the Group and the Company and to prevent and detect fraud and other such irregularities.

This statement is made in accordance with the resolution of the Board dated 19 December 2025.

# Financial Statements

- 75** | Directors' Report
- 81** | Statement by Directors
- 81** | Statutory Declaration
- 82** | Independent Auditors' Report
- 89** | Statements of Financial Position
- 90** | Statements of Profit or Loss and Other Comprehensive Income
- 91** | Consolidated Statement of Changes in Equity
- 93** | Statement of Changes in Equity
- 94** | Statements of Cash Flows
- 97** | Notes to the Financial Statements

# Financial Statements •

(continued)

## DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 August 2025.

## PRINCIPAL ACTIVITIES

The Company is principally engaged in investment holding activities whilst the Group's subsidiaries are principally involved in the publishing and distribution of printed and digital education materials and related activities.

The details of the Group's subsidiaries are set out in Note 8 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

## RESULTS

|                                | <b>Group<br/>RM'000</b> | <b>Company<br/>RM'000</b> |
|--------------------------------|-------------------------|---------------------------|
| Profit for the financial year  | <u>10,556</u>           | <u>2,662</u>              |
| Profit/(Loss) attributable to: |                         |                           |
| Owners of the Company          | 11,050                  | 2,662                     |
| Non-controlling interest       | <u>(494)</u>            | <u>-</u>                  |
|                                | <u>10,556</u>           | <u>2,662</u>              |

## DIVIDENDS

On 28 October 2024, the Board of Directors declared and approved the payment of a second interim single-tier dividend of RM0.0025 per ordinary share in respect of the financial year ended 31 August 2024. The second interim dividend was paid on 18 December 2024 to shareholders registered in the Record of Depositors as at 26 November 2024 which amounts to RM1,090,334.20. The dividend was accounted for as an appropriation of retained earnings for the financial year ended 31 August 2025.

On 29 April 2025, the Board of Directors declared and approved the payment of an interim single-tier dividend of RM0.005 per ordinary share in respect of the financial year ended 31 August 2025. The interim dividend was paid on 12 June 2025 to shareholders registered in the Record of Depositors as at 19 May 2025 which amounts to RM2,127,232.14.

On 28 October 2025, the Board of Directors declared and approved the payment of a second interim single-tier dividend of RM0.0025 per ordinary share in respect of the financial year ended 31 August 2025. This second interim dividend is to be paid on 23 December 2025 to shareholders registered in the Record of Depositors as at 2 December 2025. The dividend will be accounted for as an appropriation of retained earnings in the financial year ending 31 August 2026.

## • Financial Statements

(continued)

### RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those presented in the statements of changes in equity.

### ISSUE OF SHARES AND DEBENTURES

The Company did not issue any shares or debentures during the financial year.

### TREASURY SHARES

The shareholders of the Company, by an ordinary resolution passed at the annual general meeting held on 18 February 2025, renewed their approval for the Company's plan to purchase up to ten percent (10%) of the total number of issued shares at any point of time.

During the financial year, the Company purchased 10,687,100 of its own shares from the open market at prices ranging from RM0.160 to RM0.175 per share, which was financed by internally generated funds.

As at 31 August 2025, a total of 10,688,100 (2024: 1,000) treasury shares at a total cost of RM1,829,191 (2024: RM1,155) are held by the Company. The shares repurchased are being held as treasury shares in accordance with Section 127(4)(b) of the Companies Act 2016 and the Main Market Listing Requirements and applicable guideline of Bursa Malaysia Securities Berhad.

### 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 who have held office during the financial year and up to the date of this report are as follows:

|                                     |                               |
|-------------------------------------|-------------------------------|
| Datuk Dr Amin Bin Senin             |                               |
| Law King Hui                        |                               |
| Lee Swee Hang                       |                               |
| Law Yi Chian                        |                               |
| Datu Dr Rashidah Binti Bolhassan    |                               |
| Tang Yuen Kin                       |                               |
| Datuk Dr Habibah Binti Abdul Rahim  | (Appointed on 29 April 2025)  |
| Dato' Noor Rezan Binti Bapoo Hashim | (Retired on 18 February 2025) |
| Dato' Salleh Bin Mohd Husein        | (Retired on 18 February 2025) |
| Law En Ruey                         | (Resigned on 31 October 2024) |

Directors of subsidiaries of the Company (excluding those Directors listed above) are as follows:

Kuan Shaw Ping  
Lew Yok Long  
Lim Jit Ping  
Lee Kian Guan  
Tee Meng Sheng

## Financial Statements •

(continued)

### DIRECTORS' INTERESTS

The interests and deemed interests in the ordinary shares of the Company and of its related corporations (other than wholly owned subsidiaries) of those who were Directors at financial year end (including the interests of the spouses or children of the Directors who themselves are not Directors of the Company) as recorded in the Register of Directors' Shareholdings are as follows:

|  | Number of ordinary shares |           |           | Balance as at 31.8.2025 |
|--|---------------------------|-----------|-----------|-------------------------|
|  | Balance as at 1.9.2024    | Bought    | Sold      |                         |
| <b>Interests in the Company</b>        |                           |           |           |                         |
| Law King Hui                           |                           |           |           |                         |
| - own                                  | 78,283,500                | -         | -         | 78,283,500              |
| - others <sup>(1)</sup>                | 5,550,000                 | 1,000,000 | (500,000) | 6,050,000               |
| Lee Swee Hang                          | 36,147,000                | 2,574,600 | -         | 38,721,600              |
| Law Yi Chian                           | -                         | 1,000,000 | -         | 1,000,000               |
| <b>Deemed interests in the Company</b> |                           |           |           |                         |
|  |                           |           |           |                         |
| Law King Hui <sup>(2)</sup>            | 76,200,001                | -         | -         | 76,200,001              |
| Lee Swee Hang <sup>(2)</sup>           | 76,200,001                | -         | -         | 76,200,001              |

#### Notes:

- (1) Interest held by spouse and children of the Director pursuant to Section 59(11)(c) of the Companies Act 2016.
- (2) Deemed interested by virtue of their interests in Karya Kencana Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.

By virtue of their substantial interests in the ordinary shares of the Company, Law King Hui and Lee Swee Hang are also deemed interested in the ordinary shares of the subsidiaries during the financial year to the extent that Sasbadi Holdings Berhad has an interest.

The other Directors holding office at 31 August 2025 had no interest in the ordinary shares and options over ordinary shares of the Company and of its related corporations during the financial year.

### DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received or due and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest other than the remuneration received or receivable by certain Directors from a related corporation as directors/executives of this corporation.

There were no arrangements made during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

## • Financial Statements

(continued)

### DIRECTORS' REMUNERATION

Directors' remuneration of the Group and of the Company for the financial year ended 31 August 2025 were as follows:

|                               | Group<br>RM'000 | Company<br>RM'000 |
|-------------------------------|-----------------|-------------------|
| Fees                          | 387             | 387               |
| Gratuity                      | 60              | 60                |
| Salaries and other emoluments | 1,079           | -                 |
|                               | <u>1,526</u>    | <u>447</u>        |

The estimated monetary value of Directors' benefit-in-kind of the Group is RM38,000.

### INDEMNITY AND INSURANCE

During the financial year, Directors and officers of Sasbadi Holdings Berhad, together with its subsidiaries, are covered under the Directors' and officers' Liability Insurance in respect of liabilities arising from acts committed in their respective capacity as, inter alia, Directors and officers of the Group subject to the terms of the policy. The total amount of Directors' and officers' Liability Insurance effected for the Directors and officers of the Group was RM5,000,000. The total amount of premium paid for the Directors' and officers' Liability Insurance by the Group and the Company was RM10,000.

There were no indemnity and insurance costs effected for auditors of the Group and of the Company during the financial year.

### OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

#### (I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
  - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and have satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
  - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business have been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

# Financial Statements •

(continued)

## OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY (continued)

### (II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
- (i) which would render the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
  - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
  - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
- (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of operations of the Group and of the Company for the financial year in which this report is made; and
  - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

### (III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

## SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

### i) Acquisition of Edu Paper and Stationery Sdn. Bhd.

On 10 December 2024, the Company entered into a Share Sale Agreement (“SSA”) with a third party, namely Eduprint Solutions Sdn. Bhd. to acquire 60% equity interest in Edu Paper and Stationery Sdn. Bhd. for a cash consideration of RM2,580,000. Following the fulfilment of all conditions precedent, the acquisition was completed on 1 March 2025 and Edu Paper and Stationery Sdn. Bhd. became a subsidiary of the Company.

### ii) Joint Venture cum Shareholders’ Agreement with Agmo Capital Sdn. Bhd.

On 18 October 2025, the Group’s subsidiaries, Sasbadi Online Sdn. Bhd. (“SOSB”) and Penerbitan Minda Sdn. Bhd. (“PMSB”), entered into a joint venture agreement with Agmo Capital Sdn. Bhd. (“ACSB”) to establish a joint venture company for the development and commercialisation of an artificial intelligence solution in the form of a local Large Language Model for the education sector, as well as other related services. On 17 November 2025, SOSB disposed 45% equity interest in PMSB to ACSB for a cash consideration of RM1.

## • Financial Statements

(continued)

### AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

Auditors' remuneration of the Group and of the Company for the financial year ended 31 August 2025 were as follows:

|                 | <b>Group<br/>RM'000</b> | <b>Company<br/>RM'000</b> |
|-----------------|-------------------------|---------------------------|
| Statutory audit | 334                     | 65                        |
| Other services  | 8                       | 8                         |
|                 | <u>342</u>              | <u>73</u>                 |

Signed on behalf of the Board in accordance with a resolution of the Directors.

.....  
**Law King Hui**  
 Director

Kuala Lumpur  
 19 December 2025

.....  
**Lee Swee Hang**  
 Director

# Financial Statements •

(continued)

## STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act, 2016

In the opinion of the Directors, the financial statements set out on pages 89 to 148 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 August 2025 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

.....  
**Law King Hui**  
 Director

.....  
**Lee Swee Hang**  
 Director

Kuala Lumpur  
 19 December 2025

## STATUTORY DECLARATION

Pursuant to Section 251(1)(b) of the Companies Act, 2016

I, Chan Yuet Leng (MIA: CA 15995), being the officer primarily responsible for the financial management of Sasbadi Holdings Berhad, do solemnly and sincerely declare that the financial statements set out on pages 89 to 148 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly  
 declared by the abovenamed at  
 Kuala Lumpur on  
 19 December 2025

.....  
**Chan Yuet Leng (MIA: CA 15995)**

Before me:

## • Financial Statements

(continued)

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SASBADI HOLDINGS BERHAD (Incorporated in Malaysia)

#### Report on the Audit of the Financial Statements

##### Opinion

We have audited the financial statements of Sasbadi Holdings Berhad, which comprise the statements of financial position as at 31 August 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 89 to 148.

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

##### Basis for Opinion

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

##### *Independence and Other Ethical Responsibilities*

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

##### Key Audit Matters

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

# Financial Statements •

(continued)

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SASBADI HOLDINGS BERHAD (continued) (Incorporated in Malaysia)

### Key Audit Matters (continued)

#### Key Audit Matters of the Group

##### 1. Annual impairment assessment of the carrying amount of goodwill

As at 31 August 2025, the carrying amount of goodwill of Sanjung Unggul Sdn. Bhd. and its subsidiaries amounted to RM10,253,000 as disclosed in Note 7(e) to the financial statements.

We determined the annual assessment of impairment of goodwill to be a key audit matter because of the significance of goodwill to the Group's consolidated financial position and it requires significant management judgement and assumptions in determining the value-in-use of the cash generating units to determine the expected cash flows. These judgements and assumptions include projected growth in sales and gross margins and terminal value, as well as determining appropriate pre-tax discount rate.

#### *Audit response*

Our audit procedures included the following:

- a. Compared prior period projection to actual outcome to assess reliability of management's projections;
- b. Verified projected gross margins, sales growth rates and terminal values to support the key assumptions in projections by corroborating information from other areas of our audit;
- c. Verified pre-tax discount rate used by management for the CGU by comparing to market rate, weighted average cost of capital of the Group and relevant risk factors; and
- d. Performed sensitivity analysis of our own to stress test the key assumptions in the impairment model.

##### 2. Carrying amount of inventories at the lower of cost and net realisable value

As at 31 August 2025, the carrying amount of inventories of the Group was RM63,868,000 and the associated allowance for inventories write down amounted to RM4,580,000, as disclosed in Note 12 to the financial statements.

## • Financial Statements

(continued)

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SASBADI HOLDINGS BERHAD (continued) (Incorporated in Malaysia)

#### Key Audit Matters (continued)

#### Key Audit Matters of the Group (continued)

#### 2. Carrying amount of inventories at the lower of cost and net realisable value (continued)

We determined this to be a key audit matter because it requires management to exercise significant judgements in assessing the level of allowance for inventories write down required.

#### *Audit response*

Our audit procedures included the following:

- a. Evaluated the design and implementation over the control of identification of slow moving inventories and tested their effectiveness;
- b. Checked selected inventories samples to sales subsequent to the financial year end to determine that these were sold at more than its cost; and
- c. Assessed the adequacy of the allowance for inventories write down at year end.

#### Key Audit Matter of the Company

#### Impairment assessment of investments in subsidiaries

As disclosed in Note 8 to the financial statements, the carrying amount of investments in subsidiaries amounted to RM92,765,000 as at 31 August 2025, of which RM32,980,000 relates to subsidiaries with impairment indicators.

The management assessed the recoverable amount of the investments in subsidiaries by determining the value-in-use of the subsidiaries using the discounted cash flow method.

We determined this to be a key audit matter because it requires management to exercise significant judgements and assumptions in determining the recoverable amount, estimating the future results and key assumptions applied to cash flow projections of these subsidiaries. These judgements and assumptions include projected growth in sales and gross margins, as well as determining an appropriate pre-tax discount rate.

# Financial Statements •

(continued)

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SASBADI HOLDINGS BERHAD (continued) (Incorporated in Malaysia)

### Key Audit Matters (continued)

#### Key Audit Matter of the Company (continued)

#### Impairment assessment of investments in subsidiaries (continued)

#### *Audit response*

Our audit procedures included the following:

- a. Compared prior period projection to actual outcome to assess reliability of management's projections;
- b. Verified projected profit margins, revenue growth rates and terminal values to support the key assumptions in projections by corroborating information from other areas of our audit;
- c. Verified pre-tax discount rate used by management for each subsidiaries by comparing to market rate, weighted average cost of capital of the Group and relevant risk factors; and
- d. Performed sensitivity analysis of our own to stress test the key assumptions in the impairment model.

#### 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.

## • Financial Statements

(continued)

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SASBADI HOLDINGS BERHAD (continued) (Incorporated in Malaysia)**

#### **Responsibilities of the Directors for the Financial Statements**

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

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

#### **Auditors' Responsibilities for the Audit of the Financial Statements**

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

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

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

## Financial Statements •

(continued)

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SASBADI HOLDINGS BERHAD (continued) (Incorporated in Malaysia)

#### Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also: (continued)

- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the financial statement of the Group. We are responsible for the direction, supervision and performance 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, related safeguards.

## • Financial Statements

(continued)

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SASBADI HOLDINGS BERHAD (continued) (Incorporated in Malaysia)**

#### **Auditors' Responsibilities for the Audit of the Financial Statements (continued)**

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.

#### **Other Matters**

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

**BDO PLT**  
201906000013 (LLP0018825-LCA) & AF 0206  
Chartered Accountants

Kuala Lumpur  
19 December 2025

**Tan Seong Yuh**  
03314/07/2027 J  
Chartered Accountant

## Financial Statements •

(continued)

## STATEMENTS OF FINANCIAL POSITION AS AT 31 AUGUST 2025

|   | Note | Group          |                | Company        |                |
|---|------|----------------|----------------|----------------|----------------|
|   |      | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>ASSETS</b>                                       |      |                |                |                |                |
| Property, plant and equipment                       | 5    | 51,220         | 45,559         | -              | -              |
| Investment properties                               | 6    | 2,162          | 2,215          | -              | -              |
| Intangible assets                                   | 7    | 21,069         | 17,433         | -              | -              |
| Investments in subsidiaries                         | 8    | -              | -              | 92,765         | 90,334         |
| Other investments                                   | 9    | 1,448          | 1,448          | 1,411          | 1,411          |
| Deferred tax assets                                 | 10   | 757            | 770            | -              | -              |
| Trade and other receivables                         | 15   | -              | 2,608          | 3,499          | 4,627          |
| <b>Total non-current assets</b>                     |      | <b>76,656</b>  | <b>70,033</b>  | <b>97,675</b>  | <b>96,372</b>  |
| Inventories   | 12   | 63,868         | 59,993         | -              | -              |
| Right to recover returned goods                     | 13   | 1,429          | 2,542          | -              | -              |
| Contract costs                                      | 14   | 47             | 65             | -              | -              |
| Trade and other receivables                         | 15   | 34,310         | 40,980         | 16,438         | 20,764         |
| Current tax assets                                  |      | 9,281          | 7,440          | 304            | 284            |
| Prepayments   |      | 3,051          | 986            | 44             | 45             |
| Cash and cash equivalents                           | 16   | 27,672         | 10,980         | 131            | 29             |
| <b>Total current assets</b>                         |      | <b>139,658</b> | <b>122,986</b> | <b>16,917</b>  | <b>21,122</b>  |
| <b>TOTAL ASSETS</b>                                 |      | <b>216,314</b> | <b>193,019</b> | <b>114,592</b> | <b>117,494</b> |
| <b>EQUITY</b>                                       |      |                |                |                |                |
| Share capital                                       | 17   | 110,768        | 110,768        | 110,768        | 110,768        |
| Treasury shares                                     | 17   | (1,829)        | (1)            | (1,829)        | (1)            |
| Reserves  | 17   | 49,411         | 41,579         | 839            | 1,395          |
| <b>Equity attributable to owners of the Company</b> |      | <b>158,350</b> | <b>152,346</b> | <b>109,778</b> | <b>112,162</b> |
| Non-controlling interest                            |      | 688            | -              | -              | -              |
| <b>TOTAL EQUITY</b>                                 |      | <b>159,038</b> | <b>152,346</b> | <b>109,778</b> | <b>112,162</b> |
| <b>LIABILITIES</b>                                  |      |                |                |                |                |
| Loans and borrowings                                | 18   | 1,553          | 1,682          | -              | -              |
| Lease liabilities                                   | 11   | 3,965          | 994            | -              | -              |
| Deferred tax liabilities                            | 10   | 8,138          | 7,682          | -              | -              |
| <b>Total non-current liabilities</b>                |      | <b>13,656</b>  | <b>10,358</b>  | <b>-</b>       | <b>-</b>       |
| Loans and borrowings                                | 18   | 16,512         | 5,755          | -              | -              |
| Lease liabilities                                   | 11   | 1,109          | 844            | -              | -              |
| Refund liabilities                                  | 13   | 2,659          | 5,142          | -              | -              |
| Trade and other payables                            | 19   | 23,182         | 18,350         | 4,814          | 5,332          |
| Contract liabilities                                | 14   | 158            | 224            | -              | -              |
| <b>Total current liabilities</b>                    |      | <b>43,620</b>  | <b>30,315</b>  | <b>4,814</b>   | <b>5,332</b>   |
| <b>TOTAL LIABILITIES</b>                            |      | <b>57,276</b>  | <b>40,673</b>  | <b>4,814</b>   | <b>5,332</b>   |
| <b>TOTAL EQUITY AND LIABILITIES</b>                 |      | <b>216,314</b> | <b>193,019</b> | <b>114,592</b> | <b>117,494</b> |

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

## • Financial Statements

(continued)

### STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025

|   | Note | Group          |                | Company        |                |
|---|------|----------------|----------------|----------------|----------------|
|   |      | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>Revenue</b>  | 20   | 117,062        | 90,054         | 3,739          | 1,764          |
| Cost of sales   |      | (71,838)       | (60,989)       | -              | -              |
| <b>Gross profit</b>   |      | 45,224         | 29,065         | 3,739          | 1,764          |
| Other operating income  |      | 506            | 495            | -              | 3              |
| Distribution expenses   |      | (7,208)        | (6,450)        | -              | (10)           |
| Administrative expenses   |      | (20,383)       | (16,600)       | (550)          | (514)          |
| Net gains/(losses) on impairment<br>of financial instruments                                    |      | 664            | 351            | 31             | (29)           |
| Other operating expenses  |      | (3,260)        | (2,870)        | (506)          | (278)          |
| <b>Results from operating<br/>activities</b>  |      | 15,543         | 3,991          | 2,714          | 936            |
| Finance income  |      | 118            | 73             | 724            | 582            |
| Finance costs   | 21   | (854)          | (1,085)        | (654)          | (795)          |
| <b>Profit before tax</b>  | 22   | 14,807         | 2,979          | 2,784          | 723            |
| Taxation  | 23   | (4,251)        | (772)          | (122)          | (82)           |
| <b>Profit for the financial year</b>  |      | 10,556         | 2,207          | 2,662          | 641            |
| <b>Other comprehensive income<br/>for the financial year,<br/>net of tax</b>                    |      | -              | -              | -              | -              |
| <b>Total comprehensive income<br/>for the financial year</b>                                    |      | 10,556         | 2,207          | 2,662          | 641            |
| <b>Profit/(Loss) for the financial<br/>year attributable to:</b>                                |      |                |                |                |                |
| - Owners of the Company   |      | 11,050         | 2,207          | 2,662          | 641            |
| - Non-controlling interest  |      | (494)          | -              | -              | -              |
|   |      | 10,556         | 2,207          | 2,662          | 641            |
| <b>Total comprehensive income/<br/>(loss) for the financial year<br/>attributable to:</b>       |      |                |                |                |                |
| - Owners of the Company   |      | 11,050         | 2,207          | 2,662          | 641            |
| - Non-controlling interest  |      | (494)          | -              | -              | -              |
|   |      | 10,556         | 2,207          | 2,662          | 641            |
| <b>Earnings per ordinary share<br/>attributable to equity holders<br/>of the Company (sen):</b> |      |                |                |                |                |
| Basic and diluted   | 24   | 2.57           | 0.51           |                |                |

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

## Financial Statements •

(continued)

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025

| Group  | Note | Attributable to owners of the Company |                           |                          |                              |                               |                                 |                             | Total equity<br>RM'000 |
|--|------|---------------------------------------|---------------------------|--------------------------|------------------------------|-------------------------------|---------------------------------|-----------------------------|------------------------|
|  |      | Share capital<br>RM'000               | Treasury shares<br>RM'000 | Merger deficit<br>RM'000 | Fair value reserve<br>RM'000 | Revaluation reserve<br>RM'000 | Share options reserve<br>RM'000 | Retained earnings<br>RM'000 |                        |
| <b>As at 1 September 2023</b>                            |      | 110,379                               | (1)                       | (50,500)                 | (64)                         | 23,332                        | 134                             | 69,846                      | 153,126                |
| Profit for the financial year                            |      | -                                     | -                         | -                        | -                            | -                             | -                               | 2,207                       | 2,207                  |
| Other comprehensive income, net of tax                   |      | -                                     | -                         | -                        | -                            | -                             | -                               | -                           | -                      |
| <b>Total comprehensive income for the financial year</b> |      | -                                     | -                         | -                        | -                            | -                             | -                               | 2,207                       | 2,207                  |
| <i>Transactions with owners of the Company</i>           |      |                                       |                           |                          |                              |                               |                                 |                             |                        |
| Ordinary shares issued pursuant to ESOS                  |      | 389                                   | -                         | -                        | -                            | -                             | (111)                           | -                           | 278                    |
| Share options lapsed under ESOS                          |      | -                                     | -                         | -                        | -                            | -                             | (23)                            | 23                          | -                      |
| Dividends paid   | 25   | -                                     | -                         | -                        | -                            | -                             | -                               | (3,265)                     | (3,265)                |
| Total transactions with owners                           |      | 389                                   | -                         | -                        | -                            | -                             | (134)                           | (3,242)                     | (2,987)                |
| <b>As at 31 August 2024</b>                              |      | 110,768                               | (1)                       | (50,500)                 | (64)                         | 23,332                        | -                               | 68,811                      | 152,346                |

-----Note 17----->

# Financial Statements

(continued)

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025 (continued)

| Group   | Attributable to owners of the Company |                        |                       |                           |                            |                          |              |                                 |                     |  |
|---|---------------------------------------|------------------------|-----------------------|---------------------------|----------------------------|--------------------------|--------------|---------------------------------|---------------------|--|
|   | Share capital RM'000                  | Treasury shares RM'000 | Merger deficit RM'000 | Fair value reserve RM'000 | Revaluation reserve RM'000 | Retained earnings RM'000 | Total RM'000 | Non-controlling interest RM'000 | Total equity RM'000 |  |
| <b>As at 1 September 2024</b>                                   | 110,768                               | (1)                    | (50,500)              | (64)                      | 23,332                     | 68,811                   | 152,346      | -                               | 152,346             |  |
| Profit/(Loss) for the financial year                            | -                                     | -                      | -                     | -                         | -                          | 11,050                   | 11,050       | (494)                           | 10,556              |  |
| Other comprehensive income, net of tax                          | -                                     | -                      | -                     | -                         | -                          | -                        | -            | -                               | -                   |  |
| <b>Total comprehensive income/(loss) for the financial year</b> | -                                     | -                      | -                     | -                         | -                          | 11,050                   | 11,050       | (494)                           | 10,556              |  |
| <i>Transactions with owners of the Company</i>                  |                                       |                        |                       |                           |                            |                          |              |                                 |                     |  |
| Acquisition of a subsidiary                                     | -                                     | -                      | -                     | -                         | -                          | -                        | -            | 1,182                           | 1,182               |  |
| Purchase of treasury shares                                     | -                                     | (1,828)                | -                     | -                         | -                          | -                        | (1,828)      | -                               | (1,828)             |  |
| Dividends paid  | -                                     | -                      | -                     | -                         | -                          | (3,218)                  | (3,218)      | -                               | (3,218)             |  |
| Total transactions with owners                                  | -                                     | (1,828)                | -                     | -                         | -                          | (3,218)                  | (5,046)      | 1,182                           | (3,864)             |  |
| <b>As at 31 August 2025</b>                                     | 110,768                               | (1,829)                | (50,500)              | (64)                      | 23,332                     | 76,643                   | 158,350      | 688                             | 159,038             |  |

←-----Note 17 ----->

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

## Financial Statements •

(continued)

**STATEMENT OF CHANGES IN EQUITY  
FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025**

| Company  | Note | <-----Non-distributable-----> |                           |                                 | Distributable               |                        |
|--|------|-------------------------------|---------------------------|---------------------------------|-----------------------------|------------------------|
|  |      | Share capital<br>RM'000       | Treasury shares<br>RM'000 | Share options reserve<br>RM'000 | Retained earnings<br>RM'000 | Total equity<br>RM'000 |
| <b>As at 1 September 2023</b>  |      | 110,379                       | (1)                       | 134                             | 3,996                       | 114,508                |
| Profit and total comprehensive income for the financial year, net of tax |      | -                             | -                         | -                               | 641                         | 641                    |
| <i>Transactions with owners of the Company</i>                           |      |                               |                           |                                 |                             |                        |
| Ordinary shares issued pursuant to ESOS                                  |      | 389                           | -                         | (111)                           | -                           | 278                    |
| Share options lapsed under ESOS  |      | -                             | -                         | (23)                            | 23                          | -                      |
| Dividends paid   | 25   | -                             | -                         | -                               | (3,265)                     | (3,265)                |
| Total transactions with owners   |      | 389                           | -                         | (134)                           | (3,242)                     | (2,987)                |
| <b>As at 31 August 2024/<br/>1 September 2024</b>                        |      | 110,768                       | (1)                       | -                               | 1,395                       | 112,162                |
| Profit and total comprehensive income for the financial year, net of tax |      | -                             | -                         | -                               | 2,662                       | 2,662                  |
| <i>Transactions with owners of the Company</i>                           |      |                               |                           |                                 |                             |                        |
| Purchase of treasury shares  |      | -                             | (1,828)                   | -                               | -                           | (1,828)                |
| Dividends paid   | 25   | -                             | -                         | -                               | (3,218)                     | (3,218)                |
| Total transactions with owners   |      | -                             | (1,828)                   | -                               | (3,218)                     | (5,046)                |
| <b>As at 31 August 2025</b>  |      | 110,768                       | (1,829)                   | -                               | 839                         | 109,778                |

&lt;-----Note 17-----&gt;

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

## • Financial Statements

(continued)

### STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025

|  | Note  | Group          |                | Company        |                |
|--|-------|----------------|----------------|----------------|----------------|
|  |       | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                      |       |                |                |                |                |
| Profit before tax  |       | 14,807         | 2,979          | 2,784          | 723            |
| <i>Adjustments for:</i>  |       |                |                |                |                |
| Amortisation of intangible assets  | 7     | 1,370          | 1,420          | -              | -              |
| Depreciation of property, plant and equipment                                    | 5     | 3,702          | 2,723          | -              | -              |
| Depreciation of investment properties  | 6     | 53             | 53             | -              | -              |
| Dividend income  | 22    | -              | -              | (3,739)        | (1,764)        |
| Finance costs  | 21    | 854            | 1,085          | 654            | 795            |
| Finance income   | 22    | (118)          | (73)           | (724)          | (582)          |
| Gain on disposals of property, plant and equipment                               | 22    | (161)          | (203)          | -              | -              |
| Gain on lease termination  | 22    | (19)           | (1)            | -              | -              |
| Impairment loss on investment in a subsidiary                                    | 8(d)  | -              | -              | 159            | -              |
| Net write down of inventories  | 12    | 4,580          | 9,950          | -              | -              |
| Net (reversal of impairment loss)/impairment loss on trade and other receivables | 15(f) | (664)          | (351)          | (31)           | 29             |
| Property, plant and equipment written-off  | 22    | 27             | -              | -              | -              |
| Unrealised foreign exchange loss/(gain)  | 22    | 5              | (11)           | -              | -              |
| Operating profit/(loss) before changes in working capital                        |       | 24,436         | 17,571         | (897)          | (799)          |
| Changes in working capital:  |       |                |                |                |                |
| Inventories  |       | (6,631)        | (8,922)        | -              | -              |
| Trade and other receivables and prepayments                                      |       | 7,444          | (2,163)        | (4)            | (4)            |
| Trade and other payables   |       | 244            | 5,078          | (39)           | 39             |
| Contract costs   |       | 18             | 39             | -              | -              |
| Contract liabilities   |       | (66)           | (123)          | -              | -              |
| Right to recover returned goods  |       | 1,113          | (939)          | -              | -              |
| Refund liabilities   |       | (2,483)        | 2,245          | -              | -              |
| Cash generated from/(used in) operations   |       | 24,075         | 12,786         | (940)          | (764)          |
| Dividend received  |       | -              | -              | 3,739          | 1,764          |
| Interest paid  |       | (521)          | (559)          | (139)          | (146)          |
| Interest received  |       | 118            | 73             | 628            | 582            |
| Tax paid   |       | (5,910)        | (5,310)        | (152)          | (244)          |
| Tax refunded   |       | 287            | 187            | 10             | -              |
| Net cash from operating activities   |       | 18,049         | 7,177          | 3,146          | 1,192          |

## Financial Statements •

(continued)

**STATEMENTS OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025 (continued)**

|  | Note | Group           |                | Company        |                |
|--|------|-----------------|----------------|----------------|----------------|
|  |      | 2025<br>RM'000  | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                  |      |                 |                |                |                |
| Change in pledged deposits                                   |      | 143             | (137)          | -              | -              |
| Acquisition of:  |      |                 |                |                |                |
| - property, plant and equipment                              | 5(b) | (1,081)         | (433)          | -              | -              |
| - intangible assets  | 7(d) | (1,200)         | -              | -              | -              |
| - subsidiaries, net of cash and cash equivalents             | 8(e) | (2,437)         | -              | (2,590)        | -              |
| - other investments  | 9    | -               | (1,411)        | -              | (1,411)        |
| Advances to subsidiaries                                     |      | -               | -              | (13,104)       | -              |
| Repayments from subsidiaries                                 |      | -               | -              | 18,175         | 3,143          |
| Proceeds from disposals of property, plant and equipment     |      | 188             | 246            | -              | -              |
| Net cash (used in)/from investing activities                 |      | <u>(4,387)</u>  | <u>(1,735)</u> | <u>2,481</u>   | <u>1,732</u>   |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                  |      |                 |                |                |                |
| Interest paid  |      | (165)           | (129)          | -              | -              |
| Dividends paid   | 25   | (3,218)         | (3,265)        | (3,218)        | (3,265)        |
| Purchase of treasury shares                                  |      | (1,828)         | -              | (1,828)        | -              |
| Payment of lease liabilities                                 |      | (1,274)         | (658)          | -              | -              |
| Repayment of term loan                                       |      | (454)           | (426)          | -              | -              |
| Payment of hire purchase liabilities                         |      | (471)           | (250)          | -              | -              |
| Net repayment of bankers' acceptances                        |      | (3,209)         | (1,914)        | -              | -              |
| Repayments to subsidiaries                                   |      | -               | -              | (479)          | -              |
| Proceeds from issuance of shares pursuant to ESOS            |      | -               | 278            | -              | 278            |
| Net cash used in financing activities                        |      | <u>(10,619)</u> | <u>(6,364)</u> | <u>(5,525)</u> | <u>(2,987)</u> |
| Net increase/(decrease) in cash and cash equivalents         |      | 3,043           | (922)          | 102            | (63)           |
| Cash and cash equivalents at beginning of the financial year |      | <u>10,157</u>   | <u>11,079</u>  | <u>29</u>      | <u>92</u>      |
| Cash and cash equivalents at end of the financial year       | 16   | <u>13,200</u>   | <u>10,157</u>  | <u>131</u>     | <u>29</u>      |

## • Financial Statements

(continued)

### STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 AUGUST 2025 (continued)

#### Reconciliation of movement of liabilities to cash flows arising from financing activities

|                      | At       |            | Net changes from financing cash flows |            | At       |           | Net changes from financing cash flows |           |
|----------------------|----------|------------|---------------------------------------|------------|----------|-----------|---------------------------------------|-----------|
|                      | 1.9.2023 | 31.8.2024/ | 1.9.2024                              | 31.8.2024/ | 1.9.2024 | 31.8.2024 | 1.9.2024                              | 31.8.2025 |
|                      | RM'000   | RM'000     | RM'000                                | RM'000     | RM'000   | RM'000    | RM'000                                | RM'000    |
| Term loan            | 1,322    | -          | (426)                                 | 896        | -        | (454)     | 442                                   |           |
| Bankers' acceptances | 6,682    | -          | (1,914)                               | 4,768      | -        | (3,209)   | 1,559                                 |           |
| Hire purchase        | 589      | 1,276      | (250)                                 | 1,615      | 970      | (471)     | 2,114                                 |           |
| Lease liabilities    | 442      | 2,054      | (658)                                 | 1,838      | 4,510    | (1,274)   | 5,074                                 |           |
|                      | 9,035    | 3,330      | (3,248)                               | 9,117      | 5,480    | (5,408)   | 9,189                                 |           |

#### Cash outflows arising from leases as a lessee

| Group                | Included in Operating Activities                      |                              | Included in Financing Activities                      |                              | Total  |
|----------------------|---|------------------------------|---|------------------------------|--------|
|                      | Short-term leases and leases of low-value assets paid | Payment of lease liabilities | Short-term leases and leases of low-value assets paid | Payment of lease liabilities |        |
|                      | RM'000  | RM'000                       | RM'000  | RM'000                       | RM'000 |
| As at 31 August 2025 | 239   | 1,274                        | 1,274   | 1,513                        | 1,513  |
| As at 31 August 2024 | 212   | 658                          | 658   | 870                          | 870    |

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

# Financial Statements •

(continued)

## NOTES TO THE FINANCIAL STATEMENTS 31 AUGUST 2025

### 1. CORPORATE INFORMATION

Sasbadi Holdings Berhad (“the Company”) is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at Lot 5, Level 10, Menara Great Eastern 2, No. 50, Jalan Ampang, 50450 Kuala Lumpur, W.P. Kuala Lumpur.

The principal place of business of the Company is located at Lot 12, Jalan Teknologi 3/4, Taman Sains Selangor 1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

The consolidated financial statements of the Company for the financial year ended 31 August 2025 comprise the Company and its subsidiaries (together referred to as “the Group”). These financial statements are presented in Ringgit Malaysia (“RM”), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 19 December 2025.

### 2. PRINCIPAL ACTIVITIES

The Company is principally engaged in investment holding activities whilst the Group’s subsidiaries are principally involved in the publishing and distribution of printed and digital education materials and related activities.

The details of the Group’s subsidiaries are set out in Note 8 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

### 3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards (“MFRSs”), IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 4.1 to the financial statements.

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

## • Financial Statements

(continued)

### 4. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

#### 4.1 New MFRSs and Amendments to MFRSs adopted during the financial year

The Group and the Company adopted the following Amendments to the MFRS Framework that were issued by the Malaysian Accounting Standards Board (“MASB”) during the financial year:

| Title   | Effective Date |
|---|----------------|
| Amendments to MFRS 16 <i>Lease Liability in a Sale and Leaseback</i>                  | 1 January 2024 |
| Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i> | 1 January 2024 |
| Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>                  | 1 January 2024 |
| Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance Arrangements</i>                | 1 January 2024 |

Adoption of the above Amendments did not have any material effect on the financial performance or position of the Group and of the Company.

#### 4.2 New MFRSs and Amendments to MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2025

The following are Standards and Amendments to the MFRS Framework that have been issued by the MASB but have not been early adopted by the Group and the Company:

| Title   | Effective Date |
|---|----------------|
| Amendments to MFRS 121 <i>Lack of Exchangeability</i>   | 1 January 2025 |
| Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>                | 1 January 2026 |
| Annual Improvements to MFRS Accounting Standards - Volume 11  | 1 January 2026 |
| Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>                                       | 1 January 2026 |
| MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>  | 1 January 2027 |
| MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>  | 1 January 2027 |
| Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i> | Deferred       |

The Group and the Company are in the process of assessing the impact of implementing these Standards and Amendments, since the effects would only be observable for future financial years.

## Financial Statements •

(continued)

## 5. PROPERTY, PLANT AND EQUIPMENT

| Group                                   | Leasehold land |               | Buildings  | Condominiums | Motor vehicles | Office equipment, furniture and fittings |              | Renovation   | Computers     | Plant and machinery | Total |
|---|----------------|---------------|------------|--------------|----------------|--|--------------|--------------|---------------|---------------------|-------|
|   | RM'000         | RM'000        |            |              |                | RM'000                                   | RM'000       |              |               |                     |       |
| <b>Cost/Valuation</b>                   |                |               |            |              |                |  |              |              |               |                     |       |
| Balance as at 1 September 2023          | 24,800         | 18,844        | 370        | 6,713        | 4,270          | 1,247                                    | 3,249        | -            | 59,493        |                     |       |
| Additions                               | -              | 2,024         | -          | 1,420        | 124            | -  | 165          | -            | 3,733         |                     |       |
| Disposals                               | -              | -             | -          | (2,086)      | -              | -  | (149)        | -            | (2,235)       |                     |       |
| Termination of lease                    | -              | (39)          | -          | -            | -              | -  | -            | -            | (39)          |                     |       |
| Expiration of lease                     | -              | (2,047)       | -          | -            | -              | -  | -            | -            | (2,047)       |                     |       |
| <b>Balance as at 31 August 2024/</b>    | <b>24,800</b>  | <b>18,782</b> | <b>370</b> | <b>6,047</b> | <b>4,394</b>   | <b>1,247</b>                             | <b>3,265</b> | <b>-</b>     | <b>58,905</b> |                     |       |
| 1 September 2024                        | -              | 5,108         | -          | 1,238        | 524            | 90                                       | 141          | 169          | 7,270         |                     |       |
| Additions                               | -              | -             | -          | (1,230)      | -              | -  | -            | -            | (1,230)       |                     |       |
| Disposals                               | -              | -             | -          | -            | (53)           | (41)                                     | (29)         | -            | (123)         |                     |       |
| Write-offs                              | -              | -             | -          | -            | -              | -  | -            | -            | -             |                     |       |
| Acquisition of a subsidiary (Note 8(e)) | -              | -             | -          | 145          | -              | -  | -            | 2,860        | 3,005         |                     |       |
| Termination of lease                    | -              | (1,168)       | -          | -            | -              | -  | -            | -            | (1,168)       |                     |       |
| Expiration of lease                     | -              | (25)          | -          | -            | -              | -  | -            | -            | (25)          |                     |       |
| <b>Balance as at 31 August 2025</b>     | <b>24,800</b>  | <b>22,697</b> | <b>370</b> | <b>6,200</b> | <b>4,865</b>   | <b>1,296</b>                             | <b>3,377</b> | <b>3,029</b> | <b>66,634</b> |                     |       |
| <b>Representing items at:</b>           |                |               |            |              |                |  |              |              |               |                     |       |
| Cost                                    | -              | -             | -          | 6,200        | 4,865          | 1,296                                    | 3,377        | 3,029        | 18,767        |                     |       |
| Directors' valuation                    | 24,800         | 22,697        | 370        | -            | -              | -  | -            | -            | 47,867        |                     |       |
| <b>Balance as at 31 August 2025</b>     | <b>24,800</b>  | <b>22,697</b> | <b>370</b> | <b>6,200</b> | <b>4,865</b>   | <b>1,296</b>                             | <b>3,377</b> | <b>3,029</b> | <b>66,634</b> |                     |       |



# Financial Statements •

(continued)

## 5. PROPERTY, PLANT AND EQUIPMENT (continued)

- (a) All items of property, plant and equipment are initially recognised at cost. After initial recognition, property, plant and equipment are stated at cost (other than the properties comprising leasehold land, buildings and condominiums which are revalued every 4 to 5 years and at shorter intervals whenever the fair value of the revalued assets is expected to differ materially from their carrying value), less accumulated depreciation and any accumulated impairment losses. Additions subsequent to the date of valuation are stated at cost until the next revaluation exercise.

Surpluses arising from revaluation are dealt with in the revaluation reserve account. Any deficit arising is offset against the revaluation reserve to the extent of a previous increase for the same property. In all other cases, a decrease in carrying amount is charged to profit or loss.

Depreciation is calculated to write off the cost of the assets to their residual values. Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Right-of-use assets are depreciated on a straight-line basis over the earlier of their estimated useful lives or the end of the lease term. The estimated useful lives represent common life expectancies applied in the industry. The principal depreciation periods are as follows:

### Property, plant and equipment

|  |              |
|--|--------------|
| Motor vehicles                           | 5 years      |
| Office equipment, furniture and fittings | 10 years     |
| Renovation                               | 10 years     |
| Computers                                | 3 to 5 years |
| Plant and machinery                      | 10 years     |

### Right-of-use assets under property, plant and equipment

|  |                |
|--|----------------|
| Leasehold land   | 60 to 99 years |
| Buildings  | 50 years       |
| Condominiums   | 50 years       |
| Leased warehouse and residential properties<br>(included in Buildings) | 2 to 4 years   |
| Motor vehicles   | 5 years        |

- (b) During the financial year, the Group made the following cash payments to purchase property, plant and equipment:

| Group   | 2025<br>RM'000 | 2024<br>RM'000 |
|---|----------------|----------------|
| Purchase of property, plant and equipment               | 7,270          | 3,733          |
| Financed by leases                                      | (5,219)        | (2,024)        |
| Financed by hire purchase                               | (970)          | (1,276)        |
| Cash payments to purchase property, plant and equipment | <u>1,081</u>   | <u>433</u>     |

- (c) Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed under Note 11 to the financial statements.

## • Financial Statements

(continued)

### 5. PROPERTY, PLANT AND EQUIPMENT (continued)

- (d) Certain land and buildings of the Group with carrying amounts of RM35,981,000 (2024: RM37,059,000) were charged to banks as security for banking facilities granted to the Group (Note 18).
- (e) The Group's leasehold land, buildings and condominiums are stated at Directors' valuation which is supported by the professional valuation carried out in January 2023 by an external independent valuation company, KGV International Property Consultants (M) Sdn. Bhd..

The following table shows the valuation techniques used in the determination of fair values within Level 3, as well as the significant unobservable inputs used in the valuation models.

| Property category | Valuation techniques used | Significant unobservable inputs   | Inter-relationship between key observable inputs and fair value                 |
|-------------------|---------------------------|-----------------------------------|---|
| Leasehold land    | Comparison approach       | Price per square foot RM235       | The estimated fair value would increase if the price per square foot is higher. |
| Buildings         | Comparison approach       | Price per square foot RM151 - 551 | The estimated fair value would increase if the price per square foot is higher. |
| Condominiums      | Comparison approach       | Price per square foot RM103 - 248 | The estimated fair value would increase if the price per square foot is higher. |

Had the leasehold land, buildings and condominiums been carried at historical cost less accumulated depreciation, the carrying amounts of the revalued assets that would have been included in the financial statements at the end of the financial year are as follows:

| Group          | 2025<br>RM'000 | 2024<br>RM'000 |
|----------------|----------------|----------------|
| Leasehold land | 1,732          | 1,780          |
| Buildings      | 6,690          | 6,910          |
| Condominiums   | 153            | 162            |
|                | <u>8,575</u>   | <u>8,852</u>   |

The fair value of leasehold land, buildings and condominiums are categorised as Level 3 in the fair value hierarchy. There were no transfers between levels in the hierarchy during the financial year.

## Financial Statements •

(continued)

## 6. INVESTMENT PROPERTIES

| <b>Group</b>  | <b>Buildings<br/>RM'000</b> |
|---|-----------------------------|
| <b>Cost</b>   |                             |
| Balance as at 1 September 2023/31 August 2024/<br>1 September 2024/31 August 2025 | <u>2,640</u>                |
| <b>Accumulated depreciation</b>   |                             |
| Balance as at 1 September 2023  | 372                         |
| Charge for the financial year   | <u>53</u>                   |
| Balance as at 31 August 2024/1 September 2024                                     | 425                         |
| Charge for the financial year   | <u>53</u>                   |
| Balance as at 31 August 2025  | <u>478</u>                  |
| <b>Carrying amount</b>  |                             |
| Balance as at 31 August 2024  | <u>2,215</u>                |
| Balance as at 31 August 2025  | <u>2,162</u>                |

- (a) Investment properties comprise commercial buildings that are leased to third parties. Each of the lease contains an initial non-cancellable period of 3 years. Subsequent renewals are negotiated with the lessees with an average renewal period of 2 years. No contingent rents are charged.
- (b) Investment properties are stated at cost, less accumulated depreciation and any accumulated impairment losses.

The depreciation policy adopted for investment properties is similar to property assets under property, plant and equipment.

- (c) The following are recognised in profit or loss in respect of investment properties:

|                           | <b>Group</b>           |                        |
|---------------------------|------------------------|------------------------|
|                           | <b>2025<br/>RM'000</b> | <b>2024<br/>RM'000</b> |
| Rental income             | 123                    | 120                    |
| Direct operating expenses | <u>(14)</u>            | <u>(15)</u>            |

- (d) Investment properties of the Group were charged to banks as security for banking facilities granted to the Group (Note 18).

## • Financial Statements

(continued)

### 6. INVESTMENT PROPERTIES (continued)

(e) Fair value of the investment properties is categorised as follows:

| Group                | Level 3        |                |
|----------------------|----------------|----------------|
|                      | 2025<br>RM'000 | 2024<br>RM'000 |
| Commercial buildings | 2,910          | 2,910          |

The following table shows the valuation techniques used in the determination of fair values within Level 3, as well as the significant unobservable inputs used in the valuation models.

| Description of valuation techniques and inputs used  | Significant unobservable inputs     | Inter-relationship between significant unobservable inputs and fair value measurements |
|--|-------------------------------------|--|
| Sales comparison method: Entails recent transactions and asking prices of similar property in and around the locality for comparison purposes with adjustment made for differences in location, physical characteristics, time element, if any and other relevant characteristics to arrive at the market value. | Price per square foot RM134 - RM404 | The estimated fair value would increase if the price per square foot is higher.        |

(f) The aggregate future minimum lease receivable as at the end of each reporting period as follows:

| Group                    | 2025<br>RM'000 | 2024<br>RM'000 |
|--------------------------|----------------|----------------|
| Less than one (1) year   | 118            | 73             |
| One (1) to two (2) years | 10             | 57             |
|                          | 128            | 130            |

## Financial Statements •

(continued)

## 7. INTANGIBLE ASSETS

| Group   | Goodwill<br>RM'000 | Development<br>costs<br>RM'000 | Software<br>RM'000 | Intellectual<br>properties<br>RM'000 | Total<br>RM'000 |
|---|--------------------|--------------------------------|--------------------|--------------------------------------|-----------------|
| <b>Cost</b>   |                    |                                |                    |                                      |                 |
| Balance as at<br>1 September 2023/<br>31 August 2024/<br>1 September 2024 | 10,431             | 2,927                          | 137                | 18,545                               | 32,040          |
| Additions   | 806                | 3,000                          | -                  | 1,200                                | 5,006           |
| Balance as at<br>31 August 2025   | 11,237             | 5,927                          | 137                | 19,745                               | 37,046          |
| <b>Accumulated<br/>amortisation and<br/>impairment loss</b>               |                    |                                |                    |                                      |                 |
| Balance as at<br>1 September 2023   | -                  | 2,038                          | 93                 | 11,056                               | 13,187          |
| Charge for the<br>financial year  | -                  | 292                            | 14                 | 1,114                                | 1,420           |
| Balance as at<br>31 August 2024/<br>1 September 2024                      | -                  | 2,330                          | 107                | 12,170                               | 14,607          |
| Charge for the<br>financial year  | -                  | 181                            | 14                 | 1,175                                | 1,370           |
| Balance as at<br>31 August 2025   | -                  | 2,511                          | 121                | 13,345                               | 15,977          |
| <b>Carrying amount</b>  |                    |                                |                    |                                      |                 |
| Balance as at<br>31 August 2024   | 10,431             | 597                            | 30                 | 6,375                                | 17,433          |
| Balance as at<br>31 August 2025   | 11,237             | 3,416                          | 16                 | 6,400                                | 21,069          |

- (a) Intangible assets are initially measured at cost. After initial recognition, intangible assets, excluding goodwill, are carried at cost less any accumulated amortisation and any accumulated impairment losses. Goodwill is recognised in a business combination as an asset at the acquisition date and is initially measured at cost. After initial recognition, goodwill is measured at cost less accumulated impairment losses.
- (b) Subsumed within goodwill are the brand names and the synergies expected to be achieved from integrating Sanjung Unggul Sdn. Bhd. ("Sanjung Unggul") and its subsidiaries ("Sanjung Unggul Group"), Pinko Creative Sdn. Bhd. ("Pinko Creative") and Edu Paper and Stationery Sdn. Bhd. ("Edu Paper and Stationery") into the Group's existing publishing and applied learning products business.

## • Financial Statements

(continued)

### 7. INTANGIBLE ASSETS (continued)

- (c) Intellectual properties comprise publishing rights and production files in relation to educational and learning materials for early education, national schools and institutes of teacher education acquired by the Group as well as the publishing rights and production files in relation to dictionaries, comics, storybooks, educational and learning materials for early education and national-type Chinese schools recognised through the acquisitions of United Publishing House (M) Sdn. Bhd. and Sanjung Unggul Group by the Company.

The intellectual properties are amortised over 15 years as the management estimates that the intellectual properties can be used for commercial activities for a duration of 15 years. Development costs of the online digital learning platform and software are amortised over 10 years. The amortisation charges have been included in the line of other operating expenses in the statements of profit or loss and other comprehensive income.

- (d) During the financial year, the Group made the following cash payments to purchase intangible assets:

| <b>Group</b>  | <b>2025<br/>RM'000</b> |
|---|------------------------|
| Purchase of intangible assets   | 5,006                  |
| Less: Offset against other receivable                                   | (3,000)                |
| Less: Goodwill arising from the acquisition of a subsidiary (Note 8(e)) | <u>(806)</u>           |
| Cash payments on purchase of intangible assets                          | <u><u>1,200</u></u>    |

- (e) Impairment testing for cash-generating units containing goodwill

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

The aggregate carrying amounts of goodwill allocated to each unit are as follows:

| <b>Group</b>                         | <b>2025<br/>RM'000</b> | <b>2024<br/>RM'000</b> |
|--------------------------------------|------------------------|------------------------|
| Sanjung Unggul Group                 | 10,253                 | 10,253                 |
| Pinko Creative                       | 178                    | 178                    |
| Edu Paper and Stationery (Note 8(e)) | <u>806</u>             | <u>-</u>               |
|                                      | <u><u>11,237</u></u>   | <u><u>10,431</u></u>   |

In assessing whether goodwill is impaired, the carrying amount of the CGU (including goodwill) is compared with the recoverable amount of the CGU.

# Financial Statements •

(continued)

## 7. INTANGIBLE ASSETS (continued)

(e) Impairment testing for cash-generating units containing goodwill (continued)

### (i) Sanjung Unggul Group

The recoverable amount of the business unit is higher than its carrying amount and was based on its value in use. Value in use was determined by discounting future cash flows to be generated from the continuing operation of the business as a book publisher and education and supplement material provider and was based on the following key assumptions:

- Cash flows were projected based on actual operating results and financial budget approved by management covering a 5-year business plan.
- The anticipated sales growth rate ranges from -11.86% to 25.27% (2024: 1.22% to 37.85%) from financial year 2026 to 2030 due to expected changes in market demand, including new opportunities from government tenders.
- The operating expenditure growth was assumed to be 2.06% (2024: 2.17%) per annum. The estimated growth rate was based on the forecasted inflation rate.
- The projected gross margins which reflects the average historical gross margin, adjusted for projected market and economic conditions and internal resource efficiency.
- Terminal value was based on the fifth-year cash flow without incorporating any growth rate.
- The unit will continue its operations indefinitely.
- A pre-tax discount rate of 11.28% (2024: 8.60%) was applied in determining the recoverable amount of the CGU. The discount rate applied was estimated based on the Group's weighted average cost of capital and reflect the current market assessment of the risks specific to the CGU.

The values assigned to the key assumptions represent management's assessment of future trends in the industries and are based on both external sources and internal sources.

#### **Sensitivity analysis**

The recoverable amount is sensitive to changes in a key assumption. The recoverable amount of the CGU is based on the assumption that certain government tender will be successfully secured between financial year 2027 and 2030. Management considers this assumption to be reasonable, taking into account the CGU's market position in the publication of textbooks and its historical success rate in securing similar tenders. This assumption is subject to uncertainty.

The sensitivity analysis of this key assumption with all other variables being held constant is as follows:

|           | <b>Best case</b>   | <b>Base case</b>    | <b>Worst case</b>    |
|-----------|--------------------|---------------------|----------------------|
| Weighting | 10% <sup>(i)</sup> | 60% <sup>(ii)</sup> | 30% <sup>(iii)</sup> |

<sup>(i)</sup> Assumes successful tender awards with outcomes surpassing forecasted performance.

<sup>(ii)</sup> Assumes a reasonable prospect of success based on past tender submissions and awards secured.

<sup>(iii)</sup> Assumes securing approximately half of the tender value projected in the base case.

Based on the sensitivity analysis, it would not result in impairment on the carrying amount of the CGU.

## • Financial Statements

(continued)

### 7. INTANGIBLE ASSETS (continued)

(e) Impairment testing for cash-generating units containing goodwill (continued)

#### (ii) Pinko Creative

The recoverable amount of the business unit is higher than its carrying amount and was based on its value in use. Value in use was determined by discounting future cash flows to be generated from the continuing operation of the business as a book publisher and was based on the following key assumptions:

- Cash flows were projected based on actual operating results and financial budget approved by management covering a 5-year business plan.
- The anticipated sales growth rate is 2.06% (2024: 2.17%) per annum from financial year 2026 to 2030.
- The operating expenditure growth was assumed to be 2.06% (2024: 2.17%) per annum. The estimated growth rate was based on the forecasted inflation rate.
- The projected gross margins which reflects the average historical gross margin, adjusted for projected market and economic conditions and internal resource efficiency.
- Terminal value was based on the fifth-year cash flow without incorporating any growth rate.
- The unit will continue its operations indefinitely.
- A pre-tax discount rate of 11.28% (2024: 8.60%) was applied in determining the recoverable amount of the CGU. The discount rate applied was estimated based on the Group's weighted average cost of capital and reflect the current market assessment of the risks specific to the CGU.

The values assigned to the key assumptions represent management's assessment of future trends in the industries and are based on both external sources and internal sources.

#### ***Sensitivity analysis***

Management believes that any reasonably possible change in the key assumptions would not cause the carrying amount of goodwill to exceed the recoverable amount of the CGU. Based on their review, there is no evidence of impairment on the goodwill allocated to Pinko Creative.

## Financial Statements •

(continued)

### 7. INTANGIBLE ASSETS (continued)

(e) Impairment testing for cash-generating units containing goodwill (continued)

#### (iii) Edu Paper and Stationery

The recoverable amount of the business unit is higher than its carrying amount and was based on its value in use. Value in use was determined by discounting future cash flows to be generated from the continuing operation of the business as a printer and distributor of educational books and materials and was based on the following key assumptions:

- Cash flows were projected based on actual operating results and financial budget approved by management covering a 5-year business plan.
- The anticipated sales growth rate ranges from 2.06% to 5.00% from financial year 2026 to 2030.
- The operating expenditure growth was assumed to be 2.06% per annum. The estimated growth rate was based on the forecasted inflation rate.
- The projected gross margins which reflects the average historical gross margin, adjusted for projected market and economic conditions and internal resource efficiency.
- Terminal value was based on the fifth-year cash flow without incorporating any growth rate.
- The unit will continue its operations indefinitely.
- A pre-tax discount rate of 11.28% was applied in determining the recoverable amount of the CGU. The discount rate applied was estimated based on the Group's weighted average cost of capital and reflect the current market assessment of the risks specific to the CGU.

The values assigned to the key assumptions represent management's assessment of future trends in the industries and are based on both external sources and internal sources.

#### *Sensitivity analysis*

Management believes that any reasonably possible change in the key assumptions would not cause the carrying amount of goodwill to exceed the recoverable amount of the CGU. Based on their review, there is no evidence of impairment on the goodwill allocated to Edu Paper and Stationery.

### 8. INVESTMENTS IN SUBSIDIARIES

| Company                  | 2025<br>RM'000 | 2024<br>RM'000 |
|--------------------------|----------------|----------------|
| Unquoted shares, at cost | 95,598         | 93,008         |
| Less: Impairment loss    | <u>(2,833)</u> | <u>(2,674)</u> |
|                          | <u>92,765</u>  | <u>90,334</u>  |

## • Financial Statements

(continued)

### 8. INVESTMENTS IN SUBSIDIARIES (continued)

- (a) Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less any impairment losses.
- (b) Details of the subsidiaries, which are all incorporated and operating in Malaysia, are as follows:

| Name of company                       | Effective ownership interest and voting interest |           | Principal activities  |
|---------------------------------------|--|-----------|---|
|                                       | 2025<br>%  | 2024<br>% |   |
| Sasbadi Sdn. Bhd.                     | 100  | 100       | Publisher of printed educational materials, distribution of applied learning products, and trading of paper |
| Maya Press Sdn. Bhd.                  | 100  | 100       | Imprint for general titles  |
| Orbit Buku Sdn. Bhd.                  | 100  | 100       | Publisher of supplementary educational materials  |
| Sasbadi Online Sdn. Bhd.              | 100  | 100       | Publisher of online/digital educational materials   |
| Malaysian Book Promotions Sdn. Bhd.   | 100  | 100       | Publishing and distribution of printed educational materials and organiser of book fairs and exhibitions    |
| MBP Publications Sdn. Bhd.            | 100  | 100       | Imprint for printed educational materials   |
| Mindtech Education Sdn. Bhd.          | 100  | 100       | Direct marketing of online/digital educational products   |
| Sanjung Unggul Sdn. Bhd.              | 100  | 100       | General trade and investment holding  |
| United Publishing House (M) Sdn. Bhd. | 100  | 100       | Publishing and distribution of books and printed materials  |
| Sasbadi Learning Solutions Sdn. Bhd.  | 100  | 100       | Distribution of applied learning products   |
| #Media Distribution Sdn. Bhd.         | 100  | -         | Distribution of books and paper-based stationery  |
| Edu Paper and Stationery Sdn. Bhd.    | 60   | -         | Printing and distribution of educational books and materials  |

## Financial Statements •

(continued)

## 8. INVESTMENT IN SUBSIDIARIES (continued)

(b) Details of the subsidiaries, which are all incorporated and operating in Malaysia, are as follows: (continued)

| Name of company  | Effective ownership interest and voting interest |           | Principal activities  |
|--|--|-----------|---|
|  | 2025<br>%  | 2024<br>% |   |
| <b>Subsidiary of Sanjung Unggul Sdn. Bhd.</b>                |  |           |   |
| The Malaya Press Sdn. Bhd.                                   | 100  | 100       | Publishing and distribution of printed educational materials                              |
| <b>Subsidiaries of United Publishing House (M) Sdn. Bhd.</b> |  |           |   |
| G-Apple Studio Sdn. Bhd.                                     | 100  | 100       | Imprint for general titles  |
| Penerbitan Daya Sdn. Bhd.                                    | 100  | 100       | Imprint for general titles  |
| Penerbitan Minda Sdn. Bhd.                                   | 100  | 100       | Dormant   |
| UPH Distributor Sdn. Bhd.                                    | 100  | 100       | Dormant   |
| Pinko Creative Sdn. Bhd.                                     | 100  | 100       | Publishing and distribution of books and printed materials and imprint for general titles |
| <b>Subsidiary of Sasbadi Learning Solutions Sdn. Bhd.</b>    |  |           |   |
| Distinct Motion Sdn. Bhd.                                    | 100  | 100       | Dormant   |
| <b>Subsidiaries of The Malaya Press Sdn. Bhd.</b>            |  |           |   |
| Jinbang Publication Sdn. Bhd.                                | 100  | 100       | Dormant   |
| Big Tree Publications Sdn. Bhd.                              | 100  | 100       | Publishing and distribution of books  |
| *Malaya Publishing and Printing Company Sdn. Bhd.            | 100  | -         | Dormant   |
| <b>Subsidiary of Distinct Motion Sdn. Bhd.</b>               |  |           |   |
| Distinct Element Sdn. Bhd.                                   | 100  | 100       | Dormant   |

## • Financial Statements

(continued)

### 8. INVESTMENTS IN SUBSIDIARIES (continued)

- (b) Details of the subsidiaries, which are all incorporated and operating in Malaysia, are as follows: (continued)

| Name of company   | Effective ownership interest and voting interest |      | Principal activities |
|---|--|------|----------------------|
|   | 2025   | 2024 |                      |
|   | %  | %    |                      |
| <b>Subsidiary of Malaysian Books Promotions Sdn. Bhd.</b> |  |      |                      |

|                               |   |     |         |
|-------------------------------|---|-----|---------|
| #Media Distribution Sdn. Bhd. | - | 100 | Dormant |
|-------------------------------|---|-----|---------|

\* Subsidiary not audited by BDO PLT or member firms of BDO International

# Media Distribution Sdn. Bhd. was restructured from being a subsidiary of Malaysian Books Promotions Sdn. Bhd. to a subsidiary of the Company during the financial year

- (c) In assessing its subsidiaries for impairment indicators, the Company considered the current environment and performance of the subsidiaries. The carrying amounts of investments in subsidiaries with impairment indicators amounted to RM32,980,000 as at 31 August 2025.

The recoverable amounts of the investments in subsidiaries are assessed by reference to the fair value less cost to sell of the underlying assets or the value in use of the respective subsidiaries. The value in use is the net present value of the projected future cash flows derived from the business operations of the respective subsidiaries discounted at an appropriate discount rate. For such discounted cash flow method, it involves the use of estimated future results and a set of assumptions to reflect their income and cash flows. Judgement had also been used to determine the discount rate for the cash flows and the future growth of the businesses of the subsidiaries. Impairment losses are made when the carrying amount of the investments in subsidiaries exceed its recoverable amount.

The key assumptions for the impairment testing are disclosed in Note 7(e) to the financial statements.

- (d) During the financial year, the Company made an impairment of RM159,000 in respect of a subsidiary due to its poor financial position. The recoverable amount of the cost of investment in the subsidiary was based on its fair value less cost to sell ("FVLCTS") of the underlying assets. The net assets of the subsidiary were used as a proxy for its recoverable amount based on FVLCTS method and were within Level 3 of the fair value hierarchy. The impairment loss has been included in the line of other operating expenses in the statements of profit or loss and other comprehensive income.
- (e) On 10 December 2024, the Company entered into a Share Sale Agreement ("SSA") with a third party, namely Eduprint Solutions Sdn. Bhd. to acquire 60% equity interest in Edu Paper and Stationery Sdn. Bhd. for a cash consideration of RM2,580,000. Following the fulfilment of all conditions precedent, the acquisition was completed on 1 March 2025 and Edu Paper and Stationery Sdn. Bhd. became a subsidiary of the Company.

## Financial Statements •

(continued)

## 8. INVESTMENTS IN SUBSIDIARIES (continued)

(e) (continued)

The fair value of the identifiable assets and liabilities of Edu Paper and Stationery Sdn. Bhd. as at the date of the acquisition are as follows:

|   | <b>RM'000</b>       |
|---|---------------------|
| Property, plant and equipment (Note 5)      | 3,005               |
| Inventories                                 | 1,824               |
| Trade and other receivables                 | 2,567               |
| Cash and cash equivalents                   | 143                 |
| Trade and other payables                    | <u>(4,583)</u>      |
| Total fair value of identifiable net assets | 2,956               |
| Goodwill arising from acquisition (Note 7)  | 806                 |
| Non-controlling interest                    | <u>(1,182)</u>      |
| Total purchase consideration at fair value  | <u><u>2,580</u></u> |

**Cash outflow on acquisition:**

|  |                     |
|--|---------------------|
| Total purchase consideration at fair value         | 2,580               |
| Cash and cash equivalents of a subsidiary acquired | <u>(143)</u>        |
| Net cash outflow on acquisition                    | <u><u>2,437</u></u> |

If the acquisition occurred on 1 September 2024, revenue and profit after tax of the Group for the financial year ended 31 August 2025 would have been RM120,073,000 and RM10,700,000 respectively.

(f) The subsidiary of the Group that has non-controlling interest ("NCI") is as follows:

|  | <b>Edu Paper and Stationery Sdn. Bhd.<br/>RM'000</b> |
|--|--|
| NCI percentage of ownership interest and voting interest | <u><u>40%</u></u>                                    |
| Carrying amount of NCI                                   | <u><u>688</u></u>                                    |
| Loss attributable to NCI                                 | <u><u>(494)</u></u>                                  |

## • Financial Statements

(continued)

### 8. INVESTMENTS IN SUBSIDIARIES (continued)

(g) Summarised financial information (before intercompany elimination) of a subsidiary with non-controlling interest, Edu Paper and Stationery Sdn. Bhd., is as follows:

(i) Summarised statement of financial position

|                         | <b>31.8.2025</b><br><b>RM'000</b> |
|-------------------------|-----------------------------------|
| Non-current assets      | 7,813                             |
| Current assets          | 5,837                             |
|                         | <hr/>                             |
| Total assets            | 13,650                            |
|                         | <hr/> <hr/>                       |
| Non-current liabilities | 3,808                             |
| Current liabilities     | 8,122                             |
|                         | <hr/>                             |
| Total liabilities       | 11,930                            |
|                         | <hr/> <hr/>                       |
| Net assets              | 1,720                             |
|                         | <hr/> <hr/>                       |

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

|  | <b>1.3.2025</b><br><b>to</b><br><b>31.8.2025</b><br><b>RM'000</b> |
|--|---|
| Revenue  | 2,159   |
|  | <hr/>   |
| Loss/Total comprehensive loss for the financial year | (1,236)   |
|  | <hr/> <hr/>   |

(iii) Summarised statement of cash flows

|   | <b>1.3.2025</b><br><b>to</b><br><b>31.8.2025</b><br><b>RM'000</b> |
|---|---|
| Net cash flows from operating activities    | 926   |
| Net cash flows used in investing activities | (202)   |
| Net cash flows used in financing activities | (470)   |
|   | <hr/>   |
| Net increase in cash and cash equivalents   | 254   |
|   | <hr/> <hr/>   |

# Financial Statements •

(continued)

## 8. INVESTMENTS IN SUBSIDIARIES (continued)

- (h) On 25 June 2025, a wholly-owned subsidiary of the Company, Malaysian Book Promotions Sdn. Bhd. had disposed of its entire ownership of shares in Media Distribution Sdn. Bhd. to the Company for a cash consideration of RM10,000. There was no material financial impact to the financial position and financial performance of the Group and of the Company arising from the internal restructuring within the Group.
- (i) On 1 August 2025, a wholly-owned subsidiary of the Company, The Malaya Press Sdn. Bhd. acquired 100% equity interest in Malaya Publishing and Printing Company Sdn. Bhd. for a cash consideration of RM1. There was no material financial impact to the financial position and financial performance of the Group arising from the acquisition.

## 9. OTHER INVESTMENTS

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>Fair value through profit or loss</b>             |                |                |                |                |
| Club membership                                      | 37             | 37             | -              | -              |
| <b>Fair value through other comprehensive income</b> |                |                |                |                |
| Unquoted shares outside Malaysia                     | 1,411          | 1,411          | 1,411          | 1,411          |
|  | <u>1,448</u>   | <u>1,448</u>   | <u>1,411</u>   | <u>1,411</u>   |

- (a) Club membership of the Group was categorised as Level 3 in the fair value hierarchy. Fair value of club memberships is determined by reference to prevailing offer price of these club memberships price.
- (b) The Group designated unquoted shares as fair value through other comprehensive income because these equity securities represent investments that the Group intend to hold for long-term strategic purposes. Investment in unquoted shares of the Group were categorised as Level 3 in the fair value hierarchy. Fair value of investment in unquoted shares was estimated based on the price to book valuation model, for which the price to book ratio is a significant unobservable input.

There was no transfer between levels in hierarchy during the financial year. Sensitivity analysis for other investments in unquoted shares is not disclosed as it is not material to the Group and the Company.

## • Financial Statements

(continued)

### 9. OTHER INVESTMENTS (continued)

(c) The following table shows a reconciliation of Level 3 fair values of other investments:

|                             | Group          |                | Company        |                |
|-----------------------------|----------------|----------------|----------------|----------------|
|                             | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| At 1 September<br>2024/2023 | 1,448          | 37             | 1,411          | -              |
| Addition                    | -              | 1,411          | -              | 1,411          |
| At 31 August 2025/2024      | <u>1,448</u>   | <u>1,448</u>   | <u>1,411</u>   | <u>1,411</u>   |

### 10. DEFERRED TAX ASSETS/(LIABILITIES)

#### Recognised deferred tax assets/(liabilities)

Deferred tax assets/(liabilities) are attributable to the following:

| Group  | Assets         |                | Liabilities    |                | Net            |                |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| Property, plant and<br>equipment             |                |                |                |                |                |                |
| - revaluation                                | -              | -              | (6,835)        | (7,020)        | (6,835)        | (7,020)        |
| - others                                     | -              | -              | (122)          | (328)          | (122)          | (328)          |
| Right-of-use assets                          | -              | -              | (1,146)        | (437)          | (1,146)        | (437)          |
| Lease liabilities                            | 1,278          | 441            | -              | -              | 1,278          | 441            |
| Intangible assets                            | -              | -              | (1,297)        | (1,483)        | (1,297)        | (1,483)        |
| Unutilised tax losses                        | 459            | 534            | -              | -              | 459            | 534            |
| Other deductible<br>temporary<br>differences | 282            | 1,381          | -              | -              | 282            | 1,381          |
| Tax<br>assets/(liabilities)                  | 2,019          | 2,356          | (9,400)        | (9,268)        | (7,381)        | (6,912)        |
| Set off of tax                               | (1,262)        | (1,586)        | 1,262          | 1,586          | -              | -              |
|  | <u>757</u>     | <u>770</u>     | <u>(8,138)</u> | <u>(7,682)</u> | <u>(7,381)</u> | <u>(6,912)</u> |

## Financial Statements •

(continued)

## 10. DEFERRED TAX ASSETS/(LIABILITIES) (continued)

## Movement in temporary differences during the financial year:

| Group                                     | Balance as<br>at 1.9.2023<br>RM'000 | Recognised<br>in profit or<br>loss<br>(Note 23)<br>RM'000 | Balance as<br>at 31.8.2024/<br>1.9.2024<br>RM'000 | Recognised<br>in profit or<br>loss<br>(Note 23)<br>RM'000 | Balance as<br>at 31.8.2025<br>RM'000 |
|---|-------------------------------------|---|---|---|--------------------------------------|
| Property, plant and equipment             |                                     |   |   |   |                                      |
| - revaluation                             | (8,136)                             | 1,116   | (7,020)   | 185   | (6,835)                              |
| - others                                  | (226)                               | (102)   | (328)   | 206   | (122)                                |
| Right-of-use assets                       | (97)                                | (340)   | (437)   | (709)   | (1,146)                              |
| Lease liabilities                         | 102                                 | 339   | 441   | 837   | 1,278                                |
| Intangible assets                         | (1,348)                             | (135)   | (1,483)   | 186   | (1,297)                              |
| Unutilised tax losses                     | -                                   | 534   | 534   | (75)  | 459                                  |
| Other deductible temporary<br>differences | 1,487                               | (106)   | 1,381   | (1,099)   | 282                                  |
|   | (8,218)                             | 1,306   | (6,912)   | (469)   | (7,381)                              |

## • Financial Statements

(continued)

### 10. DEFERRED TAX ASSETS/(LIABILITIES) (continued)

#### Unrecognised deferred tax assets

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

| Group                                  | 2025<br>RM'000 | 2024<br>RM'000 |
|--|----------------|----------------|
| Unutilised tax losses                  |                |                |
| - Expires by 31 August 2028            | 1,329          | 1,546          |
| - Expires by 31 August 2029            | 537            | 1,320          |
| - Expires by 31 August 2030            | 990            | 1,759          |
| - Expires by 31 August 2031            | 599            | 599            |
| - Expires by 31 August 2032            | 315            | 316            |
| - Expires by 31 August 2033            | 21             | 21             |
| - Expires by 31 August 2034            | 222            | 222            |
| - Expires by 31 August 2035            | 230            | -              |
| Unabsorbed capital allowances          | 333            | 400            |
| Other deductible temporary differences | 166            | 818            |
|  | <u>4,742</u>   | <u>7,001</u>   |

Deferred tax assets have not been recognised in respect of these items because there is no sufficient future taxable profits available against which they can be utilised. Unutilised tax losses can be carried forward for ten (10) consecutive years of assessment whilst the unabsorbed capital allowances do not expire under the current tax legislation. These items are subject to the agreement of the Inland Revenue Board.

### 11. RIGHT-OF-USE ASSETS/(LEASE LIABILITIES)

#### The Group as lessee

#### Right-of-use assets classified within property, plant and equipment

| Group                  | 2025<br>RM'000 | 2024<br>RM'000 |
|------------------------|----------------|----------------|
| <b>Carrying amount</b> |                |                |
| Leasehold land         | 23,104         | 23,740         |
| Buildings              | 20,138         | 17,539         |
| Condominiums           | 327            | 343            |
| Motor vehicles         | 105            | -              |
|                        | <u>43,674</u>  | <u>41,622</u>  |
| Total                  | <u>43,674</u>  | <u>41,622</u>  |

## Financial Statements •

(continued)

## 11. RIGHT-OF-USE ASSETS/(LEASE LIABILITIES) (continued)

## The Group as lessee (continued)

| Lease liabilities | Balance as at 1.9.2024 RM'000 | Additions RM'000 | Termination RM'000 | Lease payments RM'000 | Interest expense RM'000 | Balance as at 31.8.2025 RM'000 |
|-------------------|-------------------------------|------------------|--------------------|-----------------------|-------------------------|--------------------------------|
| Carrying amount   |                               |                  |                    |                       |                         |                                |
| Buildings         | 1,838                         | 5,108            | (877)              | (1,260)               | 165                     | 4,974                          |
| Motor vehicles    | -                             | 111              | -                  | (14)                  | 3                       | 100                            |
|                   | 1,838                         | 5,219            | (877)              | (1,274)               | 168                     | 5,074                          |
| Carrying amount   |                               |                  |                    |                       |                         |                                |
| Buildings         | 427                           | 2,024            | (8)                | (642)                 | 37                      | 1,838                          |
| Motor vehicles    | 15                            | -                | -                  | (16)                  | 1                       | -                              |
|                   | 442                           | 2,024            | (8)                | (658)                 | 38                      | 1,838                          |

## • Financial Statements

(continued)

### 11. RIGHT-OF-USE ASSETS/(LEASE LIABILITIES) (continued)

#### The Group as lessee (continued)

| Represented by:                                       | Group          |                |
|---|----------------|----------------|
|   | 2025<br>RM'000 | 2024<br>RM'000 |
| Current liabilities                                   | 1,109          | 844            |
| Non-current liabilities                               | 3,965          | 994            |
|   | <u>5,074</u>   | <u>1,838</u>   |
| Lease liabilities owing to non-financial institutions | <u>5,074</u>   | <u>1,838</u>   |

#### (a) Nature of the leasing activities

##### Leasehold land, buildings and condominiums

The Group has made upfront payments to secure the right-of-use of leasehold land, buildings and condominiums for its operations. The Group also leases warehouses and residential properties for the purpose of staff accommodation. These leasehold land and buildings, and related leases which have a lease term of more than 12 months are recognised within property, plant and equipment (Note 5).

##### Motor vehicles

The Group leases motor vehicles for employees for use in operations.

- (b) The right-of-use assets under property, plant and equipment are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date.

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

The Group has certain leases with lease term of twelve (12) months or less, and low value leases of office equipments. The Group applies the "short-term lease" and "lease of low-value assets" exemptions for these leases.

The right-of-use assets are depreciated on a straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term as disclosed in Note 5(a) to the financial statements.

#### (c) Additions to right-of-use assets during the financial year

| Group          | 2025<br>RM'000 | 2024<br>RM'000 |
|----------------|----------------|----------------|
| Buildings      | 5,108          | 2,024          |
| Motor vehicles | 111            | -              |
|                | <u>5,219</u>   | <u>2,024</u>   |

## Financial Statements •

(continued)

## 11. RIGHT-OF-USE ASSETS/(LEASE LIABILITIES) (continued)

(d) Depreciation charged during the financial year

| Group          | 2025<br>RM'000 | 2024<br>RM'000 |
|----------------|----------------|----------------|
| Leasehold land | 636            | 636            |
| Buildings      | 1,651          | 1,094          |
| Condominiums   | 16             | 16             |
| Motor vehicles | 6              | 18             |
| Total          | <u>2,309</u>   | <u>1,764</u>   |

(e) Extension options

Some leases of buildings contain extension options up to 3 years, which are exercisable by the Group before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessor. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant change in circumstance within its control.

As at 31 August 2025, there is no undiscounted potential future rental payments that are not included in the lease term.

(f) The table below summarises the maturity profile of the lease liabilities of the Group at the end of the reporting period based on contractual undiscounted repayment obligations as follows:

| Group                        | 2025<br>RM'000 | 2024<br>RM'000 |
|------------------------------|----------------|----------------|
| On demand or within one year | 1,307          | 887            |
| One to five years            | 4,362          | 1,073          |
|                              | <u>5,669</u>   | <u>1,960</u>   |

(g) Significant judgements and assumptions in relation to leases

The Group assesses at lease commencement by applying significant judgement whether it is reasonably certain to exercise the extension options. Group entities consider all facts and circumstances including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help it determine the lease term.

The Group also applied judgement and assumptions in determining the incremental borrowing rate of the respective leases. Group entities first determine the closest available borrowing rates before using significant judgement to determine the adjustments required to reflect the term, security, value or economic environment of the respective leases. The lease payments are discounted using the annual incremental borrowing rate of the Group in range of 3.11% to 5.30% (2024: 2.46% to 5.17%).

## • Financial Statements

(continued)

### 12. INVENTORIES

| Group  | 2025<br>RM'000 | 2024<br>RM'000 |
|--|----------------|----------------|
| <b>At cost/net realisable value</b>                          |                |                |
| Raw materials  | 8,583          | 7,527          |
| Finished goods   | 55,285         | 52,466         |
|  | <u>63,868</u>  | <u>59,993</u>  |
| <b>Recognised in profit or loss:</b>                         |                |                |
| Inventories recognised as cost of sales                      | 36,068         | 33,868         |
| Net write down of inventories recognised<br>in cost of sales | <u>4,580</u>   | <u>9,950</u>   |

Cost of inventories is determined using the first-in first-out method and are stated at lower of cost and net realisable value. In the case of finished goods, cost includes an appropriate share of publication costs based on normal operating capacity.

The Group writes down its obsolete or slow-moving inventories based on assessment of their product lifecycle and nature. Inventories are written down when events or changes in circumstances indicate that the carrying amounts could not be recovered. Management exercises significant judgements in estimating the net realisable value of inventories. In estimating the net realisable value of inventories, management specifically analyses sales trend when making this judgement to evaluate the adequacy of the write down for obsolete or slow-moving inventories. Where expectations differ from the original estimates, the differences would impact the carrying amounts of inventories.

### 13. RIGHT TO RECOVER RETURNED GOODS/(REFUND LIABILITIES)

| Group                           | 2025<br>RM'000 | 2024<br>RM'000 |
|---------------------------------|----------------|----------------|
| Right to recover returned goods | <u>1,429</u>   | <u>2,542</u>   |
| Refund liabilities              | <u>(2,659)</u> | <u>(5,142)</u> |

An asset with a right to recover returned goods and the corresponding refund liabilities are recognised in relation to finished goods sold with a right of return.

These are measured by reference to the former carrying amounts of the sold inventories less any expected costs to recover those inventories and any potential decreases in the value to the Group of the returned inventories.

### 14. CONTRACT WITH CUSTOMERS

#### (a) Contract costs

| Group                     | 2025<br>RM'000 | 2024<br>RM'000 |
|---------------------------|----------------|----------------|
| Cost to obtain a contract | <u>47</u>      | <u>65</u>      |

Cost to obtain a contract primarily comprises commission fees paid to intermediaries as a result of obtaining contracts and they are recoverable.

Capitalised commission fees are amortised when the related revenues are recognised. During the current financial year, the amount of amortisation was RM314,000 (2024: RM485,000).

## Financial Statements •

(continued)

## 14. CONTRACT WITH CUSTOMERS (continued)

(b) Contract liabilities

| <b>Group</b>         | <b>2025<br/>RM'000</b> | <b>2024<br/>RM'000</b> |
|----------------------|------------------------|------------------------|
| Contract liabilities | <u>158</u>             | <u>224</u>             |

The contract liabilities primarily relate to the advance consideration received from customers for sale of online/digital materials, which revenue is recognised over time throughout the agreed period. The contract liabilities are expected to be recognised as revenue over a period of 180 days or 365 days (2024: 180 days or 365 days).

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

| <b>Group</b>  | <b>2025<br/>RM'000</b> | <b>2024<br/>RM'000</b> |
|---|------------------------|------------------------|
| Contract liabilities at the beginning of the period recognised as revenue | <u>224</u>             | <u>347</u>             |

## 15. TRADE AND OTHER RECEIVABLES

|  | <b>Group</b>           |                        | <b>Company</b>         |                        |
|--|------------------------|------------------------|------------------------|------------------------|
|  | <b>2025<br/>RM'000</b> | <b>2024<br/>RM'000</b> | <b>2025<br/>RM'000</b> | <b>2024<br/>RM'000</b> |
| <b>Non-Current</b>   |                        |                        |                        |                        |
| <b>Non-trade</b>   |                        |                        |                        |                        |
| Amounts due from subsidiaries                                    | -                      | -                      | 4,658                  | 4,627                  |
| Less: Impairment loss  | -                      | -                      | (1,159)                | -                      |
| Other receivable   | -                      | 2,608                  | -                      | -                      |
|  | <u>-</u>               | <u>2,608</u>           | <u>3,499</u>           | <u>4,627</u>           |
| <b>Current</b>   |                        |                        |                        |                        |
| <b>Trade</b>   |                        |                        |                        |                        |
| Trade receivables  | 33,492                 | 41,979                 | -                      | -                      |
| Less: Impairment loss  | (1,640)                | (2,236)                | -                      | -                      |
|  | <u>31,852</u>          | <u>39,743</u>          | <u>-</u>               | <u>-</u>               |
| <b>Non-trade</b>   |                        |                        |                        |                        |
| Amounts due from subsidiaries                                    | -                      | -                      | 18,351                 | 23,872                 |
| Less: Impairment loss  | -                      | -                      | (1,920)                | (3,110)                |
| Other receivables and deposits                                   | 2,458                  | 1,319                  | 7                      | 2                      |
| Less: Impairment loss  | -                      | (82)                   | -                      | -                      |
|  | <u>2,458</u>           | <u>1,237</u>           | <u>16,438</u>          | <u>20,764</u>          |
| Total current receivable   | <u>34,310</u>          | <u>40,980</u>          | <u>16,438</u>          | <u>20,764</u>          |
| <b>Total current and non-current trade and other receivables</b> | <u>34,310</u>          | <u>43,588</u>          | <u>19,937</u>          | <u>25,391</u>          |

## • Financial Statements

(continued)

### 15. TRADE AND OTHER RECEIVABLES (continued)

- (a) Trade and other receivables are classified as financial assets and are measured at amortised cost.
- (b) These are non-interest bearing and the normal credit terms granted by the Group and the Company ranges from cash term to 120 days (2024: cash term to 90 days). Trade and other receivables are recognised at their original invoices amounts, which represent their fair values on initial recognition.
- (c) Trade and other receivables are denominated in Ringgit Malaysia.
- (d) The non-current and current amounts due from subsidiaries are non-trade advances in nature, unsecured, bear interest ranging from 2.75% to 3.00% (2024: 3.00%) per annum. The non-current amounts due from subsidiaries are receivable on demand in cash and cash equivalents but are not expected to be receivable within the next twelve (12) months. The carrying amount of the non-current amounts due from subsidiaries are recognised based on its net present value of expected future cash flows discounted at a rate of 6.67% (2024: 6.67%) per annum.

The current amounts due from subsidiaries are receivable in cash and cash equivalents within the next twelve (12) months.

- (e) In the previous financial year, non-current other receivable of the Group were advances in nature, unsecured and interest free, which were not expected to be receivable within the next twelve (12) months. The carrying amount of the non-current other receivable in the previous financial year was recognised based on its net present value of expected future cash flows discounted at a rate of 7.26% per annum.
- (f) Credit risk and impairment policy for trade receivables

As at the end of the reporting period, the maximum credit risk exposure is equivalent to the gross carrying amount of trade receivables of the Group.

As at 31 August 2025, the Group has significant concentration of credit risk in the form of outstanding balances from five (5) (2024: five (5)) trade customers, which amounted to RM6,583,000 (2024: RM8,891,000) representing 20% (2024: 21%) of gross trade receivables. The Directors are of the opinion that the outstanding balances from these customers are recoverable, as the Group is actively trading with them and there are no indications of discontinued repayments, nor any history of default.

The Group has also entered into small number of sales contracts, all of which are monitored individually for completion and payment. The management is confident that, based on their knowledge of payment patterns and subsequent payments received, the Group is able to fully recover the amounts due from its customers. Where applicable, the Group will demand for guarantees from shareholders/Directors of their customers as a form of safeguard over the outstanding debts.

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances. Any receivables having significant balances past due more than 330 days, which are deemed to have higher credit risk, are monitored individually.

The gross carrying amounts of credit impaired trade receivables are written off (either partially or fully) when there is no realistic prospect of recovery. This is generally the case when the Group 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.

## Financial Statements •

(continued)

## 15. TRADE AND OTHER RECEIVABLES (continued)

## (f) Credit risk and impairment policy for trade receivables (continued)

The Group uses an allowance matrix to measure the lifetime ECL of trade receivables based on the simplified approach. Consistent with the debt recovery process, invoices which are past due 690 days will be considered as credit impaired. Expected loss rates are calculated using the 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency to 690 days past due.

Loss rates are based on actual credit loss experience over the past three years. The Group also considers the differences between (a) economic conditions during the period over which the historical data has been collected, (b) current economic conditions and (c) the Group's view of economic conditions over the expected lives of the receivables. The Group adjusted the loss rates to reflect current and forward-looking information such as gross domestic product, unemployment rate, inflation rate, bank lending rate, non-performing loan ratio and services sector gross domestic product.

Significant judgement is required in determining the probabilities of default by receivables and appropriate forward-looking information in assessing the expected credit loss allowance.

The following table provides information about the exposure to credit risk and ECLs for trade receivables which are grouped together as they are expected to have similar risk nature.

| Group                       | Gross carrying amount<br>RM'000 | Loss allowances<br>RM'000 | Net balance<br>RM'000 |
|-----------------------------|---------------------------------|---------------------------|-----------------------|
| <b>2025</b>                 |                                 |                           |                       |
| Current (not past due)      | 14,510                          | (19)                      | 14,491                |
| 1 - 30 days past due        | 3,405                           | (11)                      | 3,394                 |
| 31 - 180 days past due      | 12,410                          | (83)                      | 12,327                |
| 181 - 330 days past due     | 1,263                           | (53)                      | 1,210                 |
| More than 330 days past due | 1,673                           | (1,243)                   | 430                   |
|                             | 33,261                          | (1,409)                   | 31,852                |
| <b>Credit impaired</b>      |                                 |                           |                       |
| Individually impaired       | 231                             | (231)                     | -                     |
|                             | 33,492                          | (1,640)                   | 31,852                |
| <b>2024</b>                 |                                 |                           |                       |
| Current (not past due)      | 24,448                          | (23)                      | 24,425                |
| 1 - 30 days past due        | 3,544                           | (8)                       | 3,536                 |
| 31 - 180 days past due      | 10,745                          | (57)                      | 10,688                |
| 181 - 330 days past due     | 736                             | (40)                      | 696                   |
| More than 330 days past due | 2,345                           | (1,947)                   | 398                   |
|                             | 41,818                          | (2,075)                   | 39,743                |
| <b>Credit impaired</b>      |                                 |                           |                       |
| Individually impaired       | 161                             | (161)                     | -                     |
|                             | 41,979                          | (2,236)                   | 39,743                |

## • Financial Statements

(continued)

### 15. TRADE AND OTHER RECEIVABLES (continued)

(f) Credit risk and impairment policy for trade receivables (continued)

The movements in the allowance for impairment in respect of trade and other receivables during the financial year are shown below:

| Group   | Lifetime<br>ECL<br>RM'000 | Credit<br>impaired<br>RM'000 | Total<br>RM'000           |
|---|---------------------------|------------------------------|---------------------------|
| <b>Trade</b>                                      |                           |                              |                           |
| Balance as at 1 September 2023                    | 2,496                     | 173                          | 2,669                     |
| Reversal of impairment losses                     | (421)                     | (12)                         | (433)                     |
| Balance as at 31 August 2024/<br>1 September 2024 | 2,075                     | 161                          | 2,236                     |
| Net remeasurement of impairment<br>losses         | (666)                     | 70                           | (596)                     |
| Balance as at 31 August 2025                      | <u>1,409</u>              | <u>231</u>                   | <u>1,640</u>              |
| <b>Lifetime ECL</b>                               |                           | <b>Group<br/>RM'000</b>      | <b>Company<br/>RM'000</b> |
| <b>Non-trade</b>                                  |                           |                              |                           |
| Balance as at 1 September 2023                    |                           | -                            | 3,081                     |
| Net remeasurement of loss allowance               |                           | 82                           | 29                        |
| Balance as at 31 August 2024/1 September 2024     |                           | 82                           | 3,110                     |
| Net remeasurement of impairment losses            |                           | (68)                         | (31)                      |
| Receivables written off                           |                           | (14)                         | -                         |
| Balance as at 31 August 2025                      |                           | <u>-</u>                     | <u>3,079</u>              |

(g) Credit risk and impairment policy for amounts due from subsidiaries and other receivables

As at the end of the reporting period, the maximum credit risk exposure is equivalent to the carrying amounts of amounts due from subsidiaries and other receivables of the Group and of the Company. The Group and the Company monitor the ability of the subsidiaries and other receivables to repay on an individual basis. These amounts are not secured by any collateral or supported by any other credit enhancements.

Generally, the Group and the Company consider amounts due from subsidiaries and other receivables to have low credit risk. The Group and the Company assume that there is a significant increase in credit risk when a subsidiary's and other receivables' financial position deteriorates significantly or when the counterparty is unable to pay when demanded. As the Company is able to determine the timing of payments of the amount due from subsidiaries when they are payable, the Company considers these to be in default when the subsidiaries are not able to pay when demanded. It is considered to be credit impaired when:

- i) The subsidiary is unlikely to repay its amount due to the Company in full; or
- ii) The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Group and the Company have exercised judgement in determining the probability of default for these amounts due, by obtaining reasonable and supportable information, both quantitative and qualitative, including historical experience that is available without undue cost or effort.

## Financial Statements •

(continued)

## 16. CASH AND CASH EQUIVALENTS

|  | Group           |                | Company        |                |
|--|-----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000  | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| Cash and bank balances   | 26,930          | 10,203         | 131            | 29             |
| Deposits placed with<br>licensed banks                                   | <u>742</u>      | <u>777</u>     | <u>-</u>       | <u>-</u>       |
| As reported in the<br>statements of financial<br>position                | 27,672          | 10,980         | 131            | 29             |
| Less: Deposits pledged   | (522)           | (665)          | -              | -              |
| Less: Bank overdrafts<br>(Note 18)                                       | <u>(13,950)</u> | <u>(158)</u>   | <u>-</u>       | <u>-</u>       |
| Cash and cash equivalents<br>included in the statements<br>of cash flows | <u>13,200</u>   | <u>10,157</u>  | <u>131</u>     | <u>29</u>      |

(a) Included in the deposits placed with a licensed bank of the Group is RM522,000 (2024: RM665,000) pledged for bank facilities granted to certain subsidiaries (Note 18).

(b) Cash and cash equivalents are denominated in Ringgit Malaysia.

(c) As at the end of the reporting period, the maximum credit risk exposure is equivalent to the carrying amount of cash and cash equivalents of the Group.

No expected credit losses were recognised arising from the deposits with these banks and financial institutions because the probability of default by these financial institutions were negligible.

(d) Weighted average effective interest rate of deposits placed with licensed banks of the Group as at the end of each reporting period are as follows:

|            | Group        |              |
|------------|--------------|--------------|
|            | 2025         | 2024         |
| Fixed rate | <u>2.06%</u> | <u>2.29%</u> |

## 17. SHARE CAPITAL, TREASURY SHARES AND RESERVES

(a) Share capital

|   | Group and Company           |                |                             |                |
|---|-----------------------------|----------------|-----------------------------|----------------|
|   | 2025                        |                | 2024                        |                |
|   | Number<br>of shares<br>'000 | RM'000         | Number<br>of shares<br>'000 | RM'000         |
| <b>Issued and fully paid up<br/>ordinary shares with<br/>no par value</b> |                             |                |                             |                |
| Balance as at 1<br>September 2024/2023                                    | 436,135                     | 110,768        | 433,355                     | 110,379        |
| Issuance pursuant to<br>ESOS exercised                                    | <u>-</u>                    | <u>-</u>       | <u>2,780</u>                | <u>389</u>     |
| Balance as at 31 August   | <u>436,135</u>              | <u>110,768</u> | <u>436,135</u>              | <u>110,768</u> |

## • Financial Statements

(continued)

### 17. SHARE CAPITAL, TREASURY SHARES AND RESERVES (continued)

#### (a) Share capital (continued)

- i) The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one (1) vote per share at meetings of the Company. All ordinary shares rank *pari passu* with regard to the residual assets of the Company.
- ii) In the previous financial year, the issued and fully paid-up ordinary shares of the Company was increased from 433,354,500 to 436,134,500 by way of issuance of 2,780,000 new ordinary shares pursuant to options exercised under the Employee's Share Option Scheme ("ESOS") at an exercise price of RM0.10 per ordinary share for cash.

#### (b) Treasury shares

The shareholders of the Company, by an ordinary resolution passed at the annual general meeting held on 18 February 2025, renewed their approval for the Company's plan to purchase up to ten percent (10%) of the total number of issued shares at any point of time.

During the financial year, the Company purchased 10,687,100 of its own shares from the open market at prices ranging from RM0.160 to RM0.175 per share, which was financed by internally generated funds.

As at 31 August 2025, a total of 10,688,100 (2024: 1,000) treasury shares at a total cost of RM1,829,191 (2024: RM1,155) are held by the Company. The shares repurchased are being held as treasury shares in accordance with Section 127(4)(b) of the Companies Act 2016 and the Main Market Listing Requirements and applicable guideline of Bursa Malaysia Securities Berhad ("Bursa Securities").

#### (c) Merger deficit

The merger deficit comprises the differences between the cost of acquisition and the nominal value of shares acquired during the acquisition of Sasbadi Sdn. Bhd. in 2014.

#### (d) Fair value reserve

The fair value reserve comprises the cumulative net change in the fair value of equity instruments designated at fair value through other comprehensive income until the investments are derecognised or impaired.

#### (e) Revaluation reserve

The revaluation reserve relates to the revaluation of leasehold land, buildings and condominiums.

# Financial Statements •

(continued)

## 17. SHARE CAPITAL, TREASURY SHARES AND RESERVES (continued)

### (f) Share option reserve

Share option reserve represents the effect of equity-settled share option granted to employees. This reserve is made up of the cumulative value of services received from employees for the issue of share option. Share option reserve in relation to the unexercised option at the expiry of the share option scheme will be transferred to retained earnings.

### Employees' share option scheme ("ESOS")

The salient features of the Company's ESOS are, inter alia, as follows:

- i) The maximum number of shares which may be issued and allotted pursuant to the ESOS shall not exceed 10% of the total number of issued shares of the Company (excluding treasury shares, if any), at any point of time during the duration of the ESOS;
- ii) Any employee or executive director of the Group is eligible to participate in the ESOS provided that, as at the date of offer:
  - (a) The employee or executive director is a Malaysian citizen who has attained eighteen (18) years of age;
  - (b) The employee or executive director is not an undischarged bankrupt nor subject to any bankruptcy proceedings;
  - (c) The employee or executive director must have been confirmed in service and have served at least six (6) months in the employment of the Group;
  - (d) Where the employee or executive director is under an employment contract, the contract is for a duration of at least one (1) year and shall have not expired within three (3) months from the date of offer; and
  - (e) The employee or executive director has fulfilled any other criteria as may be imposed by the ESOS Committee from time to time.

Notwithstanding the above, the ESOS Committee may, at its sole and absolute discretion, waive any of the eligibility conditions set out above.

- iii) Not more than 10% of the shares available under the ESOS shall be allocated to any individual eligible person, who, either singly or collectively through persons connected with the eligible person, holds 20% or more of the total number of issued shares (excluding treasury shares, if any) of the Company;
- iv) Not more than 80% of the options available under the ESOS shall be allocated, in aggregate to executive directors and senior management;
- v) The ESOS shall be in force for a period of five (5) years from the effective date of 1 September 2016, and may be extended for a further five (5) years or a shorter period from the expiry of the first five (5) years; and
- vi) The exercise price shall be fixed based on the higher of a discount of not more than 10% to the five (5)-day volume weighted average market price of the shares of the Company immediately preceding the date of offer or the par value of the shares of the Company.

The Company had received all the relevant approvals, complied with the requirements pertaining to the ESOS, and submitted the final copy of the By-Laws of the ESOS to Bursa Securities pursuant to paragraph 6.42 of the Bursa Securities Listing Requirements on 1 September 2016. The implementation of ESOS is thus effective from 1 September 2016. On 17 February 2021, the Board of Directors had approved the extension of the ESOS which will be expiring on 31 August 2021, for a further period of five (5) years from 1 September 2021 to 31 August 2026.

## • Financial Statements

(continued)

### 17. SHARE CAPITAL, TREASURY SHARES AND RESERVES (continued)

(f) Share option reserve (continued)

#### Employees' share option scheme ("ESOS") (continued)

On 17 February 2021, the Company offered 10,000,000 options at an exercise price of RM0.12 each to its eligible employees under the ESOS ("ESOS 1"). Prior to the previous financial year, 5,835,000 new ordinary shares were issued pursuant to the exercise of this ESOS and 4,165,000 options had expired.

On 10 March 2022, the Company offered another 12,000,000 options at an exercise price of RM0.10 each to its eligible employees under the ESOS ("ESOS 2"). In the previous financial year, 2,780,000 new ordinary shares were issued pursuant to the exercise of this ESOS. Additionally, 50,000 options had lapsed due to an employee's resignation and 500,000 options had expired on 9 March 2024. Prior to the previous financial year, 8,470,000 new ordinary shares were issued pursuant to the exercise of this ESOS and 200,000 options had lapsed.

In accordance with the ESOS, holders of vested ESOS options are entitled to purchase the Company's shares at the exercise price at the date of grant. The terms and conditions related to the grants of the share option programme are as follows:

| Group  | Exercise price<br>RM | Grant date       | Number of options<br>'000 | Vesting conditions | Contractual life of option |
|--------|----------------------|------------------|---------------------------|--------------------|----------------------------|
| ESOS 1 | 0.12                 | 17 February 2021 | 10,000                    | None               | 2 years                    |
| ESOS 2 | 0.10                 | 10 March 2022    | <u>12,000</u>             | None               | <u>2 years</u>             |

The details of the number of share options are as follows:

|        | As at<br>1.9.2023<br>'000 | Exercised<br>'000 | Lapsed/<br>Expired<br>'000 | Outstanding and<br>Exercisable as at<br>31.8.2024<br>'000 |
|--------|---------------------------|-------------------|----------------------------|---|
| ESOS 2 | 3,330                     | (2,780)           | (550)                      | -   |

## Financial Statements •

(continued)

## 17. SHARE CAPITAL, TREASURY SHARES AND RESERVES (continued)

(f) Share option reserve (continued)

**Employees' share option scheme ("ESOS") (continued)**

The fair value of services received in return for share options granted is based on the fair value of share options granted, measured using the Black-Scholes model, with the following inputs:

| <b>Group</b>                                       | <b>2024<br/>RM</b> |
|--|--------------------|
| <b>Fair value of share options and assumptions</b> |                    |
| <u>Fair value of grant date:</u>                   |                    |
| ESOS 2   | 0.04               |
| <u>Volume-weighted average share price:</u>        |                    |
| ESOS 2   | 0.1025             |
| <u>Exercise price:</u>                             |                    |
| ESOS 2   | 0.10               |
| <u>Volatility rate:</u>                            |                    |
| ESOS 2   | 73.24%             |
| <u>Option life:</u>                                |                    |
| ESOS 2   | 2 years            |
| <u>Risk free rate:</u>                             |                    |
| ESOS 2   | 2.65%              |
| <u>Dividend yield:</u>                             |                    |
| ESOS 2   | <u>Nil</u>         |

Share options expense is not recognised in the profit or loss of the Company as it has been re-charged to the subsidiaries benefiting from the services of the employees. The share options expense was immediately recognised in the profit or loss as there were no vesting conditions attached to these share options granted on the grant date.

## • Financial Statements

(continued)

### 18. LOANS AND BORROWINGS

| Group                          | 2025<br>RM'000 | 2024<br>RM'000 |
|--------------------------------|----------------|----------------|
| <b>Non-current</b>             |                |                |
| Hire purchase                  | 1,553          | 1,240          |
| Term loan - secured            | -              | 442            |
|                                | <u>1,553</u>   | <u>1,682</u>   |
| <b>Current</b>                 |                |                |
| Hire purchase                  | 561            | 375            |
| Term loan - secured            | 442            | 454            |
| Bank overdrafts - secured      | 13,950         | 158            |
| Bankers' acceptances - secured | 1,559          | 4,768          |
|                                | <u>16,512</u>  | <u>5,755</u>   |
|                                | <u>18,065</u>  | <u>7,437</u>   |

- (a) Loans and borrowings are classified as financial liabilities measured at amortised cost.
- (b) Loans and borrowings are denominated in Ringgit Malaysia.
- (c) The term loan of the Group is secured by charges over the land and buildings (Note 5), investment properties (Note 6), corporate guarantees by the Company and letter of negative pledge.
- (d) The bank overdrafts of the Group are secured by charges over the land and buildings (Note 5), investment properties (Note 6), pledged deposits (Note 16), corporate guarantees by the Company and letter of negative pledge.
- (e) The bankers' acceptances are secured by charges over the land and buildings (Note 5), investment properties (Note 6), corporate guarantees by the Company and letter of negative pledge.
- (f) Fair value of the Group's hire purchase is categorised as Level 3 in the fair value hierarchy, which is estimated by discounting expected future cash flows at current market interest rates available for similar financial instruments. There were no transfers between levels in the hierarchy during the financial year. Hire purchase that is not carried at fair value and together with its carrying amount, is as follows:

| Group         | 2025                         |                      | 2024                         |                      |
|---------------|------------------------------|----------------------|------------------------------|----------------------|
|               | Carrying<br>amount<br>RM'000 | Fair value<br>RM'000 | Carrying<br>amount<br>RM'000 | Fair value<br>RM'000 |
| Hire purchase | <u>2,114</u>                 | <u>2,331</u>         | <u>1,615</u>                 | <u>1,823</u>         |

The carrying amounts of short-term borrowings reasonably approximate their fair values due to the relatively short-term nature of these financial instruments.

The carrying amount of term loan is reasonable approximation of fair value as it is floating rate instrument that is re-priced to market interest rate on or near to the reporting period.

## Financial Statements •

(continued)

## 18. LOANS AND BORROWINGS (continued)

- (g) The contractual interest/profit rates and interest profile of the loans and borrowings are as follows:

| <b>Group</b>         |                | <b>2025</b>        | <b>2024</b>        |
|----------------------|----------------|--------------------|--------------------|
|                      |                | %                  | %                  |
| Hire purchase        | Fixed rates    | 2.31 - 3.52        | 2.46 - 3.52        |
| Term loan            | Floating rate  | 5.92               | 6.17               |
| Bank overdrafts      | Floating rates | 6.67               | 6.70               |
| Bankers' acceptances | Fixed rates    | <u>4.36 - 4.52</u> | <u>3.69 - 4.47</u> |

The exposure to interest rate risk of the Group is not significant and therefore, sensitivity analysis is not presented.

- (h) Maturity profile based on contractual undiscounted repayment obligations

The maturity profile of loans and borrowings at the end of the reporting period based on contractual undiscounted repayment obligations is summarised in the table below:

| <b>Group</b>                | <b>On demand<br/>or within<br/>one year<br/>RM'000</b> | <b>One to five<br/>years<br/>RM'000</b> | <b>Total<br/>RM'000</b> |
|-----------------------------|--|---|-------------------------|
| <b>As at 31 August 2025</b> |  |   |                         |
| Hire purchase               | 662  | 1,669                                   | 2,331                   |
| Term loan                   | 455  | -                                       | 455                     |
| Bank overdrafts             | 13,950   | -                                       | 13,950                  |
| Bankers' acceptances        | 1,559  | -                                       | 1,559                   |
|                             | <u>16,626</u>  | <u>1,669</u>                            | <u>18,295</u>           |
| <b>As at 31 August 2024</b> |  |   |                         |
| Hire purchase               | 454  | 1,369                                   | 1,823                   |
| Term loan                   | 499  | 456                                     | 955                     |
| Bank overdrafts             | 158  | -                                       | 158                     |
| Bankers' acceptances        | 4,768  | -                                       | 4,768                   |
|                             | <u>5,879</u>   | <u>1,825</u>                            | <u>7,704</u>            |

## • Financial Statements

(continued)

### 19. TRADE AND OTHER PAYABLES

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>Trade</b>                           |                |                |                |                |
| Trade payables                         | 8,589          | 7,264          | -              | -              |
| <b>Non-trade</b>                       |                |                |                |                |
| Amounts due to subsidiaries            | -              | -              | 4,554          | 5,033          |
| Other payables and<br>accrued expenses | 14,593         | 11,086         | 260            | 299            |
|  | <u>23,182</u>  | <u>18,350</u>  | <u>4,814</u>   | <u>5,332</u>   |

- (a) Trade and other payables are classified as financial liabilities and measured at amortised cost.
- (b) These are non-interest bearing and the normal credit terms granted to the Group and the Company range from cash term to 90 days (2024: cash term to 90 days) respectively. Trade and other payables are recognised at their original invoices amounts, which represent their fair values on initial recognition.
- (c) Trade and other payables are denominated in Ringgit Malaysia.
- (d) Amounts due to subsidiaries are non-trade advances in nature, unsecured, bears interest ranging from 2.75% to 3.00% (2024: 3.00%) per annum and are repayable in cash and cash equivalents within the next twelve (12) months.
- (e) Included in other payables and accrued expenses of the Group are accrued royalties payable of RM6,556,000 (2024: RM5,754,000).
- (f) Included in other payables and accrued expenses of the Group and of the Company are amounts due to Directors of RM170,000 (2024: RM210,000).
- (g) The maturity profile of trade and other payables of the Group and of the Company at the reporting date based on contractual undiscounted repayment obligations is repayable on demand or within one (1) year.

### 20. REVENUE

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>Revenue from contracts<br/>with customers</b>   |                |                |                |                |
| Sale of printed books,<br>distribution of applied<br>learning products and<br>trading of paper | 113,845        | 85,521         | -              | -              |
| Sale of online/digital<br>educational material   | 2,828          | 3,937          | -              | -              |
| Sale of digital subscription<br>for e-learning services  | 389            | 596            | -              | -              |
|  | <u>117,062</u> | <u>90,054</u>  | <u>-</u>       | <u>-</u>       |

## Financial Statements •

(continued)

## 20. REVENUE (continued)

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>Revenue from contracts with customers (continued)</b>                | 117,062        | 90,054         | -              | -              |
| <b>Other revenue</b>  |                |                |                |                |
| Dividend income   | -              | -              | 3,739          | 1,764          |
| <b>Total revenue</b>  | <u>117,062</u> | <u>90,054</u>  | <u>3,739</u>   | <u>1,764</u>   |
| <b>Timing and recognition for revenue from contracts with customers</b> |                |                |                |                |
| At a point in time  | 116,673        | 89,458         | -              | -              |
| Over time   | 389            | 596            | -              | -              |
|   | <u>117,062</u> | <u>90,054</u>  | <u>-</u>       | <u>-</u>       |

- (a) Sale of printed books, distribution of applied learning products and trading of paper, and sale of online/digital educational material are recognised at a point in time when the goods are delivered and accepted by the customers at their premises.
- (b) Sale of digital subscription for e-learning services is recognised over time as the customer simultaneously receives and consumes the benefits provided as the Group performs.
- (c) Some contracts for the sales of printed books, distribution of applied learning products and trading of paper and sales of online/digital educational material provide customers with a right of return the goods within a specified period. Under MFRS 15, the consideration received from the customer is variable because the contract allows the customer to return the products. To account for the transfer of products with a right of return, the Group recognises all of the following:
- (i) revenue for the transferred products in the amount of consideration to which the entity expects to be entitled (therefore, revenue would not be recognised for the products expected to be returned);
  - (ii) a refund liability; and
  - (iii) an asset (and corresponding adjustment to cost of sales) for its right to recover products from customers on settling the refund liability.
- (d) Dividend income is recognised when the shareholder's right to receive payment is established.
- (e) There is no significant financing component in the revenue arising as the sales are made on the normal credit terms not exceeding twelve (12) months.

## • Financial Statements

(continued)

### 21. FINANCE COSTS

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| Interest expense of financial liabilities that are not at fair value through profit or loss | 686            | 688            | 139            | 146            |
| Fair value adjustment on non-current trade and other receivables                            | -              | 359            | 515            | 649            |
| Interest expense on lease liabilities   | 168            | 38             | -              | -              |
|   | <u>854</u>     | <u>1,085</u>   | <u>654</u>     | <u>795</u>     |

Finance costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

### 22. PROFIT BEFORE TAX

Other than those disclosed elsewhere in the financial statements, profit before tax is arrived at:

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| After charging:                                  |                |                |                |                |
| Auditors' remuneration:                          |                |                |                |                |
| BDO PLT  |                |                |                |                |
| - statutory audit                                | 333            | 318            | 65             | 65             |
| - non-audit services                             | 8              | 8              | 8              | 8              |
| Other auditor                                    |                |                |                |                |
| - statutory audit                                | 1              | -              | -              | -              |
| Amortisation of intangible assets                | 1,370          | 1,420          | -              | -              |
| Depreciation of property, plant and equipment    | 3,702          | 2,723          | -              | -              |
| Depreciation of investment properties            | 53             | 53             | -              | -              |
| Expenses related to:                             |                |                |                |                |
| - short-term leases                              | 55             | 6              | -              | -              |
| - leases of low-value assets                     | 184            | 206            | -              | -              |
| Impairment loss on investment in a subsidiary    | -              | -              | 159            | -              |
| Impairment loss on amounts due from subsidiaries | -              | -              | -              | 29             |
| Net write down of inventories                    | 4,580          | 9,950          | -              | -              |
| Property, plant and equipment written-off        | 27             | -              | -              | -              |
| Personnel expenses:                              |                |                |                |                |
| - Contributions to Employees' Provident Fund     | 2,726          | 2,375          | -              | -              |
| - Wages, salaries and others                     | 25,879         | 21,191         | -              | -              |
| Unrealised foreign exchange loss                 | 5              | -              | -              | -              |
|  | <u>5</u>       | <u>-</u>       | <u>-</u>       | <u>-</u>       |

## Financial Statements •

(continued)

**22. PROFIT BEFORE TAX (continued)**

Other than those disclosed elsewhere in the financial statements, profit before tax is arrived at: (continued)

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| After crediting:   |                |                |                |                |
| Dividend income from subsidiaries (unquoted)                       | -              | -              | (3,739)        | (1,764)        |
| Finance income   | (118)          | (73)           | (724)          | (582)          |
| Gain on disposal of property, plant and equipment                  | (161)          | (203)          | -              | -              |
| Gain on lease termination  | (19)           | (1)            | -              | -              |
| Net reversal of impairment loss on trade and other receivables     | (664)          | (351)          | -              | -              |
| Net reversal of impairment losses on amounts due from subsidiaries | -              | -              | (31)           | -              |
| Realised foreign exchange gain                                     | (10)           | (95)           | -              | (3)            |
| Rental income from investment properties                           | (123)          | (120)          | -              | -              |
| Unrealised foreign exchange gain                                   | -              | (11)           | -              | -              |
|  | <u>-</u>       | <u>(11)</u>    | <u>-</u>       | <u>-</u>       |

(a) Finance income is recognised as it accrues, using the effective interest method.

(b) Rental income is accounted for on a straight-line basis over the lease term.

**23. TAXATION**

|   | Group          |                | Company        |                |
|---|----------------|----------------|----------------|----------------|
|   | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>Current tax</b>                                |                |                |                |                |
| Current year                                      | 3,535          | 1,932          | 128            | 102            |
| Under/(Over) provision in prior years             | 247            | 146            | (6)            | (20)           |
|   | <u>3,782</u>   | <u>2,078</u>   | <u>122</u>     | <u>82</u>      |
| <b>Deferred tax (Note 10)</b>                     |                |                |                |                |
| Origination and reversal of temporary differences | 337            | (127)          | -              | -              |
| Under/(Over) provision in prior years             | 132            | (1,179)        | -              | -              |
|   | <u>469</u>     | <u>(1,306)</u> | <u>-</u>       | <u>-</u>       |
|   | <u>4,251</u>   | <u>772</u>     | <u>122</u>     | <u>82</u>      |

## • Financial Statements

(continued)

### 23. TAXATION (continued)

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| <b>Reconciliation of tax expense</b>                       |                |                |                |                |
| Profit before tax  | <u>14,807</u>  | <u>2,979</u>   | <u>2,784</u>   | <u>723</u>     |
| Income tax using Malaysian tax rate of 24% (2024: 24%)     | 3,554          | 715            | 668            | 174            |
| Non-deductible expenses                                    | 1,187          | 1,364          | 357            | 351            |
| Non-taxable income   | (142)          | (162)          | (897)          | (423)          |
| Crystallisation of deferred tax                            | (185)          | (185)          | -              | -              |
| Utilisation of previously unrecognised deferred tax assets | (639)          | (7)            | -              | -              |
| Unrecognised deferred tax assets                           | <u>97</u>      | <u>80</u>      | <u>-</u>       | <u>-</u>       |
|  | 3,872          | 1,805          | 128            | 102            |
| Under/(Over) provision of current tax in prior years       | 247            | 146            | (6)            | (20)           |
| Under/(Over) provision of deferred tax in prior years      | <u>132</u>     | <u>(1,179)</u> | <u>-</u>       | <u>-</u>       |
|  | <u>4,251</u>   | <u>772</u>     | <u>122</u>     | <u>82</u>      |

### 24. EARNINGS PER ORDINARY SHARE ("EPS")

#### (a) Basic EPS

The calculation of basic EPS was based on the profit attributable to owners of the Company and a weighted average number of ordinary shares outstanding, calculated as follows:

| Group  | 2025           | 2024           |
|--|----------------|----------------|
| Profit for the financial year attributable to owners of the Company (RM'000) | <u>11,050</u>  | <u>2,207</u>   |
| Weighted average number of ordinary shares ('000)                            | <u>429,916</u> | <u>435,076</u> |
| Basic earnings per ordinary share (sen)                                      | <u>2.57</u>    | <u>0.51</u>    |

#### (b) Diluted EPS

The diluted EPS equals basic EPS because there were no potential dilutive ordinary shares as at the end of the reporting period.

# Financial Statements •

(continued)

## 25. DIVIDENDS

|   | Group and Company            |                                 |                              |                                 |
|---|------------------------------|---------------------------------|------------------------------|---------------------------------|
|   | 2025                         |                                 | 2024                         |                                 |
|   | Dividend<br>per share<br>Sen | Amount of<br>dividend<br>RM'000 | Dividend<br>per share<br>Sen | Amount of<br>dividend<br>RM'000 |
| <b>In respect of the financial year ended 31 August 2023:</b> |                              |                                 |                              |                                 |
| Interim dividend paid on<br>3 January 2024                    | -                            | -                               | 0.25                         | 1,084                           |
| <b>In respect of the financial year ended 31 August 2024:</b> |                              |                                 |                              |                                 |
| Interim dividend paid on<br>24 May 2024                       | -                            | -                               | 0.50                         | 2,181                           |
| Interim dividend paid on<br>18 December 2024                  | 0.25                         | 1,090                           | -                            | -                               |
| <b>In respect of the financial year ended 31 August 2025:</b> |                              |                                 |                              |                                 |
| Interim dividend paid on<br>12 June 2025                      | 0.50                         | <u>2,128</u>                    | -                            | <u>-</u>                        |
|   |                              | <u>3,218</u>                    |                              | <u>3,265</u>                    |

On 28 October 2025, the Board of Directors declared and approved the payment of a second interim single-tier dividend of RM0.0025 per ordinary share in respect of the financial year ended 31 August 2025. This second interim dividend is to be paid on 23 December 2025 to shareholders registered in the Record of Depositors as at 2 December 2025. The dividend will be accounted for as an appropriation of retained earnings in the financial year ending 31 August 2026.

## 26. OPERATING SEGMENTS

Segmental information is presented in accordance with the Group's operations and products.

For each operation and product, the Group's Managing Director ("GMD"), who is the chief operating decision maker, reviews internal management reports regularly.

Performance is measured based on segment profit before tax, interest, depreciation and amortisation ("EBITDA"), as included in the internal management reports that are reviewed by the GMD. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

## • Financial Statements

(continued)

### 26. OPERATING SEGMENTS (continued)

#### **Segment assets**

The total of segment assets is measured based on all assets (including goodwill) of a segment, as included in the internal management reports that are reviewed by the GMD. Segment total assets are used to measure the return on assets of each segment.

#### **Segment liabilities**

Segment liabilities information is neither included in the internal management reports nor provided regularly to the GMD. Hence, no disclosure is made on segment liabilities.

#### **Segment capital expenditure**

Segment capital expenditure is the total cost incurred during the financial year to acquire property, plant and equipment, and intangible assets other than goodwill.

#### **Geographical segments**

The Group operates primarily in Malaysia and as such, there are no geographical segment disclosures.

#### **Major customer**

Revenue from the biggest customer of the Group during the current financial year amounted to RM5,982,000 who contributed to approximately 5.11% (2024: RM6,437,000 of approximately 7.15%) of the Group's revenue.

## Financial Statements •

(continued)

## 26. OPERATING SEGMENTS (continued)

| Group<br>2025  | Print<br>Publishing<br>RM'000 | Digital<br>Solutions and<br>Network<br>Marketing*<br>RM'000 | ALP and<br>STEM<br>Education^<br>RM'000 | Paper-based<br>Stationery<br>RM'000 | Corporate<br>RM'000 | Total<br>RM'000 |
|--|-------------------------------|---|---|-------------------------------------|---------------------|-----------------|
| <b>Segment profit/(loss) before tax (EBITDA)</b>   | 21,764                        | 318   | 467                                     | (767)                               | 2,718               | 24,500          |
| <b>Revenue</b>   |                               |   |   |                                     |                     |                 |
| Revenue from external customers  | 109,233                       | 2,599   | 3,115                                   | 2,115                               | -                   | 117,062         |
| Inter-company revenue  | 5,723                         | 618   | 844                                     | 43                                  | 3,763               | 10,991          |
| <b>Results</b>   |                               |   |   |                                     |                     |                 |
| Depreciation and amortisation  | (4,157)                       | (373)   | (18)                                    | (577)                               | -                   | (5,125)         |
| Finance income   | 199                           | 139   | -                                       | -                                   | 628                 | 966             |
| Finance costs  | (1,249)                       | (146)   | (17)                                    | (151)                               | (139)               | (1,702)         |
| Taxation   | (4,494)                       | -   | (82)                                    | 260                                 | (122)               | (4,438)         |
| Net write down of inventories  | (4,580)                       | -   | -                                       | -                                   | -                   | (4,580)         |
| <b>Segment assets</b>  | 189,170                       | 10,024  | 1,810                                   | 13,605                              | 105,668             | 320,277         |
| Included in the measure of<br>segment assets are:  |                               |   |   |                                     |                     |                 |
| Additions to non-current assets<br>other than financial instruments<br>and deferred tax assets | 3,333                         | 3,000   | 4                                       | 5,133                               | 806                 | 12,276          |

\* Digital/Online and Technology-enabled Solutions and Network Marketing Business Division

^ Applied Learning Products ("ALP") and Science, Technology, Engineering and Mathematics ("STEM") Education Services Division

## • Financial Statements

(continued)

### 26. OPERATING SEGMENTS (continued)

| Group<br>2024   | Print<br>Publishing<br>RM'000 | Digital<br>Solutions and<br>Network<br>Marketing*<br>RM'000 | ALP and<br>STEM<br>Education^<br>RM'000 | Corporate<br>RM'000 | Total<br>RM'000 |
|---|-------------------------------|---|---|---------------------|-----------------|
| <b>Segment profit before tax (EBITDA)</b>   | 7,041                         | 1,052   | 1,906                                   | 942                 | 10,941          |
| <b>Revenue</b>  |                               |   |   |                     |                 |
| Revenue from external customers   | 81,128                        | 3,403   | 5,523                                   | -                   | 90,054          |
| Inter-company revenue   | 2,700                         | 1,130   | 962                                     | 1,788               | 6,580           |
| <b>Results</b>  |                               |   |   |                     |                 |
| Depreciation and amortisation   | (3,694)                       | (485)   | (17)                                    | -                   | (4,196)         |
| Finance income  | 93                            | 146   | -                                       | 582                 | 821             |
| Finance costs   | (633)                         | (359)   | (46)                                    | (795)               | (1,833)         |
| Taxation  | 59                            | -   | (609)                                   | (86)                | (636)           |
| Net write down of inventories   | (9,950)                       | -   | -                                       | -                   | (9,950)         |
| <b>Segment assets</b>   | 181,922                       | 11,891  | 3,109                                   | 115,576             | 312,498         |
| Included in the measure of segment assets are:<br>Additions to non-current assets other than<br>financial instruments and deferred tax assets | 3,696                         | 29  | 8                                       | -                   | 3,733           |

\* Digital/Online and Technology-enabled Solutions and Network Marketing Business Division

^ Applied Learning Products ("ALP") and Science, Technology, Engineering and Mathematics ("STEM") Education Services Division

## Financial Statements •

(continued)

## 26. OPERATING SEGMENTS (continued)

## Reconciliations of reportable segment revenues, profit or loss, assets and other material items

|   | Group                          |   | Additions to<br>non-current<br>assets<br>RM'000 |                             |                        |                              |
|---|--------------------------------|---|---|-----------------------------|------------------------|------------------------------|
|   | 2025<br>RM'000                 | 2024<br>RM'000                              |   |                             |                        |                              |
| <b>Profit or loss</b>                                 |                                |   |   |                             |                        |                              |
| Total profit for reportable segments (EBITDA)         | 24,500                         | 10,941                                      |   |                             |                        |                              |
| Elimination of inter-segment profits                  | (3,832)                        | (2,754)                                     |   |                             |                        |                              |
| Depreciation and amortisation                         | (5,125)                        | (4,196)                                     |   |                             |                        |                              |
| Finance income  | 118                            | 73  |   |                             |                        |                              |
| Finance costs   | (854)                          | (1,085)                                     |   |                             |                        |                              |
| Consolidated profit before tax                        | 14,807                         | 2,979                                       |   |                             |                        |                              |
|   |                                |   |   |                             |                        |                              |
| <b>Group 2025</b>                                     | <b>External revenue RM'000</b> | <b>Depreciation and amortisation RM'000</b> | <b>Finance income RM'000</b>                    | <b>Finance costs RM'000</b> | <b>Taxation RM'000</b> | <b>Segment assets RM'000</b> |
| Total reportable segments                             | 128,053                        | (5,125)                                     | 1,062   | (1,798)                     | (4,438)                | 320,277                      |
| Elimination of inter-segment transactions or balances | (10,991)                       | -   | (944)   | 944                         | 187                    | (103,963)                    |
| Consolidated total                                    | 117,062                        | (5,125)                                     | 118   | (854)                       | (4,251)                | 216,314                      |
|   |                                |   |   |                             |                        |                              |
| <b>2024</b>   | <b>External revenue RM'000</b> | <b>Depreciation and amortisation RM'000</b> | <b>Finance income RM'000</b>                    | <b>Finance costs RM'000</b> | <b>Taxation RM'000</b> | <b>Segment assets RM'000</b> |
| Total reportable segments                             | 96,634                         | (4,196)                                     | 821   | (1,833)                     | (636)                  | 312,498                      |
| Elimination of inter-segment transactions or balances | (6,580)                        | -   | (748)   | 748                         | (136)                  | (119,479)                    |
| Consolidated total                                    | 90,054                         | (4,196)                                     | 73  | (1,085)                     | (772)                  | 193,019                      |
|   |                                |   |   |                             |                        |                              |
|   |                                |   |   |                             |                        | 12,276                       |
|   |                                |   |   |                             |                        | -                            |
|   |                                |   |   |                             |                        | 12,276                       |

## • Financial Statements

(continued)

### 27. CAPITAL AND FINANCIAL RISK MANAGEMENT

#### (a) Capital management

The Group's objectives when managing capital are to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Directors monitor and are determined to maintain an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

The debt-to-equity ratios are as follows:

| Group   | 2025<br>RM'000  | 2024<br>RM'000  |
|---|-----------------|-----------------|
| Total loans and borrowings                                      | 18,065          | 7,437           |
| Less: Cash and cash equivalents                                 | <u>(27,672)</u> | <u>(10,980)</u> |
| Net cash  | <u>(9,607)</u>  | <u>(3,543)</u>  |
| Total capital, equity attributable to the owners of the Company | <u>158,350</u>  | <u>152,346</u>  |
| Net debt-to-equity ratio  | <u>N/A</u>      | <u>N/A</u>      |

The net debt-to-equity ratio for the Group is not applicable as the Group is in net cash position.

There was no change in the Group's approach to capital management during the financial year.

#### (b) Financial risk management

The Group has exposures to the following risks from its use of financial instruments:

- i) Credit risk
- ii) Liquidity risk
- iii) Interest rate risk

##### 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 and the Company's exposure to credit risk arises principally from its outstanding balances from customers and loans and advances to its subsidiaries. There are no significant changes as compared to prior periods.

##### Receivables

###### *Risk management objectives, policies and processes for managing the risk*

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on customers requiring credit over a certain amount.

###### *Exposure to credit risk, credit quality and collateral*

As at the end of the reporting period, the maximum exposure to credit risk arising from receivables is represented by the carrying amounts in the statements of financial position.

Information regarding credit risk concentration for trade and other receivables is disclosed in Note 15(f) to the financial statements.

# Financial Statements •

(continued)

## 27. CAPITAL AND FINANCIAL RISK MANAGEMENT (continued)

### (b) Financial risk management (continued)

#### i) Credit risk (continued)

##### **Cash and cash equivalents**

The cash and cash equivalents are held with banks and financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

These banks and financial institutions have low credit risk. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

Information regarding credit risk for cash and cash equivalents is disclosed in Note 16(c) to the financial statements.

##### **Financial guarantees**

###### *Risk management objectives, policies and processes for managing the risk*

The Company provides unsecured financial guarantees to financial institutions in respect of banking facilities granted to its subsidiaries. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries.

###### *Exposure to credit risk, credit quality and collateral*

The maximum exposure to credit risk amounts to RM15,951,000 (2024: RM5,822,000) representing the outstanding term loan, bankers' acceptances and bank overdrafts of the subsidiaries as at the end of the reporting period.

Maturity profile of financial guarantee contracts of the Company at the end of each reporting period based on contractual undiscounted repayment obligations, is repayable upon any default by the subsidiaries in respect of the guaranteed bank facilities.

As at the end of the reporting period, there was no indication that any subsidiary would default on repayment. The financial guarantees have not been recognised since the fair value on initial recognition was not material.

The Directors are of the view that the chances of the financial institutions calling upon the guarantees are remote. The resulting loss allowance is not material and hence, it is not provided for.

##### **Other investments**

###### *Risk management objectives, policies and processes for managing the risk*

Investments are allowed only in liquid securities and only with counterparties that have a credit rating equal to or better than the Group. Transactions involving derivative financial instruments, if any, are with approved financial institutions.

Information regarding credit risk for other investments is disclosed in Note 9(b) to the financial statements.

The management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit evaluations are performed on customers requiring credit over a certain period. There are no significant changes as compared to prior periods.

## • Financial Statements

(continued)

### 27. CAPITAL AND FINANCIAL RISK MANAGEMENT (continued)

#### (b) Financial risk management (continued)

##### ii) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk and the maturity profiles are as follows:

- (a) Lease liabilities, as disclosed in Note 11(f) to the financial statements;
- (b) Loans and borrowings, as disclosed in Note 18(h) to the financial statements; and
- (c) Trade and other payables, as disclosed in Note 19(g) to the financial statements.

The Group maintains a level of cash and cash equivalents and banking facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts. There are no significant changes as compared to prior periods.

##### iii) Interest rate risk

The Group's fixed rate borrowings are exposed to a risk of change in their fair values due to changes in interest rates. The Group's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short-term receivables and payables are not significantly exposed to interest rate risk.

The Group's and the Company's exposure to interest rate risk and the relating interest rate profiles are as follows:

- (a) Amounts due from subsidiaries, as disclosed in Note 15(d) to the financial statements;
- (b) Lease liabilities, as disclosed in Note 11(g) to the financial statements;
- (c) Cash and cash equivalents, as disclosed in Note 16(d) to the financial statements;
- (d) Loans and borrowings, as disclosed in Note 18(g) to the financial statements; and
- (e) Amounts due to subsidiaries, as disclosed in Note 19(d) to the financial statements.

The Group adopts a practice to continuously seek for alternative banking facilities which provide competitive interest rates to finance and/or refinance its working capital requirements.

## Financial Statements •

(continued)

### 28. RELATED PARTIES

For the purposes of these financial statements, parties are considered to be related to the Group or the Company if the Group or the Company has the ability, directly or indirectly, to control or jointly 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 of the Group include:

- i) Direct and indirect subsidiaries as disclosed in Note 8 to the financial statements;
- ii) Key management personnel are defined as those persons having the authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel include the Executive Directors of the Group; and
- iii) Eduprint Solutions Sdn. Bhd., minority shareholder of a subsidiary and its related companies.

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

|  | Group          |                | Company        |                |
|--|----------------|----------------|----------------|----------------|
|  | 2025<br>RM'000 | 2024<br>RM'000 | 2025<br>RM'000 | 2024<br>RM'000 |
| Related parties  |                |                |                |                |
| Rental of factory/warehouse cum office and motor vehicle | 519            | -              | -              | -              |
| Interest expense   | 14             | -              | -              | -              |
| Subsidiaries   |                |                |                |                |
| Dividend income  | -              | -              | (3,739)        | (1,764)        |
| Interest income  | -              | -              | (724)          | (581)          |
| Interest expense   | -              | -              | 654            | 795            |
| Key management personnel:                                |                |                |                |                |
| Directors' remuneration                                  |                |                |                |                |
| - Fees   | 387            | 404            | 387            | 404            |
| - Gratuity   | 60             | -              | 60             | -              |
| - Other emoluments                                       | 1,079          | 963            | -              | -              |
|  | <u>1,526</u>   | <u>1,367</u>   | <u>447</u>     | <u>404</u>     |

The estimated monetary value of Directors' benefit-in-kind of the Group is RM38,000 (2024: RM38,000).

## • Financial Statements

(continued)

### 29. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR AND SUBSEQUENT TO THE END OF THE REPORTING PERIOD

#### i) Acquisition of Edu Paper and Stationery Sdn. Bhd.

On 10 December 2024, the Company entered into a Share Sale Agreement (“SSA”) with a third party, namely Eduprint Solutions Sdn. Bhd. to acquire 60% equity interest in Edu Paper and Stationery Sdn. Bhd. for a cash consideration of RM2,580,000. Following the fulfilment of all conditions precedent, the acquisition was completed on 1 March 2025 and Edu Paper and Stationery Sdn. Bhd. became a subsidiary of the Company.

#### ii) Joint Venture cum Shareholders’ Agreement with Agmo Capital Sdn. Bhd.

On 18 October 2025, the Group’s subsidiaries, Sasbadi Online Sdn. Bhd. (“SOSB”) and Penerbitan Minda Sdn. Bhd. (“PMSB”), entered into a joint venture agreement with Agmo Capital Sdn. Bhd. (“ACSB”) to establish a joint venture company for the development and commercialisation of an artificial intelligence solution in the form of a local Large Language Model for the education sector, as well as other related services. On 17 November 2025, SOSB disposed 45% equity interest in PMSB to ACSB for a cash consideration of RM1.

# List Of Properties

As At 31 August 2025

| Registered/<br>Beneficial Owner     | Location   | Description/<br>Existing Use   | Tenure  | Land Area/<br>Built-up<br>Area<br>(sq. ft.) | Approximate<br>Age of<br>Building<br>(Years) | Net Book<br>Value as at<br>31 August<br>2025<br>(RM'000) | Date of<br>Valuation/<br>Acquisition |
|-------------------------------------|--|--|---|---|--|--|--------------------------------------|
| Sasbadi Sdn Bhd                     | Lot 12, Jalan Teknologi 3/4, Taman Sains Selangor 1, Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan   | Industrial land erected upon with a single storey warehouse building with a three (3)-storey office cum internal warehouse building annex/Industrial warehouse and office                      | Registered lease 60 years (from 22.11.2001 to 21.11.2061) | 105,562/<br>76,945                          | 21   | 33,854   | 03.01.2023 <sup>^</sup>              |
| Sasbadi Sdn Bhd                     | Unit No. C-10-5, Block C, Bay View Villas, PD World Marina International Resort, 6 <sup>th</sup> Mile Jalan Pantai, Teluk Kemang, 71050 Port Dickson, Negeri Sembilan Darul Khusus | Three (3)-bedroom apartment/ Apartment (currently unoccupied)  | Leasehold (99 years expiring on 17.12.2101)               | Not applicable/<br>1,278                    | 26   | 118  | 06.01.2023 <sup>^</sup>              |
| Sasbadi Sdn Bhd                     | Unit No. B 1-2, Block B, The Regency Tanjung Tuan Beach Resort, 5 <sup>th</sup> Mile, Jalan Pantai, 71050 Port Dickson, Negeri Sembilan Darul Khusus                               | Two (2)-bedroom apartment/ Holiday apartment   | Leasehold (99 years expiring on 13.05.2081)               | Not applicable/<br>969                      | 39   | 209  | 06.01.2023 <sup>^</sup>              |
| Sasbadi Sdn Bhd                     | L1-09 and L1-10, Cova Square, Jalan Teknologi, Taman Sains Selangor 1, Kota Damansara PJU 5, 47810 Petaling Jaya, Selangor Darul Ehsan   | Two (2) units of retail lots/ Rented out to fellow subsidiary, MindTech Education Sdn Bhd, for use as office and training centre   | Leasehold (99 years expiring on 27.04.2107)               | Not applicable/<br>Each measuring 2,260     | 16   | 2,202  | 03.01.2023 <sup>^</sup>              |
| United Publishing House (M) Sdn Bhd | Nos. 21 (Basement, Ground and Mezzanine Floors), 23 (Basement, Ground and Mezzanine Floors), 25 (Basement) and 27 (Basement), Jalan Taiping, Off Jalan Pahang 50410 Kuala Lumpur   | Four (4) basement, two (2) ground and two (2) mezzanine floors of four (4) units of adjoining four-and-a-half (4½) storey shop/office/apartment buildings/ Rented out as investment properties | Freehold  | Not applicable/<br>13,832                   | 48   | 2,162  | 12.08.2016                           |
| United Publishing House (M) Sdn Bhd | Lot 3-055 and 3-056, Endah Parade, Jalan 1/149E, Taman Sri Endah, 57000 Wilayah Persekutuan Kuala Lumpur   | Two (2) units of retail lot/ Office  | Leasehold (93 years expiring on 19.02.2083)               | Not applicable/<br>12,884                   | 27   | 2,127  | 03.01.2023 <sup>^</sup>              |

Notes:

<sup>^</sup> Date of valuation

# Analysis Of Shareholdings

As At 28 November 2025

Number of Issued Shares : 436,134,500 (Including 10,688,100 shares bought back and retained as treasury shares)  
 Class of Shares : Ordinary  
 Voting Rights : One (1) vote per Ordinary Share

## DISTRIBUTION OF SHAREHOLDINGS

AS PER THE RECORD OF DEPOSITORS

| Size of Shareholdings   | No. of Shareholders | % of Shareholders | No. of Shares Held <sup>^</sup> | % of Issued Share Capital |
|-------------------------|---------------------|-------------------|---------------------------------|---------------------------|
| Less than 100           | 75                  | 2.00              | 2,432                           | 0.00                      |
| 100 – 1,000             | 464                 | 12.36             | 221,006                         | 0.05                      |
| 1,001 – 10,000          | 1,382               | 36.82             | 8,442,061                       | 1.99                      |
| 10,001 – 100,000        | 1,506               | 40.13             | 56,278,250                      | 13.23                     |
| 100,001 – 21,272,319 *  | 323                 | 8.61              | 167,297,550                     | 39.32                     |
| 21,272,320 and above ** | 3                   | 0.08              | 193,205,101                     | 45.41                     |
| <b>Total</b>            | <b>3,753</b>        | <b>100.00</b>     | <b>425,446,400</b>              | <b>100.00</b>             |

### Notes:

<sup>^</sup> Excluding a total of 10,688,100 shares bought back and retained as treasury shares

\* Less than 5% of issued shares

\*\* 5% and above of issued shares

## DIRECTORS' SHAREHOLDINGS

AS PER THE REGISTER OF DIRECTORS' SHAREHOLDINGS

| Name of Director                   | Direct             |       | Indirect                  |       |
|------------------------------------|--------------------|-------|---------------------------|-------|
|                                    | No. of Shares Held | %     | No. of Shares Held        | %     |
| Datuk Dr Amin Bin Senin            | –                  | –     | –                         | –     |
| Law King Hui                       |                    |       |                           |       |
| – own                              | 78,283,500         | 18.40 | 76,200,001 <sup>(1)</sup> | 17.91 |
| – others                           | –                  | –     | 6,050,000 <sup>(2)</sup>  | 1.42  |
| Lee Swee Hang                      | 38,721,600         | 9.10  | 76,200,001 <sup>(1)</sup> | 17.91 |
| Law Yi Chian                       | 1,000,000          | 0.24  | –                         | –     |
| Datu Dr Rashidah Binti Bolhassan   | –                  | –     | –                         | –     |
| Tang Yuen Kin                      | –                  | –     | –                         | –     |
| Datuk Dr Habibah Binti Abdul Rahim | –                  | –     | –                         | –     |

### Note:

(1) Deemed interested by virtue of his interest in Karya Kencana Sdn Bhd pursuant to Section 8(4)(c) of the Companies Act 2016

(2) Disclosure of shareholdings of spouse and children pursuant to Section 59(1)(c) of the Companies Act 2016

# Analysis Of • Shareholdings

As At 28 November 2025

(continued)

## SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

AS PER THE REGISTER OF SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

| Name of Substantial Shareholder | ← Direct →         |       | ← Indirect →              |       |
|---------------------------------|--------------------|-------|---------------------------|-------|
|                                 | No. of Shares Held | %     | No. of Shares Held        | %     |
| Law King Hui                    | 78,283,500         | 18.40 | 76,200,001 <sup>(1)</sup> | 17.91 |
| Karya Kencana Sdn Bhd           | 76,200,001         | 17.91 | –                         | –     |
| Lee Swee Hang                   | 38,721,600         | 9.10  | 76,200,001 <sup>(1)</sup> | 17.91 |
| Lee Eng Sang                    | 14,894,900         | 3.50  | 76,200,001 <sup>(1)</sup> | 17.91 |

### Note:

(1) Deemed interested by virtue of his interest in Karya Kencana Sdn Bhd pursuant to Section 8(4)(c) of the Companies Act 2016

## THIRTY LARGEST SHAREHOLDERS

AS PER THE RECORD OF DEPOSITORS

| No. | Name of Shareholder  | No. of Shares Held | %     |
|-----|--|--------------------|-------|
| 1   | CIMSEC NOMINEES (TEMPATAN) SDN BHD<br>CIMB FOR LAW KING HUI (PB)   | 78,283,500         | 18.40 |
| 2   | KARYA KENCANA SDN BHD  | 76,200,001         | 17.91 |
| 3   | AMSEC NOMINEES (TEMPATAN) SDN BHD<br>PLEDGED SECURITIES ACCOUNT – AMBANK (M) BERHAD<br>FOR LEE SWEE HANG (SMART) | 38,721,600         | 9.10  |
| 4   | LEE ENG SANG   | 14,894,900         | 3.50  |
| 5   | POK SEE HOW  | 7,374,900          | 1.73  |
| 6   | GRUP BUKU KARANGKRAF SDN. BHD.   | 7,287,800          | 1.71  |
| 7   | LAW KING YONG  | 5,750,000          | 1.35  |
| 8   | RHB NOMINEES (TEMPATAN) SDN BHD<br>PLEDGED SECURITIES ACCOUNT FOR OOI KENG THYE                                  | 4,793,200          | 1.13  |
| 9   | CHEA LAI MENG  | 4,250,000          | 1.00  |
| 10  | TAN TIOW AIK   | 3,179,600          | 0.75  |
| 11  | CHAN YEE FUAN  | 2,728,200          | 0.64  |
| 12  | CHING HUEI   | 2,529,800          | 0.60  |
| 13  | MAYBANK NOMINEES (TEMPATAN) SDN BHD MOKHTAR BIN MD ISA   | 2,344,400          | 0.55  |
| 14  | MARYAM @ MUHAINI BINTI MOHAMAD ARIFF   | 2,316,000          | 0.55  |
| 15  | MAYBANK NOMINEES (TEMPATAN) SDN BHD<br>MAYBANK PRIVATE WEALTH MANAGEMENT FOR LIM HUAT BEE (12027245)<br>(464361) | 2,304,500          | 0.54  |
| 16  | CHEONG KOK WAI   | 2,096,000          | 0.49  |
| 17  | RHB NOMINEES (ASING) SDN BHD<br>PLEDGED SECURITIES ACCOUNT FOR IOANNIS KOROMILAS                                 | 2,000,000          | 0.47  |
| 18  | KENANGA NOMINEES (TEMPATAN) SDN BHD<br>RAKUTEN TRADE SDN BHD FOR LEE KIM HOON                                    | 1,889,400          | 0.45  |

## • Analysis Of Shareholdings

As At 28 November 2025

(continued)

### THIRTY LARGEST SHAREHOLDERS (continued)

AS PER THE RECORD OF DEPOSITORS

| No. | Name of Shareholder  | No. of Shares Held | %            |
|-----|--|--------------------|--------------|
| 19  | APEX NOMINEES (TEMPATAN) SDN. BHD.<br>PLEDGED SECURITIES ACCOUNT FOR TOK AH HONG (STA 2)   | 1,700,000          | 0.40         |
| 20  | LIM JIT PING   | 1,660,000          | 0.39         |
| 21  | CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD.<br>PLEDGED SECURITIES ACCOUNT FOR TEH SHIOU CHERNG<br>(J D B TUNGGAL BR-CL) | 1,500,000          | 0.35         |
| 22  | MAYBANK NOMINEES (TEMPATAN) SDN BHD<br>KOAY CHIANG LING  | 1,500,000          | 0.35         |
| 23  | LEE WAI THONG  | 1,402,900          | 0.33         |
| 24  | MA TIEN LEONG  | 1,396,200          | 0.33         |
| 25  | ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD<br>PLEDGED SECURITIES ACCOUNT FOR TEE JEN TONG (7003685)                                   | 1,346,500          | 0.32         |
| 26  | MOOI KENG KEONG  | 1,200,000          | 0.28         |
| 27  | CHEN YEE CHEONG  | 1,198,100          | 0.28         |
| 28  | YOUNG PEY FEEI   | 1,170,000          | 0.28         |
| 29  | NOR ISNITA BINTI ISMAIL  | 1,125,300          | 0.26         |
| 30  | LAW EN ZHEN  | 1,100,000          | 0.26         |
|     | <b>TOTAL</b>   | <b>275,242,801</b> | <b>64.70</b> |

# Notice of Thirteenth Annual General Meeting



**SASBADI HOLDINGS BERHAD**  
Registration No. 201201038178 (1022660-T)  
(Incorporated in Malaysia)

## NOTICE OF THIRTEENTH ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the Thirteenth (“13<sup>th</sup>”) Annual General Meeting (“AGM” or “Meeting”) of Sasbadi Holdings Berhad (“Sasbadi” or “Company”) will be convened and held at Greens III, Sports Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor on Thursday, 29 January 2026 at 10.00 a.m. or at any adjournment thereof to transact the following business:-

### ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 August 2025 and the Reports of Directors and Auditors thereon.
2. To approve the payment of a sum of not exceeding RM560,000.00 as total Directors’ Fees and benefits for the financial year ending 31 August 2026. **Resolution 1**
3. To re-elect Mr Lee Swee Hang who is retiring by rotation pursuant to Clause 115 of the Company’s Constitution. **Resolution 2**
4. To re-elect Ms Law Yi Chian who is retiring by rotation pursuant to Clause 115 of the Company’s Constitution. **Resolution 3**
5. To re-elect Datuk Dr Habibah Binti Abdul Rahim who is retiring by casual vacancy pursuant to Clause 118 of the Company’s Constitution. **Resolution 4**
6. To re-appoint BDO PLT as the Auditors of the Company and to authorise the Board of Directors to fix their remuneration. **Resolution 5**

### SPECIAL BUSINESS

To consider and if deemed fit, with or without any modification(s), to pass the following Resolutions:-

7. **ORDINARY RESOLUTION** **Resolution 6**  
**AUTHORITY FOR DIRECTORS TO ISSUE SHARES**

“THAT pursuant to Sections 75 and 76 of the Companies Act 2016 (“the Act”), and subject to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the approvals of the relevant governmental and/or regulatory authorities (if any), the Directors be and are hereby empowered to allot and issue new shares in the Company at any time, 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 (excluding treasury shares) at the time of issue.

THAT the Directors be and are also empowered to obtain the approval from Bursa Securities for the listing of and quotation for the additional shares so issued AND THAT such authority shall continue to be in force until the conclusion of the next AGM of the Company.”

# • Notice of Thirteenth Annual General Meeting

(continued)

## 8. ORDINARY RESOLUTION PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

*Resolution 7*

“THAT subject to the provisions of the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Securities and the approvals of all relevant governmental and/or regulatory authorities, the Company be and is hereby authorised to purchase such number of issued ordinary shares in the share capital of 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 in the interest of the Company provided that:-

- (a) the aggregate number of shares purchased does not exceed 10% of the total number of issued shares of the Company (“Purchased Shares”) at any point in time;
- (b) the maximum amount of funds to be allocated by the Company for the purposes of purchasing the Purchased Shares shall not exceed the aggregate amount of the retained earnings of the Company at the time of purchase;
- (c) the authority conferred by this resolution will commence immediately upon passing of this resolution and will continue to be in force until:-
  - (i) the conclusion of the next AGM of the Company at which time the authority shall lapse unless it 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) the authority is revoked or varied by ordinary resolution passed by the shareholders of the Company at a general meeting;
 whichever occurs first,
- (d) upon completion of the purchase by the Company of the Purchased Shares, the Directors of the Company be and are hereby empowered to deal with Purchased Shares in the following manner:-
  - (i) cancel the Purchased Shares;
  - (ii) retain the Purchased Shares as treasury shares (of which may be dealt with in accordance with Section 127(7) of the Act);
  - (iii) retain part of the Purchased Shares as treasury shares and cancel the remainder;
  - (iv) in any other manner as may be prescribed by the Act, the Main Market Listing Requirements of Bursa Securities and any other relevant authorities for the time being in force; or
 any combination of the above (i), (ii), (iii) and (iv).

AND THAT the Directors of the Company be and are hereby authorised to take all such steps and to do all acts and things as may be required (including executing all documents) to give full effect to the purchase of the Company’s own shares, with full power to assent to any conditions, variations, modifications, and/or amendments in any manner as may be required or permitted by any relevant authorities or as may be deemed necessary by the Board of Directors and in the best interests of the Company.”

9. To transact any other business for which due notice shall have been given in accordance with the Companies Act 2016 and the Company’s Constitution.

# Notice of Thirteenth Annual General Meeting

(continued)

By Order of the Board  
SASBADI HOLDINGS BERHAD

LIM FEI CHIA (SSM PC No. 202008000515) (MAICSA 7036158)  
LEE PION MOON (SSM PC No. 202508000346) (MAICSA 7062849)  
Company Secretaries

Kuala Lumpur  
30 December 2025

**Notes:**

- (1) A member of the Company entitled to attend, speak and vote at the Meeting is entitled to appoint one or more proxies to attend, speak and vote in his/her stead. Where a member appoints more than one proxy to attend, speak and vote at the Meeting, such appointment shall be invalid unless he/she shall specifies the proportion of his/her holdings to be represented by each proxy.
- (2) Where a member of the Company is an authorised nominee, it may appoint up to two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- (3) Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- (4) Only a depositor whose name appears in the Company's Record of Depositors as at 22 January 2026 shall be regarded as a member and entitled to attend, speak and vote at this Meeting or appoint proxy(ies) to attend, speak and vote on his/her behalf.
- (5) The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorised in writing or if the appointer is a corporation, either under seal or under the hand of an officer or attorney duly authorised.
- (6) The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the Company's Share Registrar's Office at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan or by electronic means through the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> or via email to [Bsr.proxy@boardroomlimited.com](mailto:Bsr.proxy@boardroomlimited.com) not less than forty-eight (48) hours before the time for holding the Meeting or adjourned meeting.
- (7) The Personal Data Protection Act 2010, which regulates the processing of personal data in commercial transactions, applies to the Company. By providing to us or our agents your personal data which may include your name, contact details and mailing address, you hereby consent, agree and authorise the processing and/or disclosure of any personal data of or relating to you for the purposes of issuing the notice of this meeting and convening the Meeting, including but not limited to preparation and compilation of documents and other matters, whether or not supplied by you. You further confirm to have obtained the consent, agreement and/or authorisation of all persons whose personal data you have disclosed and/or processed, in connection with the foregoing.

# • Notice of Thirteenth Annual General Meeting

(continued)

## EXPLANATORY NOTES

### Resolution 1 – Payment of Directors’ Fees and benefits

There is no increase in the Directors’ Fees and benefits for the financial year ending 31 August 2026.

### Resolutions 2, 3 and 4 – Re-election of Directors

The profiles of Mr Lee Swee Hang, Ms Law Yi Chian and Datuk Dr Habibah Binti Abdul Rahim who are standing for re-election are set out under the profile of directors in the Annual Report 2025 (collectively the “Retiring Directors”).

For the purpose of determining the eligibility of the Directors to stand for re-election at this 13<sup>th</sup> AGM and in line with Practice 5.1 of the Malaysian Code on Corporate Governance, the Nomination Committee (“NC”) has reviewed and assessed the Retiring Directors, through the annual assessment and evaluation of the Board.

The NC had recommended the re-election of Retiring Directors based on the following considerations and the Board of Directors endorsed the recommendation of the NC:-

- (i) satisfactory performance and have met Board’s expectation in discharging their duties and responsibilities;
- (ii) met the fit and proper criteria under the Company’s Fit & Proper Policy in discharging their roles as directors of the Company;
- (iii) their ability to act in the best interest of the Company in decision-making; and
- (iv) level of independence demonstrated by the independent directors.

### Resolution 6 – Authority for Directors to Issue Shares

The proposed Resolution 6, if passed, will renew the authority given to the Directors of the Company to allot and issue new shares in the Company pursuant to Sections 75 and 76 of the Act (“General Mandate”), provided that the number of shares issued pursuant to this General Mandate, when aggregated with the number of shares issued during the preceding twelve (12) months, does not exceed 10% of the total number of issued shares of the Company at the time of issue. The renewed General Mandate, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

With the renewed General Mandate, the Company will be able to raise funds expeditiously for the purpose of funding future investment project(s), working capital, repayment of borrowings and/or acquisition(s) without having to convene a general meeting to seek shareholders’ approval when such opportunities or needs arise.

The Company did not issue any new shares pursuant to mandate obtained at the Twelfth AGM of the Company held on 18 February 2025.

### Resolution 7 – Proposed Renewal of Share Buy-Back Authority

The proposed Resolution 7, if passed, will renew the authority given to the Directors to purchase issued ordinary shares in the Company of not exceeding 10% of the total number of issued shares of the Company through Bursa Securities in accordance with the Act, the provisions of the Constitution of the Company and the requirements of Bursa Securities. This authority unless revoked or varied by the Company at a general meeting, will expire at the next AGM of the Company.

Details on the proposal contained under Resolution 7 above are set out in the Statement to Shareholders dated 30 December 2025.

## STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

No individual is standing for election as Director at the forthcoming Thirteenth Annual General Meeting of the Company.



SASBADI

# FORM OF PROXY

**SASBADI HOLDINGS BERHAD**

Registration No. 201201038178 (1022660-T)

(Incorporated in Malaysia)

|                                |  |
|--------------------------------|--|
| Number of ordinary shares held |  |
|--------------------------------|--|

|                                       |  |
|---------------------------------------|--|
| Central Depository System Account No. |  |
|---------------------------------------|--|

I/We \_\_\_\_\_ NRIC/Company No. \_\_\_\_\_  
(FULL NAME IN BLOCK LETTERS)of \_\_\_\_\_  
(ADDRESS)being a member of **SASBADI HOLDINGS BERHAD**, hereby appoint

|               |                   |                             |   |
|---------------|-------------------|-----------------------------|---|
| Full Name     | NRIC/Passport No. | Proportion of shareholdings |   |
|               |                   | No. of Shares               | % |
| Email Address | Mobile No.        |                             |   |

\* and/or

|               |                   |                             |   |
|---------------|-------------------|-----------------------------|---|
| Full Name     | NRIC/Passport No. | Proportion of shareholdings |   |
|               |                   | No. of Shares               | % |
| Email Address | Mobile No.        |                             |   |

or failing him/her, the CHAIRMAN OF THE MEETING\* as my/our proxy(ies) to vote for me/us and on my/our behalf at the Thirteenth Annual General Meeting of the Company to be convened and held at Greens III, Sports Wing, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor on Thursday, 29 January 2026 at 10.00 a.m. or at any adjournment thereof. My/Our proxy(ies) shall vote as indicated below:

| NO.          | RESOLUTIONS   | FOR | AGAINST |
|--------------|---|-----|---------|
| Resolution 1 | Approval of the payment of Directors' Fees and benefits       |     |         |
| Resolution 2 | Re-election of Mr Lee Swee Hang as Director                   |     |         |
| Resolution 3 | Re-election of Ms Law Yi Chian as Director                    |     |         |
| Resolution 4 | Re-election of Datuk Dr Habibah Binti Abdul Rahim as Director |     |         |
| Resolution 5 | Re-appointment of BDO PLT as Auditors of the Company          |     |         |
| Resolution 6 | Authority for Directors to issue shares                       |     |         |
| Resolution 7 | Proposed Renewal of Share Buy-Back Authority                  |     |         |

Please indicate with a "✓" or "X" in the appropriate space how you wish your votes to be cast. If you do not indicate how you wish your proxy to vote on any resolution, the proxy will vote as he or she thinks fit, or, at his or her discretion, abstain from voting.

Dated this \_\_\_\_\_ day of \_\_\_\_\_

Signature/Common Seal of Member

\* Delete the words "the CHAIRMAN OF THE MEETING" if you wish to appoint some other person(s) only to be your proxy/proxies.

Notes:-

- A member of the Company entitled to attend, speak and vote at the Meeting is entitled to appoint one or more proxies to attend, speak and vote in his/her stead. Where a member appoints more than one proxy to attend, speak and vote at the Meeting, such appointment shall be invalid unless he/she shall specifies the proportion of his/her holdings to be represented by each proxy.
- Where a member of the Company is an authorised nominee, it may appoint up to two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- Only a depositor whose name appears in the Company's Record of Depositors as at 22 January 2026 shall be regarded as a member and entitled to attend, speak and vote at this Meeting or appoint proxy(ies) to attend, speak and vote on his/her behalf.
- The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorised in writing or if the appointer is a corporation, either under seal or under the hand of an officer or attorney duly authorised.
- The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the Company's Share Registrar's Office at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan or by electronic means through the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> or via email to [Bsr.proxy@boardroomlimited.com](mailto:Bsr.proxy@boardroomlimited.com) not less than forty-eight (48) hours before the time for holding the Meeting or adjourned meeting.
- The Personal Data Protection Act 2010, which regulates the processing of personal data in commercial transactions, applies to the Company. By providing to us or our agents your personal data which may include your name, contact details and mailing address, you hereby consent, agree and authorise the processing and/or disclosure of any personal data of or relating to you for the purposes of issuing the notice of this meeting and convening the Meeting, including but not limited to preparation and compilation of documents and other matters, whether or not supplied by you. You further confirm to have obtained the consent, agreement and/or authorisation of all persons whose personal data you have disclosed and/or processed, in connection with the foregoing.

FOLD THIS FLAP FOR SEALING

THEN FOLD HERE

AFFIX  
STAMP

**Sasbadi Holdings Berhad**  
Registration No. 201201038178 (1022660-T)  
c/o Share Registrar's Office  
11th Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim  
Seksyen 13, 46200 Petaling Jaya  
Selangor Darul Ehsan

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# 2025


## ANNUAL REPORT





### SASBADI HOLDINGS BERHAD

Registration Number: 201201038178 (1022660-T)

 Lot 12, Jalan Teknologi 3/4, Taman Sains Selangor 1,  
Kota Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan.

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 +603-6145 1199

 [www.sasbadiholdings.com](http://www.sasbadiholdings.com)