

ACCELERATE THE FUTURE

ANNUAL REPORT 2025





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Accelerate the FUTURE

Rationale

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



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

VISION, MISSION & CORE VALUES

VISION

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

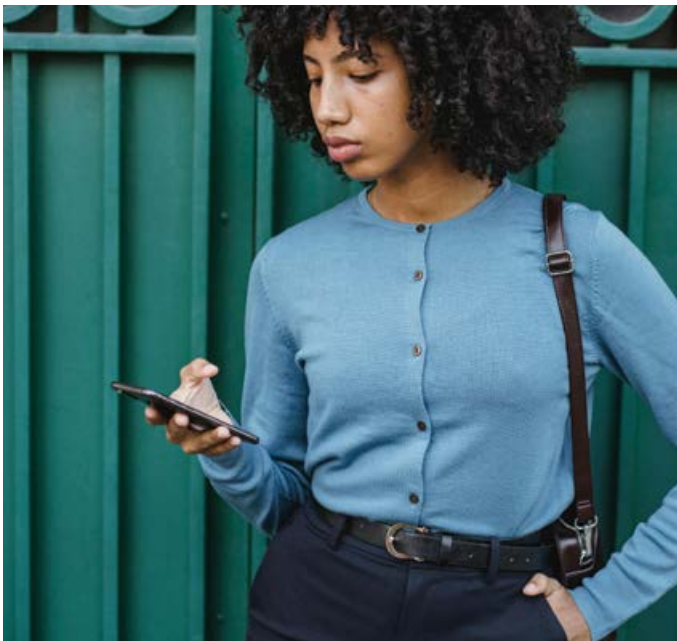
MISSION

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

VISION, MISSION & CORE VALUES

CORE VALUES

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



CORPORATE INFORMATION



ABOUT US

Greatech Technology Berhad ("Greatech" or the "Company"), together with its subsidiaries (the "Group") or "Greatech Group"), was established in 2018 and listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 13 June 2019. The Company was then transferred to the Main Market of Bursa Securities on 28 December 2020.

Headquartered in Penang, Malaysia, Greatech is a leading automation solutions provider specialising in the design, development and manufacture of customised systems, machinery and equipment, including original design manufacturing, for a broad range of manufacturing processes. The Group also offers value-added services, including parts supply, training and comprehensive after-sales support.

The Group provides advanced automation solutions to customers across multiple high-growth industries, including solar, data centres, e-mobility, life sciences, semiconductor and consumer electronics. Greatech's solutions are deployed globally, with installations in countries such as India, Singapore, Thailand, Vietnam, United States of America ("USA") and several European Union nations, supported by strategic operational bases in Malaysia, Ireland, Slovakia, Singapore and USA.

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

FINANCIAL HIGHLIGHT FY2025

REVENUE

RM771.48 million
(2.5% increase from FY2024)

EMPLOYEES

1,763

RETURN ON EQUITY

8.7%

ECONOMIC VALUE DISTRIBUTED

RM500.36 million
(Employees, Government, Suppliers, Capital Providers and Communities)

NET CASH & CASH EQUIVALENTS

RM247.90 million



CORPORATE INFORMATION

2025 MILESTONES

QUARTER 1

1 JANUARY – 31 MARCH

MARCH

Incorporated Greatech Mechatronics (M) Sdn Bhd, a wholly owned subsidiary focused on original design manufacturing.

QUARTER 2

1 APRIL – 30 JUNE

APRIL

Expanded European presence through the acquisition of Greatech Mechatronics (Slovakia) s.r.o.

JUNE

Retained inclusion in the FTSE4Good Bursa Malaysia Index and the FTSE4Good Bursa Malaysia Shariah Index.

QUARTER 3

1 JULY – 30 SEPTEMBER

JULY

Officially launched operations in the United States.

SEPTEMBER

Achieved the highest three-year return on equity ("ROE") in the technology category at the 16th Edition of The Edge Billion Ringgit Club for the third consecutive year.

Attained "ASEAN Asset Class" status at the ASEAN Corporate Governance Awards.

QUARTER 4

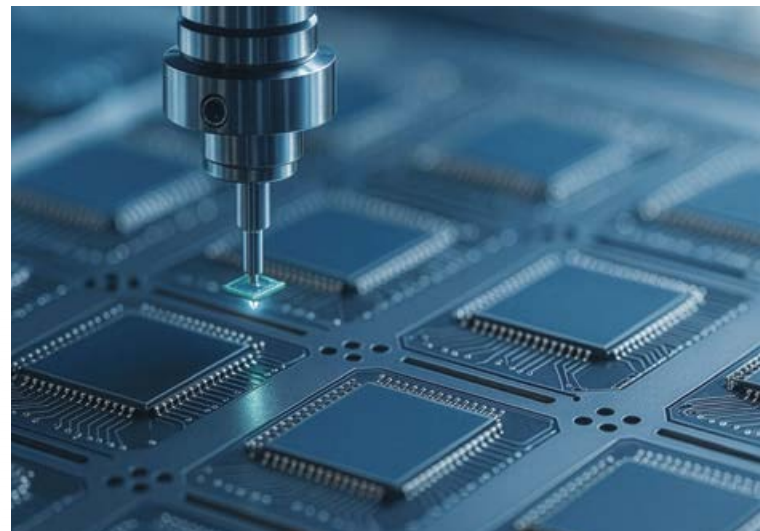
1 OCTOBER – 31 DECEMBER

OCTOBER

Awarded 2nd runner up in the Young Graduates In Private Limited Company / Public Sector category by Talent Corporation Malaysia Berhad, recognising efforts in attracting and developing young talent.

NOVEMBER

Achieved Penang Green Office Certification and Perbadanan Bekalan Air Pulau Pinang ("PBA") Aqua Save Certification across all five Penang sites and recognised as a Top 5 recipient of the 2025 Penang Green Office Excellence Award.



CORPORATE INFORMATION

BOARD OF DIRECTORS

DATO' OOI BOON CHYE

Independent Non-Executive Chairman

DATO' SERI TAN ENG KEE

Chief Executive Officer
Executive Director

KHOR LEAN HENG

Non-Independent
Non-Executive Director
Re-designated from Executive Director to Non-Independent Non-Executive Director upon retirement as Chief Project Officer with effect from 31 December 2025

DATO' OOI HOOI KIANG

Independent Non-Executive Director

DR. MICHAEL DOMINIC KIRK

Independent Non-Executive Director

DR. KONG SIEW MUI

Independent Non-Executive Director

LIM CHIEN CH'ENG

Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

DATO' OOI HOOI KIANG

Chairman

LIM CHIEN CH'ENG

Member

Appointed on 1 June 2025

DR. MICHAEL DOMINIC KIRK

Member

DR. KONG SIEW MUI

Member

REMUNERATION COMMITTEE

DR. KONG SIEW MUI

Chairman

DATO' OOI HOOI KIANG

Member

LIM CHIEN CH'ENG

Member

Appointed on 1 June 2025

NOMINATING COMMITTEE

LIM CHIEN CH'ENG

Chairman

Appointed on 1 June 2025

DATO' OOI HOOI KIANG

Member

DR. KONG SIEW MUI

Member

COMPANY SECRETARIES

YEOW SZE MIN

SSM PC No. 201908003120
(MAICSA 7065735)

LOW SEOW WEI

SSM PC No. 202008000437
(MAICSA 7053500)

REGISTERED OFFICE

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

PRINCIPAL PLACE OF BUSINESS

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

SHARE REGISTRAR

Securities Services (Holdings) Sdn Bhd

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

AUDITORS

BDO PLT

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

PRINCIPAL BANKER

CIMB Bank Berhad

STOCK EXCHANGE LISTING

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



CORPORATE STRUCTURE



GREATECH

Greatech Technology Berhad

Investment holding

100%

**Greatech
Integration
(Ireland) Limited**

Development,
design and precision
engineering of
custom automated
equipment

100%

**Greatech
Mechatronics
(M) Sdn Bhd**

Original Design
Manufacturer

100%

**Greatech
Integration (M)
Sdn Bhd**

Manufacture of
automated equipment
and provision of parts
and services

100%

**Greatech
Mechatronics
(Slovakia) s.r.o.**

Contract
Manufacturing and
Original Design
Manufacturer

100%

**Greatech
Integration
(Canada) Limited**

Development,
design and precision
engineering of
custom automated
equipment

100%

**Greatech Integration
(Shanghai) Limited**

Dormant

100%

**Greatech Integration
(USA) Inc**

Sales and support office

100%

**GT Integration
(Philippines) Inc⁽¹⁾**

Engineering design centre

100%

**Greatech Integration
(S) Pte Ltd**

Engineering design and
consultancy activities

Note:

⁽¹⁾ The company received approval from Securities and Exchange Commission of Philippines for voluntary dissolution and is expected to be fully liquidated by 31 December 2027.



PROFILE OF DIRECTORS



DATO' OOI BOON CHYE DSPN

Chairman

Independent Non-Executive Director

Gender Male

Nationality Malaysian

Age 72

No. of Board Meetings Attended in
Financial Year 2025 ("FY2025") | 4/4



Membership of the
Board Committee | None

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

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

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

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

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

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

PROFILE OF DIRECTORS



DATO' SERI TAN ENG KEE

DSPN, DGPN

Chief Executive Officer

Executive Director

Gender Male

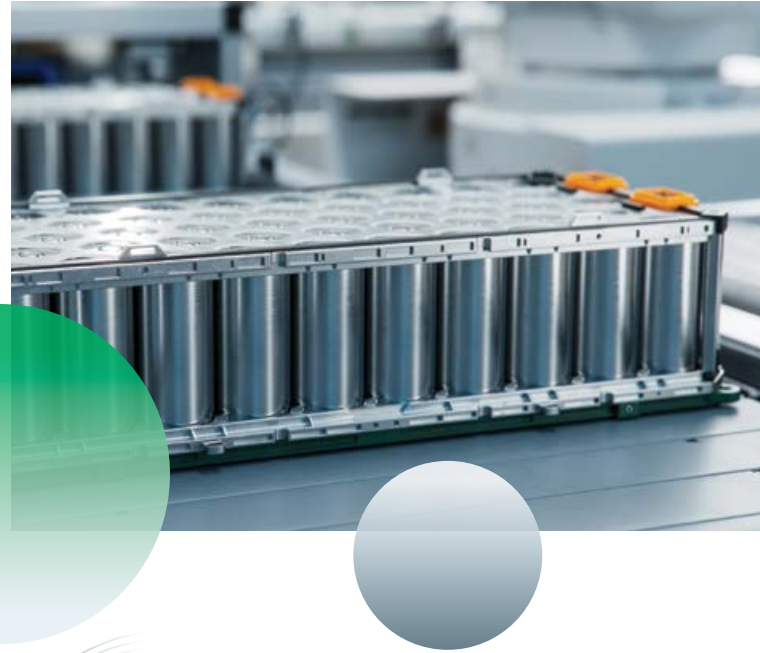
Nationality Malaysian

Age 56

No. of Board Meetings Attended in
FY2025 | 4/4



Membership of the
Board Committee | None



Dato' Seri Tan Eng Kee, is our Group's Chief Executive Officer and Executive Director. He was appointed to our Board on 14 May 2018.

Dato' Seri Tan is one of Greatech's founding shareholders since the incorporation of Greatech Integration (M) Sdn Bhd in 1997 and is currently responsible for the overall management and operation of the Group.

As one of the founders, Dato' Seri Tan sets the vision, mission and core values of the Group. He drives business development, building and executing the strategic directions and expansion plans for the growth and development of the Group, including sourcing for investment opportunities to uphold the Group's business growth. He has more than 31 years of experience in managing companies, marketing strategy planning and business development. Dato' Seri Tan has and continues to be, instrumental to our Group's continuous success and growth.

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

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

PROFILE OF DIRECTORS



KHOR LEAN HENG

Non-Independent Non-Executive Director

Gender Male

Nationality Malaysian

Age 56

No. of Board Meetings Attended in FY2025 | 4/4



Membership of the Board Committee | None

Khor Lean Heng, was appointed to the Board on 14 May 2018 as Executive Director and Chief Operating Officer. He was subsequently re-designated as Chief Project Officer on 1 March 2024. Following his retirement from his executive role on 31 December 2025, Mr Khor was re-designated as a Non-Independent Non-Executive Director.

As a co-founder of the Group, Mr Khor brings over 30 years of experience in precision machining, sheet metal manufacturing and automation equipment. Throughout his executive tenure, he played a key role in shaping the Group's operational capabilities and project execution framework.

During his time as an Executive Director, Mr Khor oversaw the Group's project management, field service and facility management functions. His executive tenure was marked by a commitment to operational excellence, leading critical project initiatives that aligned with the Group's long-term strategic objectives.

In his current capacity as a Non-Executive Director, the Board continues to benefit from Mr Khor's deep technical expertise, operational insights and extensive institutional knowledge.

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

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



PROFILE OF DIRECTORS



**DATO' OOI
HOOI KIANG** DSPN

Independent Non-Executive Director

Gender Female

Nationality Malaysian

Age 57

No. of Board Meetings Attended in
FY2025 | 4/4



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

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

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

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

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

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

PROFILE OF DIRECTORS



**DR. MICHAEL
DOMINIC KIRK** PHD

Independent Non-Executive Director

Gender Male

Nationality American

Age 63

No. of Board Meetings Attended in FY2025 | 4/4



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

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

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

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

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

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

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

PROFILE OF DIRECTORS



DR. KONG SIEW MUI DBA

Independent Non-Executive Director

Gender Female

Nationality Malaysian

Age 67

No. of Board Meetings Attended in FY2025 | 4/4



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

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

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

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

PROFILE OF DIRECTORS



LIM CHIEN CH'ENG

Independent Non-Executive Director

Gender Male

Nationality Malaysian

Age 72

No. of Board Meetings Attended in
FY2025 | 2/2



Mr Lim Chien Ch'eng, was appointed to our Board as Independent Non-Executive Director, Chairman of the Nominating Committee and as a member of the Audit and Risk Management Committee and the Remuneration Committee on 1 June 2025.

Mr Lim has been in legal practice as an Advocate & Solicitor in Malaysia since 1981 and is a Partner of Messrs Ghazi & Lim, with offices in Penang, Seberang Jaya, Kuala Lumpur and Johor Bahru.

He brings extensive board and governance experience, having previously served as an Independent Non-Executive Director of Globetronics Technology Berhad from 1997 to 2010. He is currently the Non-Independent Non-Executive Chairman of Chin Well Holdings Berhad and the Independent Non-Executive Chairman of P.I.E. Industrial Berhad, both listed on the Main Market of Bursa Malaysia Securities Berhad.

Mr Lim graduated from Universiti Sains Malaysia in 1976 with a Bachelor of Social Science (Honours) majoring in Politics and subsequently obtained a Bachelor of Law (LLB Honours) from King's College, University of London in 1979. He was called to the English Bar in 1980 and the Malaysian Bar in 1981, and is a member of Lincoln's Inn.



PROFILE OF DIRECTORS

Notes to Directors' Profiles:

1. Family Relationship

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

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2. Directors' Shareholdings

Details of Directors' shareholdings can be found in the "Analysis of Shareholdings as at 31 March 2026" section of this Annual Report.

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3. Conviction of Offences

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

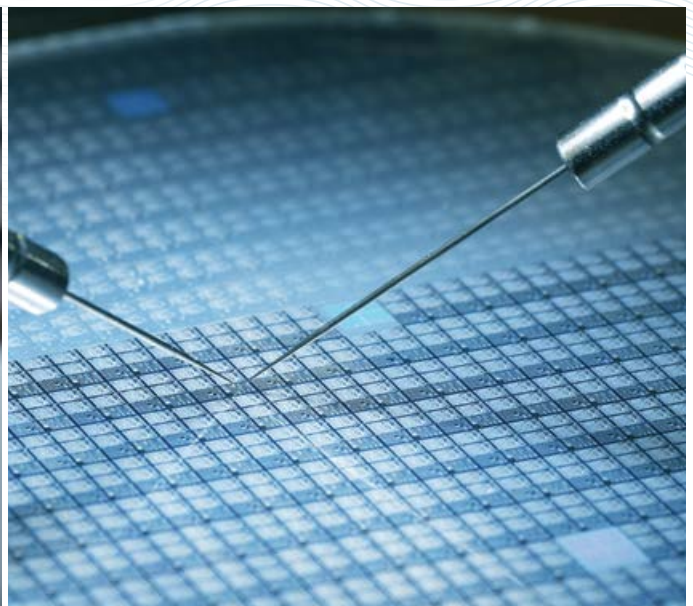
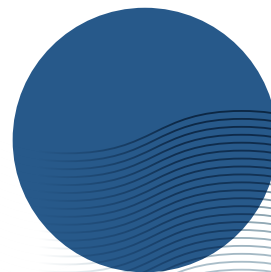
4. Conflict of Interest

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

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5. Public Sanction or Penalty Imposed by Relevant Regulatory Bodies

None of the Directors have been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.



PROFILE OF KEY SENIOR MANAGEMENT TEAM

KOAY LIN LIN



Gender Female

Nationality Malaysian **Age** 53

Koay Lin Lin, is the Group's Chief Financial Officer ("CFO"), a position she has held since January 2018. She is responsible for overseeing the Group's financial management, corporate finance, tax, information technology ("IT"), environmental, social and governance ("ESG") matters. Her responsibilities also include risk management and internal controls, with oversight of the finance and accounting, environment, health & safety ("EHS") and management information system ("MIS") functions of the Group.

Ms Koay joined the Group in April 2000 and has more than 20 years of experience in auditing, finance, accounting, tax, treasury and human resource management. Prior to joining the Group, she was an Audit Senior at PricewaterhouseCoopers.

Ms Koay holds a National Vocational Qualification in Accounting from the Association of Accounting Technicians (UK) ("AAT"). She also holds a Certificate in International Auditing and a Certificate in Sustainability for Finance from the Association of Chartered Certified Accountants ("ACCA"). She is a Fellow Member of ACCA ("FCCA") and a member of the Malaysian Institute of Accountants ("MIA").

TAN HUAT TATT



Gender Male

Nationality Malaysian **Age** 55

Tan Huat Tatt, currently serves as the Group's Senior Operations Director, a role he assumed in April 2025. He joined the Group in May 2022 and is responsible for overseeing the Group's manufacturing operations.

Prior to joining the Group, Mr Tan held senior operational roles within multinational corporations. He served as Focus Factory Manager at Plexus Manufacturing Sdn Bhd ("Plexus") from 2018 to 2022, and previously as Operation Department Manager at the same company from 2004 to 2016, where he managed high-level assemblies within the contract manufacturing services business. Between 2016 to 2018, he was a Work Cell Manager at Jabil Circuit Sdn Bhd.

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

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

PROFILE OF KEY SENIOR MANAGEMENT TEAM

LOO KIM HAI, MARTIN



Gender Male

Nationality Malaysian **Age** 47

Loo Kim Hai, Martin, currently serves as the Business Unit Director for the Nexis X and Laboratory Division of the Group. He was promoted to this role in April 2025. He is responsible for leading teams and projects, as well as overseeing planning, execution, performance monitoring, risk management, issue resolution and achievement of business targets. In January 2026, his portfolio was expanded to include an additional division following a realignment of responsibilities.

Martin Loo joined the Group in October 2019 as Business Unit Manager, initially overseeing the E-Mobility division. In October 2024, he transitioned to lead the Life Science and Laboratory Division, prior to his promotion to Business Unit Director.

With 20 years of experience in management and machine design within the LED and semiconductor industry, Martin Loo began his career as a Mechanical Design Engineer at Genetec Technology Berhad in April 2004. He subsequently joined Multiled Technology Sdn Bhd in August 2005 as a Project Manager. Prior to joining the Group, he served as Senior Mechanical Design Manager at a public listed entity specialising in high-tech automation systems, where he spent 12 years leading the Engineering Department in the design and development of custom-built machines and standard back-end automation equipment. His experience spans conceptual design, machine development, project management and technical support.

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

TAN ENG SENG



Gender Male

Nationality Malaysian **Age** 43

Tan Eng Seng, currently serves as the Business Unit Director for Life Science division of the Group, a role he assumed in April 2025. He is responsible for leading teams and projects, as well as overseeing planning, execution, performance monitoring, risk management, issue resolution and the achievement of business targets.

Mr Tan joined the Group in 2014 and initially managed project and team operations. He was promoted to Business Unit Manager of the Battery division in January 2018 and subsequently transitioned to lead the Life Science division in November 2019.

Prior to joining the Group, Mr Tan served as an Engineer at STEC Technology Sdn Bhd from 2011 to 2014, which was later acquired by HGST Technologies Malaysia Sdn Bhd. He began his career as a Field Staff at Manpower Staffing Services (M) Sdn Bhd in 2005, and subsequently held roles as a Software Development Engineer at Micro View Technologies Sdn Bhd in 2007 and at Micro Modular System Sdn Bhd in 2008.

With approximately 20 years of experience in software programming and development within automation systems for the semiconductor and hard disk drive industries, Mr Tan brings strong technical expertise and industry knowledge to his role.

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

PROFILE OF KEY SENIOR MANAGEMENT TEAM

YEAP HAN KEOW



Gender Male

Nationality Malaysian **Age** 41

Yeap Han Keow, currently serves as the Business Unit Director for the Life Science and Service division of the Group, a role he assumed in April 2025. In January 2026, his portfolio was expanded to include two additional divisions following a realignment of responsibilities. He is responsible for leading teams and projects, overseeing planning and execution, performance monitoring, risk management, issue resolution and achievement of business targets. Prior to his current role, he oversaw the Thin Film Solar and Semiconductor Automation divisions from October 2024.

Mr Yeap joined the Group in August 2005 as an Electrical Assembly Technician and has progressed through various roles of increasing responsibility. He was promoted to Software & Control Engineer and subsequently to Assistant Software Manager in January 2015, where he led and supervised the software department. In January 2018, he was appointed Business Unit Manager, leveraging his extensive experience in management, project execution, control systems design, software programming and technical support.

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

CHUAH SOO HOONG

PJK



Gender Male

Nationality Malaysian **Age** 44

Chuah Soo Hoong, currently serves as the Business Unit Director for the Group's E-Mobility division, a role he assumed in April 2025. He is responsible for leading teams and projects, as well as overseeing planning, execution, performance monitoring, risk management, issue resolution and the achievement of business targets.

Mr Chuah joined the Group in January 2016 as a Senior Mechanical Designer and has since progressed through a series of leadership roles. In January 2017, he was promoted to Assistant Technology and Development Manager, where he led a team of engineers in the design and development of automated equipment. He was subsequently appointed Business Unit Manager for the Solar and Semiconductor Wafer division in January 2018. In November 2020, he transitioned to lead the E-Mobility division, where he has played a key role in driving its growth and development.

With over 17 years of experience in management and machine design within the semiconductor and solar industries, Mr Chuah brings extensive technical expertise and leadership capability to his role.

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

PROFILE OF KEY SENIOR MANAGEMENT TEAM

LOO KHAI TIEN



Gender Female

Nationality Malaysian

Age 40

Loo Khai Tien, currently serves as the Group's Human Resources & Admin ("HRA") Director, a role she assumed in April 2025. She is responsible for overseeing all aspects of HRA, as well as Procurement and Environment, Health and Safety ("EHS"), including organisation planning and development.

Ms Loo joined the Group in May 2017 as an Assistant HRA Manager and was promoted to HRA Department Manager in May 2018. In February 2022, her responsibilities were expanded to include oversight of the EHS function. In March 2024, she assumed additional responsibility for the Purchasing and Sourcing Department, further broadening her leadership portfolio within the Group.

Prior to joining the Group, Ms Loo gained valuable experience in the manufacturing industry, including roles with Tong Heer Fasteners Sdn Bhd, Southern Steel Berhad and JA Solar (M) Sdn Bhd. With over 15 years of industry experience, including exposure to multinational corporations, she brings strong expertise in human resources management and organisational development, enabling her to effectively support the Group's evolving business needs.

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

DERMOT O'BRIEN



Gender Male

Nationality Irish

Age 54

Dermot O'Brien is the Managing Director of Greatech Integration (Ireland) Limited, a position he assumed following the Group's acquisition of Allied Automation Limited ("AAL") in November 2023. In his current role, he focuses on building strong customer relationships and driving business development opportunities in the medical devices and pharmaceutical sectors for the Group.

Mr O'Brien co-founded AAL in 1998. AAL specialised in the design and manufacture of production lines for blue-chip multinational companies in the medical device and pharmaceutical industries, serving markets in Ireland, mainland Europe and the United States. He was appointed Managing Director of AAL in August 2022.

Mr O'Brien began his career as a Mechanical Design Engineer with BW Design in 1995. Following the establishment of AAL, he served as Technical Director, where he was involved in mechanical design, PLC programming and electrical design. In the mid-2000's, he transitioned into sales and business development, leading AAL's successful strategic shift from the automotive sector to the life sciences sector.

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

PROFILE OF KEY SENIOR MANAGEMENT TEAM

Notes to Key Senior Management Team Profiles:

1. Directorship in Other Public/Public Listed Companies

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

2. Family Relationship

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

3. Conviction of Offences

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

4. Conflict of Interest

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

5. Public Sanction or Penalty Imposed by Relevant Regulatory Bodies

None of the key senior management personnel have been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2025.



CHAIRMAN'S STATEMENT

Greotech's 2025 Strategic Viewpoints

For the financial year ended 31 December 2025 ("FY2025"), the Group delivered a resilient performance amidst a softer global investment environment except artificial intelligence related manufacturing and significant currency volatility.

The Group recorded a revenue of RM771.48 million in 2025 (FY2024: RM752.37 million), representing a 2.5% increase. Gross profit stood at RM220.12 million, while profit before tax declined to RM105.20 million due to increased employee costs following the acquisitions, tariff-related costs and exchange loss from strengthening Malaysian Ringgit against the US Dollar.



REVENUE

RM771.48 million



CASH AND CASH EQUIVALENTS

RM247.90 million



GROSS PROFIT

RM220.12 million

The Group maintained a strong balance sheet, with a healthy cash and cash equivalents of RM247.90 million and gross debt-to-equity ratio of approximately 4.5%. Shareholders' equity increased to RM1.00 billion, resulting in an improved net assets per share of 39.88 sen.

As we move into 2026, the Group faces continued macroeconomic uncertainty, evolving US tariff policies, currency volatility and cautious customer capital expenditure cycles. Nevertheless, the Group's outstanding order book stood at approximately RM1.00 billion, providing revenue visibility into the first half of 2027 and reinforcing the Board's confidence in the Group's long-term growth trajectory.

The Board did not declare a dividend for FY2025, as priority is being given to strategic capital allocation to support capacity expansion, including the development of a fifth facility in Batu Kawan, Penang, to strengthen future growth.



CHAIRMAN'S STATEMENT



Strategic Update

Following the refinement of our growth strategy, the Board has focus on ensuring disciplined and timely execution to deliver the intended outcomes.

The acquisitions completed in late December 2023 and early 2025 have further strengthened our strategic position, particularly within the life sciences, semiconductor sectors and a new hot strategic segment. These businesses are strong strategic fits, aligned with our existing operating segments and long-term growth priorities.

In addition, the incorporation of Greatech Integration (Canada) Limited on 9 March 2026 represents a strategic expansion of the Group's presence in North America, enhancing our proximity to customers and supporting future growth opportunities in the region.

Integration efforts have progressed well and still in progress. We are beginning to see early commercial synergies emerge. Our investment proposition remains centred on selective acquisitions that enhance capabilities, expand market access and create long-term shareholder value.

Corporate Identity and Direction

As reflected in this Annual Report, our corporate identity symbolises integration, precision and forward momentum, reflecting the principles that guide Greatech's strategy and execution.

A more detailed discussion on the Group's corporate identity and its strategic significance is provided in the Management's Discussion and Analysis section of this Annual Report.

Sustainability

In 2025, the Board has closely overseen the execution of the Group's sustainability strategy. Our Sustainability Report details the progress and initiatives implemented across the organisation.

Our operation has made meaningful progress in carbon reduction, reflecting our ongoing commitment to managing emissions as a core sustainability priority.

Sustainability is fully integrated into the Group's strategy and leadership objectives, guided by clear action plans approved by the Board. While the Group has been identifying and managing climate-related risks and opportunities since 2024, formal oversight was strengthened in February 2026 through the incorporation of these responsibilities into the Audit and Risk Management Committee's ("ARMC") Terms of Reference.

Corporate Governance

As Chairman, I remain deeply committed to strong corporate governance, which continues to be a central focus for the Board. We regularly review our governance framework to ensure it remains effective and aligned with evolving best practices. Further details on our governance approach are set out in the Corporate Governance Report.

CHAIRMAN'S STATEMENT

Board Update

Mr Khor Lean Heng stepped down from his executive role as Chief Project Officer ("CPO") and as an Executive Director on 31 December 2025. In his capacity as CPO, he was responsible for project management, field service and facility management functions. On the same date, he was re-designated as a Non-Independent Non-Executive Director and will continue to contribute to the Board with his extensive operational experience and industry knowledge.

I was pleased to welcome Mr Lim Chien Ch'eng to the Board as an Independent Non-Executive Director on 1 June 2025. Mr Lim currently serves as Independent Non-Executive Chairman of P.I.E. Industrial Berhad and Non-Independent Non-Executive Chairman of Chin Well Holdings Berhad. With his extensive boardroom and industry experience, Mr Lim has further enhanced the diversity of skills, perspectives and governance strength of our Board. Upon his appointment, he assumed the role of Chairman of the Nominating Committee ("NC") and was appointed as a member of the ARMC as well as the Remuneration Committee ("RC"), effective 1 June 2025.

We will also be bidding farewell to Dato' Ooi Hooi Kiang, who has decided not to seek re-election and will retire at the forthcoming 2026 Annual General Meeting ("AGM") after nine years of dedicated service to the Company. Her retirement is in line with the recommendation under the Malaysian Code on Corporate Governance ("MCCG") that the tenure of an independent director should not exceed a cumulative term of nine years as well as our Group Directors' Fit and Proper Policy. Upon her retirement, Dato' Ooi will step down as Chairman of the ARMC, and as a member of the NC and RC. On behalf of the Board, I extend our sincere appreciation to Dato' Ooi for her steadfast commitment, leadership and invaluable contributions to the Group throughout her tenure.

Looking ahead

Global conditions are expected to remain dynamic in 2026, shaped by geopolitical developments, trade policies and varying economic recovery across regions.

Amid this environment, Greatech remains focused on capturing opportunities aligned with long-term structural trends.

With a strong order pipeline, disciplined execution and continued innovation, we are confident in our ability to navigate near-term volatility while positioning the Group for sustainable, long-term growth.



Appreciation

I would like to express my appreciation to all our employees, senior leadership team and fellow Board members for their dedication, resilience and unwavering commitment throughout the year. My heartfelt thanks also go to our shareholders, customers and stakeholders for their continued trust and support in Greatech.

DATO' OOI BOON CHYE

Chairman
27 April 2026



MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS

Greatech Technology Berhad ("Greatech" or "Company") and its subsidiaries are a global leader in the customised factory automation solutions and system integration for advanced manufacturing industries. The Group serves a diverse range of sectors including solar energy, electric vehicles ("EVs"), batteries, semiconductors, medical devices and smart technologies, helping customers innovate and stay competitive in rapidly evolving markets.

Greatech's solutions are designed to meet each customer's unique production requirements, emphasising flexibility, precision, sustainability and efficiency. Headquartered in Penang, Malaysia, the Group operates through subsidiaries in the United States, Ireland, Slovakia, China, and Singapore and is supported by a network of partners across key markets in the America, Europe and Asia. This global footprint allows Greatech to effectively serve multinational customers while delivering valuable regional insights and responsive support.

The Group's automation systems are primarily designed and developed in-house, complemented by strategic manufacturing partnerships that provide specialised expertise and advanced technologies. This holistic approach streamlines customer operations, reduces reliance on multiple vendors and ensures delivery of high-quality, end-to-end solutions.

Greatech has established a strong track record of consistent, compounded growth. However, the financial year ended 2025 ("FY2025") was marked by a more challenging operating environment, as global demand softened amid heightened macroeconomic uncertainty. The Group navigated a complex landscape characterised by geopolitical tensions, shifting trade policies and tariff-related pressures, particularly in North America. These factors led to a more cautious investment climate, with customers deferring or moderating capital expenditure, resulting in slower order flows and extended project timelines.

In response, Greatech strengthened its operational resilience by focusing on organic revenue growth, disciplined cost management and enhanced project execution. At the same time, the Group continued to leverage its engineering capabilities and long-standing customer relationships to position itself for future growth opportunities.



In line with the Group's strategic evolution and expanding global footprint, Greatech introduced a refreshed corporate identity. The new Greatech logo, comprising a geometric emblem and a refined wordmark, reflects the Group's core principles of precision engineering, balance and integration in the development of complex automation solutions. The interlocking "G" symbolises the seamless integration of software, hardware and engineering expertise into high-performance systems, while its dynamic form represents momentum and forward progress.

The embedded precision node further underscores the Group's disciplined, data-driven approach to engineering, project costing and financial management. Together, these elements reinforce the Group's commitment to operational excellence and long-term value creation.

The Group continues to solidify its position as a global automation solutions provider through the delivery of high-quality, customised systems. Our solutions play a critical role in our customers' operations, enhancing productivity, efficiency, safety and sustainability. By pairing a broad global footprint and localised expertise, we remain a trusted partner capable of adapting to shifting market demands while optimising our portfolio for high-growth sectors.

Electrification remains a pillar of our long-term strategy. Despite a stabilising market pace in 2025, the Group achieved a notable technical breakthrough in the E-Mobility segment, successfully delivering a cylindrical cell pack assembly line within a lean manufacturing timeframe. The system achieved a record 35-second cycle speed, setting a new internal benchmark for lean, high-speed battery production.

In 2025, the integration of Manx Slovakia s.r.o. has bolstered our Central European presence, and serves as a technical gateway, strengthening our Original Design Manufacturing ("ODM") capabilities for high-complexity systems. This acquisition marks a major leap in our Local-for-Local strategy, ensuring we remain agile and responsive in a shifting geopolitical landscape.

We are prioritising expansion in the United States, where we have made steady progress in localising manufacturing, supply chains and service hubs to ensure faster response times and operational stability in these structurally attractive markets.

MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (Cont'd)

Key Achievements

The Edge Billion Ringgit Club 2025

Greatech is honoured to be recognised by The Edge Billion Ringgit Club 2025 for achieving the Highest Return on Equity for three consecutive years. This prestigious accolade underscores the Group's sustained financial discipline, commitment to innovation and ability to deliver consistent performance over time.

This achievement reflects the dedication of our team and the continued trust of our stakeholders. As we celebrate this three-year streak of excellence, we remain committed to growing with purpose and engineering a future of shared value and resilience.



FTSE4Good Bursa Malaysia Index ("F4GBM") and FTSE4Good Bursa Malaysia Shariah Index ("F4GBMS") 2025

Greatech is pleased to maintain its inclusion in both the FTSE4Good Bursa Malaysia ("F4GBM") Index and the FTSE4Good Bursa Malaysia Shariah ("F4GBMS") Index for the 2025/2026 period, following the latest review by FTSE Russell. With a sustained 4-star ESG rating, the Group remains positioned within the top 25% of public listed companies in the FTSE Bursa Malaysia EMAS Index, reflecting its continued commitment to strong environmental, social and governance ("ESG") practices and sustainable value creation.

ASEAN Corporate Governance Conference

Greatech is honoured to be recognised as an ASEAN Asset Class Public Listed Companies at the ASEAN Corporate Governance Conference and Awards 2025. This recognition, led by the ASEAN Capital Markets Forum and the Asian Development Bank, is awarded to companies achieving at least 75% on the ASEAN Corporate Governance Scorecard. This achievement underscores the Group's commitment to high standards of transparency, accountability and ethical governance.



MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (Cont'd)

Key Achievements (Cont'd)



Penang Green Council ("PGC") Recognitions

Greatech continues to strengthen its leadership in sustainability, receiving multiple recognitions from the PGC. The Group achieved Green Office Certification across all five sites in Penang and was ranked among the Top 5 recipients of the 2025 Green Office Excellence Award. In addition, Greatech received the Green Pinang Awards and the Perbadanan Bekalan Air Pulau Pinang AquaSave Certification for its efforts in sustainable water management. These recognitions reflect the Group's ongoing commitment to environmental stewardship and responsible operations.

Bursa Malaysia Quality 50 Index ("BMQ")

Greatech is honoured to be included in the inaugural Bursa Malaysia Quality 50 Index, launched on 12 January 2026 to recognise the top 50 Malaysian companies exhibiting exceptional financial quality and long-term resilience. This recognition reflects the Group's disciplined financial management, underpinned by solid return on equity, a healthy debt-to-equity profile and operating cash flow. It reinforces Greatech's ability to deliver sustainable, high-quality earnings in a dynamic global environment.

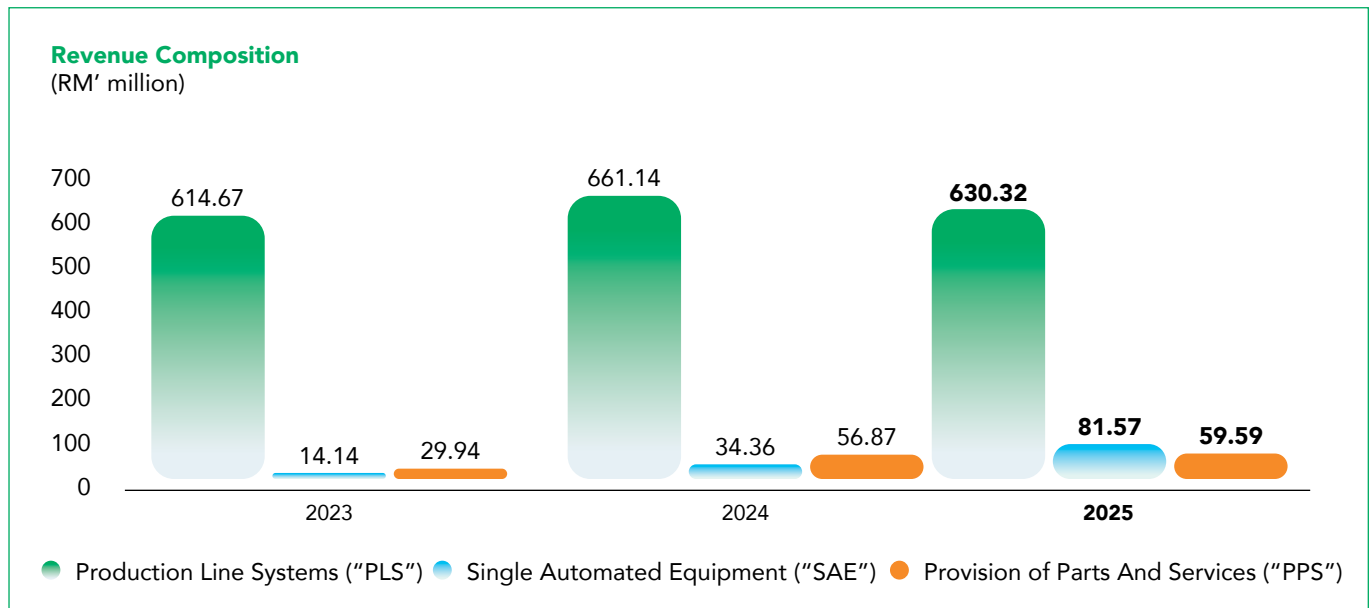
MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (Cont'd)

Key Markets

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

The revenue composition for FY2023, FY2024 and FY2025 is tabulated as below:



FY2025 marked a year of strategic rebalancing for Greatech as the Group navigated a transition within its core markets while accelerating the expansion of its E-Mobility and Semiconductor footprints. Despite a cyclical moderation in the Solar industry, the Group's diversified business model supported continued growth, with consolidated revenue increased by 2.5% to RM771.48 million (2024: RM752.37 million). This performance was supported by the successful integration of our newly acquired subsidiary, GMS, which strengthened the Group's European presence and operational capabilities.

During the year, strong momentum was recorded in the E-Mobility and Semiconductor business units, driven by key project wins in large-scale automation systems. Revenue from our core equipment businesses, namely PLS and SAE remained dominant, contributing 92.3% of total revenue (2024: 92.4%), increasing by RM16.39 million year-on-year to RM711.89 million (2024: RM695.50 million). Meanwhile, the PPS segment contributed the remaining 7.7% (2024: 7.6%) of the Group's revenue, amounting to RM59.59 million (2024: RM56.87 million), supported by steady demand from the Group's global installed base.

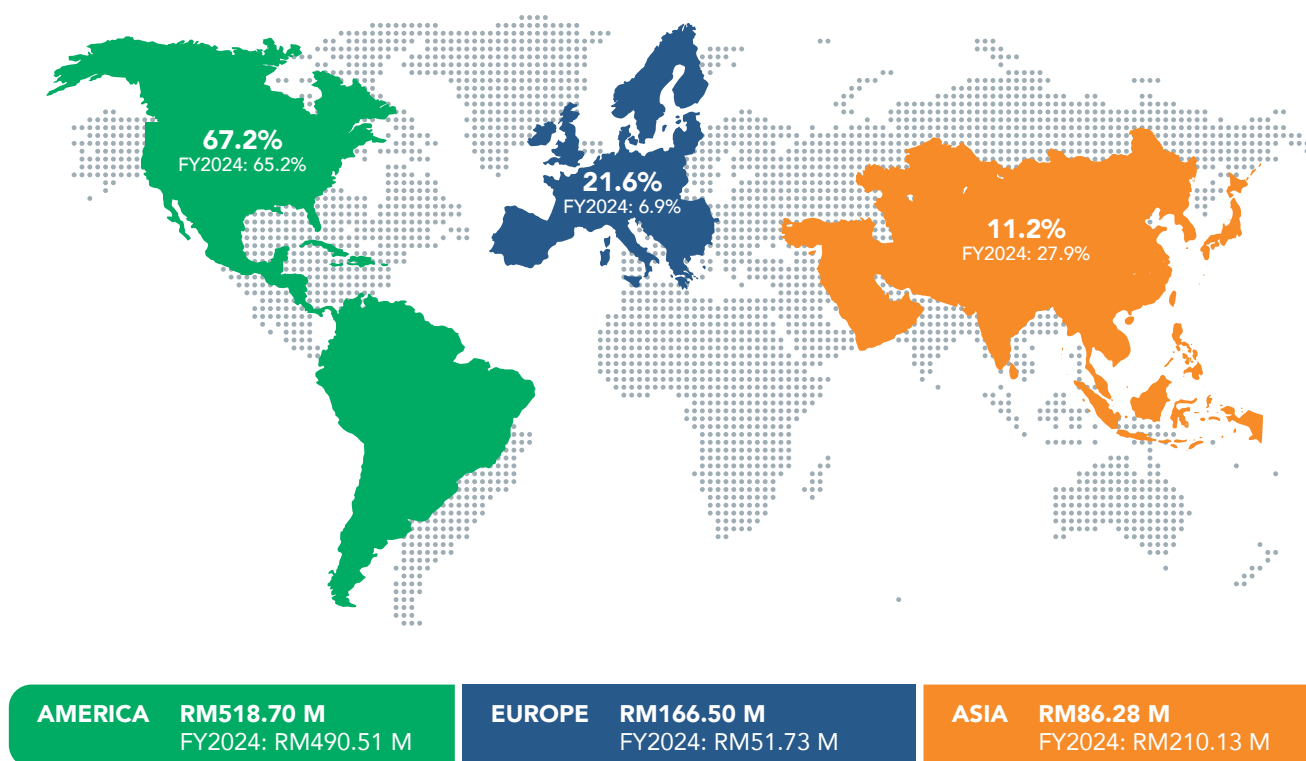
Overall, the SAE segment delivered strong growth, increasing by 137.4% to RM81.57 million (2024: RM34.36 million). This was largely driven by contributions from GMS, which enhanced the Group's technical capabilities and expanded its presence in Europe. The performance reflects rising demand for high-precision standalone automated solutions and reflects Greatech's competitive strength in delivering advanced engineering systems to global customers.

MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (Cont'd)

Key Markets (Cont'd)

The revenue by regions for FY2025 and FY2024 is illustrated below:



America: Revenue from the Americas recorded steady growth, increasing by 5.7% to RM518.70 million (FY2024: RM490.51 million), contributing 67.2% of the Group's total revenue. Demand from our North American customers remained resilient, particularly in the E-Mobility and Solar sectors. Despite headwinds during the year, including tariff-related pressures and ongoing global supply chain disruptions affecting certain customers, our long-term growth prospects remain positive.

Europe: Europe emerged as a key growth engine in FY2025, with revenue surging 221.9% to RM166.50 million (FY2024: RM51.73 million). Its share of total revenue more than tripled, increasing from 6.9% in FY2024 to 21.6% in FY2025. This exceptional growth was primarily driven by strategic acquisitions in Ireland and Slovakia, which strengthened the Group's regional engineering and technical capabilities.

Asia: Revenue from Asia declined 58.9% to RM86.28 million (FY2024: RM210.13 million), contributing 11.2% to the Group's total revenue. The decline reflects reduced life sciences orders following prior capacity expansions and the Group's strategic focus on higher-growth Western markets. Despite this short-term moderation, Asia remains a core market for the Group, with opportunities being closely monitored as demand stabilises.

MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS (Cont'd)

Order Prospects

The Group demonstrated strong operational resilience and commercial agility throughout FY2025. Beginning the year with an order book of RM785 million, order intake accelerated in the second half, lifting the outstanding order book to a record RM1.00 billion as at 20 February 2026.

This milestone marks a significant inflection point for the Group, providing a strong revenue pipeline and improved earnings visibility through the first half of 2027.

The Data Centre Infrastructure segment is emerging as a notable growth driver, supported by rapid global expansion in data centre capacity. Demand for automation solutions supporting cooling systems and structural infrastructure is gaining traction, and is expected to contribute meaningfully to the Group's future order intake.

The Life Sciences segment is also expected to record stronger growth moving forward as the Group continues to engage with global medical technology companies seeking to automate precision manufacturing processes.

Supported by a healthy order pipeline, diversified industry exposure and expanding technological capabilities, the Group remains cautiously optimistic about its growth prospects in the coming years.

Investing in Growth

The Group's strategic focus on inorganic growth continues to deliver positive outcomes. Our recently acquired businesses have performed encouragingly, with integration progressing smoothly across operational and commercial functions. These acquisitions have strengthened the Group's technical capabilities in mechatronics while providing immediate access to established European customer ecosystems, particularly within the Life Sciences and Semiconductor sectors.

During the year, the Group also made meaningful progress in penetrating data centre markets. By securing new orders from Tier-1 global customers and expanding our participation in next-generation manufacturing supply chains, the Group has strengthened earnings visibility beyond the current financial year. These programme wins reinforce management's confidence in the Group's long-term growth trajectory.

Building on the successful operationalisation of Greatech Integration (USA) Inc., the Group achieved another strategic milestone on 9 March 2026 with the decision to establish a new facility in Canada. This expansion enhances our geographic presence and capabilities, complementing our existing operations in Malaysia.

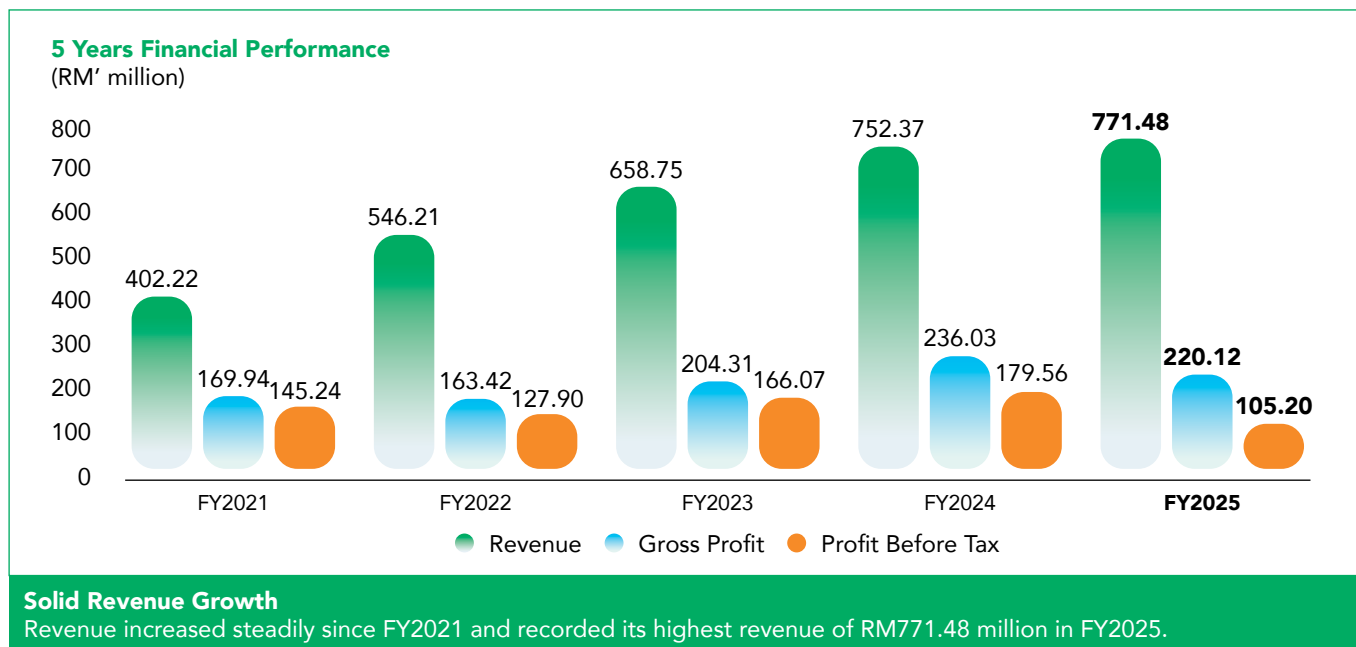
To support future growth and increasingly complex project requirements, the Group is investing approximately RM322 million in the development of a new state-of-the-art facility in Batu Kawan, Penang. This expansion will significantly increase production floor space and enhance the Group's capacity to deliver larger and more complex PLS, as well as automation solutions for emerging data centre infrastructure projects.

In parallel with these growth initiatives, the Group continues to optimise its operational footprint and allocate resources efficiently across its global operations. In this regard, the Group undertook a streamlining exercise involving certain non-core entities. On 12 February 2026, the Group received approval from the Securities and Exchange Commission for the voluntary dissolution of GT Integration (Philippines) Inc. ("GIP"), a wholly-owned subsidiary.

As GIP had not commenced operations and there were no plans for activation in the foreseeable future, the dissolution allows the Group to focus management resources on active growth hubs. The exercise does not have any material impact on the Group's financial position or earnings.

MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL HIGHLIGHTS



Financial Performance

The Group recorded a new revenue high of RM771.48 million in FY2025, representing a 2.5% increase from RM752.37 million in the preceding year. This steady growth was primarily driven by the strategic acquisitions of GII and GMS, which strengthened the Group's global footprint and enhanced its technological capabilities, alongside support from a resilient order book heading into 2026.

Gross Profit ("GP") declined by 6.7% to RM220.12 million (FY2024: RM236.03 million), resulting in the GP margin moderating to 28.5% from 31.4%. The margin compression was mainly attributable to changes in product mix and intensified pricing pressures during the year, despite the Group achieving higher top-line revenue.

The Group's Profit Before Taxation ("PBT") decreased by 41.4% to RM105.20 million (FY2024: RM179.56 million), driven mainly by elevated employee costs following the acquisitions and higher foreign exchange losses resulting from the weakening US Dollar.

Other income decreased by 20.0% to RM11.52 million in FY2025 (FY2024: RM14.39 million) mainly due to the absence of prior year unrealised foreign exchange gains of RM2.60 million, as currency movements reversed during FY2025.

The Group's effective tax rate increased to 17.4% in FY2025 (FY2024: 13.7%). The higher tax rate was primarily attributable to the deferred tax liabilities arising from temporary differences between accounting depreciation and capital allowances, and taxes on non-pioneer project profits.

Consequently, basic and diluted earnings per share ("EPS") decreased to 3.46 sen (FY2024: 6.18 sen basic; 6.17 sen diluted). Despite lower earnings, the Group maintains a strong balance sheet, providing sufficient liquidity and financial flexibility to support ongoing research and development ("R&D") initiatives and strategic expansion.

Financial Position

The Group's financial position remained healthy in FY2025, with net assets increasing to RM1.00 billion (FY2024: RM909.29 million), supported by retained earnings and overall balance sheet expansion. Cash and cash equivalents rose to RM247.90 million (FY2024: RM232.82 million), reflecting sustained liquidity and disciplined financial management.

Total assets grew to RM1.20 billion as at 31 December 2025, up from RM1.11 billion recorded in FY2024. The increase was primarily driven by higher property, plant and equipment of RM41.41 million, an expansion in contract assets of RM57.89 million, an increase in short-term funds of RM13.38 million and an increase in cash and bank balances of RM34.98 million. These increases were partially offset by reductions in trade and other receivables of RM44.48 million and inventories of RM30.91 million respectively, indicating improved working capital management during the year.

MANAGEMENT DISCUSSION & ANALYSIS

FINANCIAL HIGHLIGHTS (Cont'd)

Financial Position (Cont'd)

During FY2025, the Group invested approximately RM23.16 million in capital expenditure for the acquisition of property, plant and equipment. These investments are mainly directed towards operational and capacity-enhancing assets, including a new factory in Ireland, plant and machinery, and supporting equipment. The capital investments are aligned with the Group's strategy to strengthen operational capabilities and support long-term growth.

Total liabilities decreased to RM193.86 million (FY2024: RM202.98 million) mainly underpinned by a RM23.01 million decline in trade and other payables and a RM30.16 million decrease in contract liabilities. These were partially offset by increases in borrowings of RM32.18 million and RM10.77 million increased in deferred tax liabilities.

Consequently, total equity increased to RM1.00 billion (FY2024: RM909.29 million). In line with the strengthening equity base, the Group's net asset value per share rose to 39.88 sen (FY2024: 36.21 sen), reflecting continued enhancement of shareholder value.

Cash Flows

The Group generated net cash from operating activities of RM104.81 million in FY2025, demonstrating its continued ability to convert earnings into cash. Operating profit before working capital changes stood at RM156.25 million.

During the year, working capital movements were mainly driven by a decrease in inventories of RM41.76 million and trade and other receivables of RM62.93 million. These inflows were partially offset by an increase in contract assets of RM58.51 million, alongside a decrease in trade and other payables of RM51.40 million and contract liabilities of RM37.84 million. After accounting for tax payments of RM15.12 million, the Group maintained a solid operating cash flow position.

Net cash used in investing activities amounted to RM76.27 million, mainly for the acquisition of GMS, and capital expenditure on property, plants and equipment. These investments are aligned with the Group's strategy to strengthen operational capabilities and support future growth.

Net cash used in financing activities totalled RM3.58 million, mainly due to repayments of lease liabilities and term loans to financial institutions.

After adjusting for the effects of foreign exchange rate changes, cash and cash equivalents increased to RM247.90 million as at 31 December 2025, compared to RM232.82 million in FY2024. The Group's strong liquidity position provides financial flexibility to fund ongoing expansion, execute its growing order book and pursue strategic investments.

CORPORATE STRATEGY

The Group's corporate strategy is anchored in precision engineering and sustained investment in advanced design-and-build capabilities, enabling the Group to serve high-growth global industries. This disciplined approach has delivered strong outcomes, with both revenue and gross profit tripling since initial public offering in June 2019, underscoring the effectiveness of our long-term strategic execution. Today, the Group has evolved into a premier global engineering solutions provider, supported by an expanding international footprint and a proven track record in delivering high-quality, customised automation systems.

Moving forward, the Group remains focused on strengthening its operational capabilities while scaling its presence in key global markets. Central to this strategy is the continuous enhancement of our engineering solutions and active participation in structurally growing sectors. Through a combination of innovation, operational excellence and disciplined expansion, the Group aims to deliver sustainable long-term value and consistent growth.

OUR GROWTH STRATEGY:



MANAGEMENT DISCUSSION & ANALYSIS

CORPORATE STRATEGY (Cont'd)

Revenue Growth

Our growth continues to be driven by powerful global megatrends, including automation, electrification and digitalisation, alongside increasing emphasis on energy security and sustainability. We remain focused on markets where these trends converge, enabling us to capture meaningful opportunities for profitable and sustainable expansion.

In FY2025, 100% of our revenue was derived from four core markets – Solar, E-Mobility, Life Sciences and Semiconductor. A key pillar of our strategy is to broaden our customer base by securing new global key accounts while deepening relationships with existing customers. During the year, we made solid progress on both fronts, successfully securing orders from several newly targeted global customers and expanding engagement with established clients.

FY2025 marks a milestone for the Group, with revenue reaching a record RM771.48 million, representing a 2.5% year-on-year increase and nearly doubling since FY2021. This performance reinforces the strength of our long-term strategy, underpinned by disciplined execution and continued market expansion.

Our sustained momentum reflects the Group's successful transformation from a predominantly solar-focused provider into a diversified global automation solutions partner. Through deliberate efforts to reduce concentration risk, we have strengthened our presence in the E-Mobility sector and expanded further into Europe, and enhanced our resilience against sector-specific cycles.

Looking ahead, we are strategically positioning the Group to capture accelerating opportunities in the Data Centre market. Supported by a healthy pipeline of discussions progressing into active partnerships, we are well placed to drive scalable growth and deliver long-term value into FY2026 and beyond.

Talent Management

At Greatech, we recognise that our people are the primary architects of our long-term value creation. Our leadership philosophy is rooted in empowerment, providing clear strategic direction while enabling our teams with autonomy to innovate and execute. By cultivating a high-performance, accountable culture, we ensure that our talent base evolves in step with the Group's rapid global expansion.

In FY2025, the Group further strengthened its investment in professional development through the rollout of structured technical, management and leadership training programmes. These initiatives are designed to embed best-in-class operational practices while reinforcing strong ethical standards and leadership capabilities across all organisational levels.

To measure the effectiveness of these initiatives, we established a Group-wide employee engagement. Performance is monitored through our annual "Greatechies" experience survey, which serves as a key feedback mechanism to enhance transparency, strengthen workplace culture and ensure that career progression remains closely aligned with performance, contribution and innovation.

In response to the global shortage of specialised automation engineers, the Group continues to invest in the Young Engineering Programme ("YEP"), a structured platform that bridges academia and industry. The programme culminates in the Mechanical Design Fundamentals Presentation, where junior engineers present and defend their projects before the Senior Leadership Team. This capstone milestone provides direct mentorship and ensures our next generation of engineers is industry-ready to meet the high-precision demands of the automation sector.



MANAGEMENT DISCUSSION & ANALYSIS

CORPORATE STRATEGY (Cont'd)

Talent Management (Cont'd)

Looking ahead, Greatech remains steadfast in fostering a pervasive culture of continuous learning across the organisation. By embedding training, upskilling and talent development into the core of our operational DNA, we empower our employees to adapt, innovate and contribute meaningfully to the advancement of technology.

This enduring commitment to building world-class capabilities strengthens our organisational resilience and ensures that our talent pipeline remains equipped to support the Group's long-term growth. In doing so, Greatech is well positioned to remain at the forefront of the global Electrical and Electronics ("E&E") industry.



Regional Presence

To capitalise on the accelerating global demand for its automation solutions, the Group further strengthened its international footprint during FY2025. This expansion was primarily driven by the enhancement of the Group's operational hubs in Europe and North America, enabling closer proximity to key customers and strategic markets. In February 2025, the Group expanded its presence in Dublin through the acquisition of an additional 23,894 sq. ft. facility adjacent to its existing premises, significantly increasing operational capacity and reinforcing its commitment to the European market. Building on this momentum, the Group officially established its operations in the United States in July 2025, where a facility is currently being repurposed and expanded to support the fast-growing medical and pharmaceutical industries. These initiatives, together with the Group's expanding presence in Canada, position the Group closer to its global customer base, enabling enhanced responsiveness, faster project delivery and stronger localised technical support.



February 2025: Dublin Building 2 (23,894 sq. ft.)



MANAGEMENT DISCUSSION & ANALYSIS

CORPORATE STRATEGY (Cont'd)

Research and Development ("R&D")

The Group's continued investment in Research and Development ("R&D") remains a key driver in sustaining its technological leadership within the highly competitive global automation industry. By focusing on high-growth sectors such as life sciences and pharmaceuticals, the Group's R&D initiatives support the development of advanced automation solutions that address increasingly complex manufacturing requirements. This strategic focus enables the Group to move beyond the provision of conventional machinery towards delivering high-precision, customised automation systems that create greater value for customers. Through the development of proprietary technologies and specialised engineering capabilities, the Group is able to strengthen its competitive positioning by focusing on higher-value, customised solutions that offer stronger margins and foster longer-term customer relationships.

In addition to internal product innovation, the Group actively cultivates a collaborative innovation ecosystem through strategic partnerships with leading academic institutions, including Universiti Malaysia Perlis, Universiti Tunku Abdul Rahman and Universiti Sains Malaysia. These collaborations encompass eight ongoing research programmes focusing primarily on Artificial Intelligence ("AI") applications and advanced quality control technologies. The partnerships enable the Group to leverage cutting-edge academic research while fostering the development of highly skilled engineering talent. By bridging academic research with industrial application, the Group strengthens its technical capabilities, supports the development of Malaysia's high-technology talent pool and reinforces its reputation as an employer of choice within the engineering and automation sector.

During FY2025, the Group recorded R&D expenditure of RM4.33 million compared with RM6.54 million in FY2024. The Group's R&D strategy is guided by a customer-centric approach, with investments directed towards developing bespoke and scalable automation solutions that meet the stringent regulatory and quality requirements of the medical and pharmaceutical industries. Increasing emphasis has also been placed on the integration of AI-driven quality control systems to enhance manufacturing precision, operational efficiency and production yield for customers. Through continuous technological advancement and innovation, the Group remains well-positioned to anticipate evolving industry requirements and strengthen its long-term growth trajectory within the global automation landscape.

Operational Efficiency

The Group remains committed to strengthening operational efficiency as a core enabler of sustainable growth. Building on the initiatives outlined in the previous financial year, the Group continues to implement a disciplined approach towards manufacturing optimisation and targeted capacity enhancement. Strategic investments in skilled human capital and specialised capital expenditure are undertaken to further strengthen the Group's engineering capabilities, manufacturing capacity and project execution efficiency. These initiatives support the Group's ability to scale operations in line with its expanding global order book while maintaining operational discipline and cost competitiveness. In parallel, the Group continues to embed a culture of continuous improvement across its operations, regularly reviewing internal processes to identify areas for efficiency gains, reduce operational bottlenecks and enhance overall productivity.

As part of the Group's climate change mitigation and health and safety commitment, the key action in 2025 involved GMS being certified according to ISO 14001:2015 Environmental Management System and ISO 45001 Occupational Health and Safety Management System, reinforcing the Group's adherence to globally recognised environmental and workplace safety practices. These certifications further enhance the Group's environmental, social and governance framework while ensuring that its European operations maintain the same high standards of operational reliability, environmental responsibility and workplace safety that are practised across the Group's global facilities.

In FY2025, the Group also advanced its digitalisation agenda through the migration of its Enterprise Resource Planning ("ERP") system to a cloud-based infrastructure. This initiative has strengthened system integration across the Group's international operations, enabling improved data connectivity, greater transparency and real-time visibility across project management and supply chain functions. The enhanced digital infrastructure supports more efficient decision-making and operational coordination across the Group's global footprint. Moving forward, the Group will continue to evaluate and adopt appropriate digital technologies and operational improvements to enhance productivity, strengthen operational resilience and ensure that its infrastructure remains scalable to support future growth.

MANAGEMENT DISCUSSION & ANALYSIS

CORPORATE STRATEGY (Cont'd)

Acquisition Strategy

In line with its long-term growth strategy, the Group remains proactive in identifying and evaluating potential acquisition opportunities that complement its core competencies and strategic direction. Our acquisition philosophy is strictly strategic; we target entities that offer either a diversified customer base or specialised technological capabilities that create immediate synergies with our existing operations. Through the integration of complementary businesses within its value chain, the Group aims to accelerate revenue growth, strengthen technological capabilities, achieve operational synergies and expand its presence in key international markets. All prospective acquisitions are subject to due diligence, encompassing financial, operational, legal and cultural assessments, to ensure sustainable value creation and smooth post-acquisition integration.

A key milestone in this strategy was the successful acquisition and subsequent integration of our Slovakian subsidiary, GMS. Acquired for an enterprise value of €1.0 million, this entity provides critical contract manufacturing expertise to the semiconductor, medical and packaging sectors. This acquisition significantly bolsters the Group's footprint in Europe and enhances our value proposition to Original Design Manufacturing ("ODM") business. By offering a consolidated, single-partner solution for complex supply chain needs, we are uniquely positioned to serve global clients looking to streamline their operations through localised, high-precision manufacturing hubs in the Western market.

RISK MANAGEMENT

Foreign Exchange Risk

With an increasing portion of our revenue and procurement occurring in US Dollar and Euro, the Group is exposed to transactional and translational risks. As we scale our footprint in North America and Europe, unmitigated currency volatility could lead to significant fluctuations in our reported earnings and profit margins when consolidated into Malaysian Ringgits.

In FY2025, the Board reviewed and approved a new Foreign Exchange Policy, establishing a new governance structure for currency risk management. We employ a natural hedge by aligning the currency of our receivables and payables where feasible.

Furthermore, the Group maintains multi-currency accounts to optimise settlement timings and utilises forward exchange contracts to hedge any significant forecasted exposure. This systematic approach ensures our margins are protected against adverse currency movements.

Technology Obsolescence

The industrial automation landscape is undergoing a paradigm shift driven by AI-integration and high-speed robotics. There is a continuous risk that existing proprietary technologies could become obsolete if not consistently upgraded. This is particularly critical in our EV and Life Science segments, where precision and efficiency are key competitive differentiators.

The Group maintains a proactive "Open Innovation" model, investing RM4.33 million in R&D in FY2025. We have formalised eight R&D collaboration programs with premier local universities, focusing on AI-driven quality control and vision systems. This strategy allows us to leverage academic breakthroughs to shorten our time-to-market for new solutions, ensuring our automation suites remain at the technological forefront.

Dependent on Certain Major Customers

Historically, the Group's revenue has been characterised by a high degree of reliance on a few major players within the Solar and EV sectors. While these relationships are stable, a significant shift in their capital expenditure cycles or global strategy could impact our order book and financial predictability. We are aggressively de-risking our revenue profile through sectoral diversification.

In FY2025, we expanded into the data centre, medical and pharmaceutical industries, supported by our new facilities in the US and Ireland. The integration of our Slovakian entity further expands our footprint in the Semiconductor and ODM sectors. This multi-pillar approach ensures that the Group is not overly dependent on any single industry lifecycle, creating a more resilient and sustainable revenue base.

Climate Change

Climate change poses both physical risks (disruptions to global facilities/logistics) and transition risks (tightening carbon regulations and ESG reporting requirements). Failure to align with global sustainability standards may limit our access to certain markets and green financing opportunities.

The Group is committed to the energy transition, with our core products directly enabling the global shift to EV. Operationally, our Slovakian hub's ISO 14001:2015 certification serves as a benchmark for our environmental management. We are currently auditing our energy consumption to implement efficiency upgrades across all manufacturing sites. By aligning our growth with a low-carbon economy, we turn environmental compliance into a competitive advantage for attracting global institutional investors.

MANAGEMENT DISCUSSION & ANALYSIS

DIVIDEND

The Group does not have an explicit dividend policy, and the Board did not propose any dividend for FY2025. This remains unchanged from the previous year.

OUTLOOK

The Group enters FY2026 with a strong and highly visible order book, providing a solid foundation for sustained revenue recognition and effective operational planning. The successful completion of several corporate initiatives in recent years has enabled the Group to transition from a phase of integration into one focused on value creation and operational optimisation. Through the continued securing of major project awards in high-technology and high-barrier industries, the Group has further strengthened its earnings visibility over the medium to long term. These programme-based engagements not only reflect the Group's technical capabilities and track record in delivering complex automation solutions but also reinforce management's confidence in the Group's sustainable growth trajectory.

The Group continues to scale its global execution capabilities and deepen its technological expertise to capitalise on the ongoing structural shift towards supply chain diversification and production localisation. While management remains mindful of macroeconomic uncertainties and evolving global trade dynamics, including developments in United States trade and tariff policies, these changes are also creating opportunities for automation-driven manufacturing solutions. As global manufacturers increasingly pursue resilient and geographically diversified supply chains, demand for advanced automation and localised production capabilities is expected to remain strong. With its growing operational presence across North America and Europe, the Group is well positioned to support customers seeking to establish or expand manufacturing capacity closer to their key markets.

The EVs sector continues to present significant growth opportunities as global automotive manufacturers accelerate the transition towards electrification. As customers introduce next-generation EV platforms with enhanced performance and efficiency requirements, demand has increased for advanced automation systems, particularly in battery pack assembly and powertrain manufacturing. The Group's specialised engineering capabilities enable it to support these evolving industry requirements through high-precision and scalable automation solutions.

In the life sciences sector, the Group is observing a gradual recovery in capital investment, particularly within the pharmaceutical and medical device industries. As global healthcare providers continue to prioritise innovation and manufacturing resilience, demand for high-precision automation systems supporting medical diagnostics, drug delivery and device manufacturing is expected to remain resilient. The Group's facilities operate in accordance with stringent international manufacturing standards, enabling close collaboration with global healthcare companies in the development of mission-critical production systems.

The Group is also positioning itself to benefit from the rapid expansion of the global digital infrastructure and data centre ecosystem. As demand for high-performance computing, cloud services and AI applications continues to grow, the need for reliable power management and advanced thermal solutions within data centres has intensified. The Group is actively pursuing opportunities within this segment, particularly in the development and assembly of specialised power modules and cooling systems.

Overall, the enlarged Group presents significant commercial opportunities, and the Group is confident in its long-term prospects and ability to deliver on its strategic objectives.

SUSTAINABILITY REPORT

About this Report

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

Reporting Framework

This Report is prepared in compliance with the MMLR and aligns with key global reporting standards and frameworks:

- in accordance with Global Reporting Initiative ("GRI") Standards 2021
- Bursa Malaysia Sustainability Reporting Guide and Toolkits (3rd Edition)
- United Nations Sustainable Development Goals ("UNSDGs")
- FTSE4Good Bursa Malaysia ("F4GBM") Index & FTSE4Good Bursa Malaysia Shariah ("F4GBMS") Index
- Sustainability Accounting Standards Board ("SASB") – Industrial Machinery & Goods
- International Sustainability Standards Board ("ISSB") Standards, namely ISSB IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and ISSB IFRS S2 (Climate-related Disclosures), with a primary focus on ISSB S2 for the current reporting year

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

Reporting Scope and Boundaries

Greatech reports its sustainability performance annually. This Report covers the sustainability performance of Greatech and its key operating subsidiaries in Malaysia, Ireland, United States ("US") and Singapore for the period 1 January 2025 to 31 December 2025 ("FY2025", "the year", or "Reporting Period"), aligning with the reporting period of the Group's consolidated financial statements. We have consolidated the sustainability performance data of Greatech Mechatronics (Slovakia) s.r.o., which was acquired on 1 April 2025. Environmental and social metrics for this entity (including Scope 1, Scope 2 and selected Scope 3 categories where data is currently available) are reported for the nine-month period from the date of acquisition to 31 December 2025.

SUSTAINABILITY REPORT

Reporting Scope and Boundaries (Cont'd)

We continue to exclude two foreign subsidiaries, namely Greatech Integration (Shanghai) Limited and GT Integration (Philippines) Inc, from our detailed performance data sets. These entities function primarily as design/representative offices with insignificant manufacturing activities and negligible environmental impact. They are deemed immaterial as they collectively represent less than 5% of the Group's total consolidated revenue, employee headcount and occupied floor space.

The following table clarifies the differences between our financial and sustainability reporting boundaries:

Entity Name	Status	Financial Reporting	Sustainability Reporting
Greatech Integration (M) Sdn Bhd ("GIM")	Existing	Full Year	Full Year
Greatech Integration (Ireland) Limited ("GII")	Existing	Full Year	Full Year
Greatech Mechatronics (Slovakia) s.r.o. ("GMS")	Acquired	From 1 April 2025	From 1 April 2025
Greatech Integration (Shanghai) Limited	Existing, dormant	Full Year	Excluded (immaterial)
Greatech Integration (USA) Inc	Existing	Full Year	Full Year
GT Integration (Philippines) Inc	Voluntary dissolution expected to be completed on 31 December 2027	Full Year	Excluded (immaterial)
Greatech Integration (S) Pte Ltd	Existing	Full Year	Full Year
Greatech Mechatronics (M) Sdn Bhd	New	From 27 January 2025	From 27 January 2025

The complete list of the subsidiaries is included in Note 7 of the financial statements.

Where applicable, historical data is presented to track progress and to provide context. However, in line with ISSB transition reliefs, comparative information for certain climate-related disclosures has been omitted. This report highlights our approach to addressing key sustainability matters that impact our business and our ability to create long-term value for all stakeholders. During the year, the Group refines its Scope 2 emissions methodology to align with IFRS S2, excluding zero-emission solar electricity. Accordingly, prior year Scope 2 emissions have been restated to reflect this change. The impact is not material and does not affect previously reported financial information.

Feedback

We welcome and encourage stakeholders to share their feedback on this Report and our sustainability practices and initiatives. Please reach out to us via our website: <https://greatech-group.com/en/contact/>

Certification by Site

		Percentage of Certified Operating Sites		
Certification	Key operating sites	FY2025	FY2024	FY2023
ISO 9001:2015, Quality management system	Malaysia	7 out of 7 (100%)	6* out of 7 (86%)	6 out of 6 (100%)
	Ireland	1 out of 1 (100%)	Not in scope	Not in scope
	Slovakia	1 out of 1 (100%)	Not in scope	Not in scope
ISO 14001:2015, Environmental management system	Malaysia	7 out of 7 (100%)	6* out of 7 (86%)	5 out of 5 (100%)
	Ireland	0 out of 1 (0%)	Not in scope	Not in scope
	Slovakia	1 out of 1 (100%)	Not in scope	Not in scope
ISO 45001:2018, Occupational health and safety assessment system	Malaysia	7 out of 7 (100%)	6* out of 7 (86%)	5 out of 5 (100%)
	Ireland	0 out of 1 (0%)	Not in scope	Not in scope
	Slovakia	1 out of 1 (100%)	Not in scope	Not in scope

SUSTAINABILITY REPORT

Reporting Scope and Boundaries (Cont'd)

Certification by Site (Cont'd)

Certification	Key operating sites	Percentage of Certified Operating Sites		
		FY2025	FY2024	FY2023
ISO 13485:2016, Medical equipment	Malaysia	7 out of 7 (100%)	6* out of 7 (86%)	5 out of 5 (100%)
	Ireland	0 out of 1 (0%)	Not in scope	Not in scope
	Slovakia	0 out of 1 (0%)	Not in scope	Not in scope
Penang Green Office Certification and Aqua Save Award	Malaysia	7 out of 7 (100%)	6* out of 7 (86%)	6 out of 6 (100%)

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

Assurance Statement

In strengthening the credibility of this Report, data for each corresponding material topic has undergone review by our internal auditors to ensure key information disclosed is free from any material error or omission. After a preliminary review by the Audit and Risk Management Committee ("ARMC"), the Board of Directors ("Board") reviewed and approved the Report. The Board will continue to assess the appropriateness and timing of independent assurance as part of its ongoing efforts to strengthen sustainability reporting.

SUSTAINABILITY AT GREATECH

Our Approach to Sustainability

Greatech recognises the responsibility and opportunity to contribute to a sustainable future. Our strategy goes beyond financial performance, focusing on creating lasting value for stakeholders while addressing pressing environmental and social challenges. We believe long-term success is intertwined with responsible stewardship of the planet, its resources and the communities we serve.

We embed sustainability at the core of our operations, supporting the transition to a low-carbon economy and implementing initiatives that enhance resilience across industries. By leading through example, Greatech develops innovative solutions that address today's challenges and anticipates tomorrow's opportunities.

Since 2019, our sustainability framework has been guided by three pillars: People, Planet and Profit. These pillars shape our strategy, action plans and progress monitoring, supported by strong governance, clear policies and establish processes.

PEOPLE  Healthy People Fostering a safe, inclusive and empowering workplace where talent can thrive	PLANET  Environment and Climate Minimising environmental impact, supporting the green transition and responsibly managing resources	PROFIT  Sustainable Finance Ensuring financial sustainability to fund sustainable products, community initiatives and employee well-being
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STRONG GOVERNANCE, CLEAR POLICIES AND ROBUST PROCESSES

Through this integrated approach, Greatech aligns purpose with performance, ensuring the sustainability drives innovation, strengthen resilience and create long-term value for all stakeholders.

SUSTAINABILITY REPORT

SUSTAINABILITY AT GREATECH (Cont'd)

Materiality Analysis and Stakeholder Engagement

Greatech's sustainability materiality analysis underpins our Environmental, Social and Governance ("ESG") strategy, enabling the identification of key risks, opportunities and areas where we can make the most meaningful impact. This process is reviewed and updated annually to maintain alignment with global standards and evolving stakeholder priorities.

Our most recent assessment, conducted in 2023, continues to be guided by our three-core sustainability values – People, Planet and Profit - and informs the strategy focus of our ESG initiatives. Each year, we evaluate ESG issues that may affect our business or influence stakeholder decisions, considering Bursa Securities' Common Sustainability Matters, global megatrends and our corporate strategy. Material risks and opportunities across the value chain are also assessed in line with GRI standards.

Stakeholder engagement is central to this process. We collect insights through structured engagement channels from customers, employees, investors and the wider community. Strategic guidance is further informed by the Board, executive management, and the Sustainability Working Group ("SWG") ensuring a holistic perspective.

These insights directly shape and continuously refine our sustainability strategy and priority areas. The 2023 materiality assessment remains valid following annual validation exercises conducted in 2024 and 2025. During the 2025 review, no significant changes were identified in the Group's material ESG matters, as there were no material changes specific to the Group's operating context in our industry or business environment, confirming the robustness and relevance of our current sustainability priorities.

Stakeholders Engagement Framework

We identify primary stakeholders as those who influence, are impacted by, or rely on Greatech's ESG performance and disclosures. Key stakeholder groups include customers, employees, investors and shareholders, suppliers, government agencies, media, universities, non-governmental organisations ("NGOs") and local communities.

The table below summarises our engagement with these stakeholders, highlighting key topics of dialogue, frequency of interaction and the channels used.

Stakeholder	Why we engage	Topic of Dialogue	Frequency of Engagement	Engagement Channels
Investors/ Shareholders	Maintaining consistency and clarity in our strategy and investment approach support informed decisions and foster confidence	- Company business development - Growth opportunities - Merger & acquisition ("M&A") Strategy - Economic performance - Capital allocation - Corporate governance - Sustainability - Critical Incident Risk Management - Regulatory compliance	Monthly, quarterly, annually	- Press releases and Bursa Securities submission - Roadshows and conferences - Investors' calls and analysts' meetings - Website information - Quarterly announcement and annual reports - Annual General Meeting ("AGM") and circulars - Sustainability reporting - Executive meetings, presentations and operational tours
Customers	By actively understanding customer needs and expectations to deliver exceptional service and innovate the customer experience	- Product quality and safety - Sustainable technologies - Product energy efficiency and price competitiveness - Best practices - Compliance - Service excellence - ESG performance	Daily, weekly, monthly, annually	- Audits - Greatech after-sales activities - Compliance certification - Customer surveys - Joint development with customer - Proprietary company events and meetings - Global, regional and local industry events, exhibitions and conferences - Training and development

SUSTAINABILITY REPORT

SUSTAINABILITY AT GREATECH (Cont'd)

Materiality Analysis and Stakeholder Engagement (Cont'd)

Stakeholders Engagement Framework (Cont'd)

Stakeholder	Why we engage	Topic of Dialogue	Frequency of Engagement	Engagement Channels
Suppliers and Business Partners	Building trusted relationships with our suppliers and partners is essential to conducting our business sustainably	- Product quality and safety - Fair and transparent procurement procedures - Occupational health and safety - Training and education - Compliance with Greatech and industry's standards - Long-term partnership	Daily, weekly, monthly, annually	- Supplier evaluations and audits - Due diligence - Procurements and invitations to biddings/quoting - Meetings - Emails - Purchasing policies/principles - Training and development - Industry events
Employees	Our people are central to our sustainable growth. We aim to cultivate a motivated, resilient, and inclusive workforce that contributes to sustainable business performance	- Health and safety - Career advancement opportunities - Company's growth plan and direction - Training opportunities - Workplace culture - Compensation and benefits - Work-life balance - Diversity & equal opportunities - Compliance with Greatech standards	Daily, weekly, monthly, annually	- Intranet, newsletter and email - Townhall meetings - Performance review - Employee engagements and activities - Employee surveys - Regular staff meetings - Internal publications, policies and procedures - Talent management programme
Governments/Regulators	Maintaining constructive relationship with governments and regulators is essential for effective compliance management, a stable business environment and policy development that support our long-term goals	- Regulatory compliance - Survey, statistical requests by local and national authorities - Anti-corruption - Occupational health and safety - Scheduled waste disposals	Monthly, quarterly, annually	- Formal and informal bilateral meetings with public officials at all levels of government - Reports to regulatory bodies in compliance with applicable laws and regulations - Participation in conferences, forums and events - Announcements - Correspondences
Societal & Community	Building strong community trust and contributing to societal prosperity underpin our sustainable growth and shared value creation	- Collaboration and social investments - Environment - Community projects - Skill development programs - Recruitment - Innovation and technologies	On an as needed basis and driven by events	- On-going dialogues on charitable projects and organisations - Donations and sponsorships - Employee volunteerism - Interviews, meetings and press releases - University group visits - Internship - Science, Technology, Engineering and Mathematics ("STEM") talent pipeline - Participation in corporate social responsibility ("CSR") activities, initiatives, events and conferences

SUSTAINABILITY REPORT

SUSTAINABILITY AT GREATECH (Cont'd)

Materiality Analysis and Stakeholder Engagement (Cont'd)

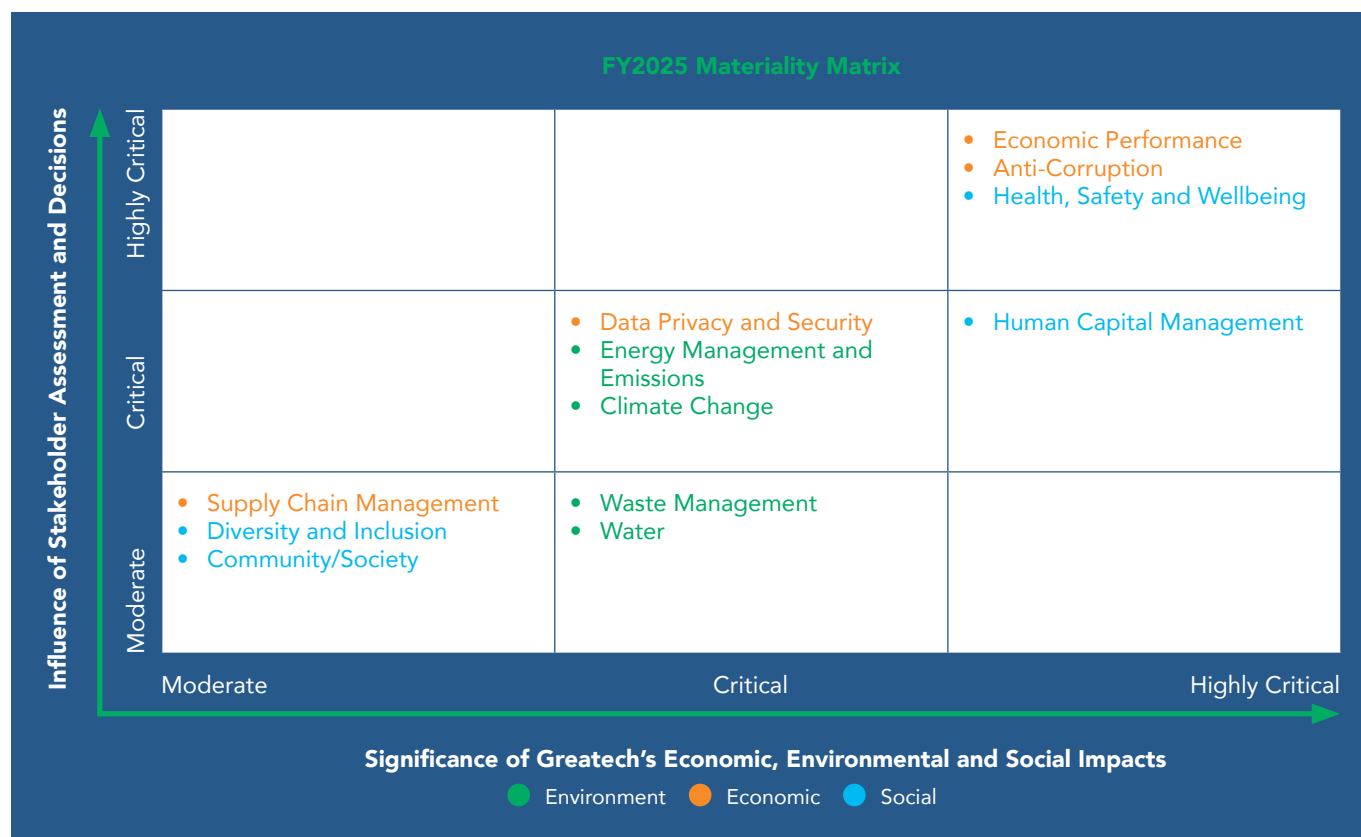
Membership Associations

The Group maintains memberships in selected industry and professional associations that are relevant to its business operations. These memberships support knowledge sharing, industry collaboration and alignment with best practices. The Group participates in such associations primarily for business, technical and regulatory insights, and does not play a significant role in public policy development through these memberships.

- Malaysia Semiconductor Industry Association
- Federation of Malaysian Manufacturers
- Irish Chamber of Commerce Malaysia
- Penang Green Council

Materiality Matrix

Greatech's materiality matrix presents twelve (12) ESG matters ranked by significance to the business (x-axis) and importance to the stakeholders (y-axis). This visualisation informs the prioritisation of risks and opportunities, guiding resource allocation, capital investment and management focus. Climate-related and broader ESG considerations are embedded into strategic planning, operational decision-making and stakeholders' engagement.



SUSTAINABILITY REPORT

SUSTAINABILITY AT GREATECH (Cont'd)

Alignment with UNSDGs

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

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

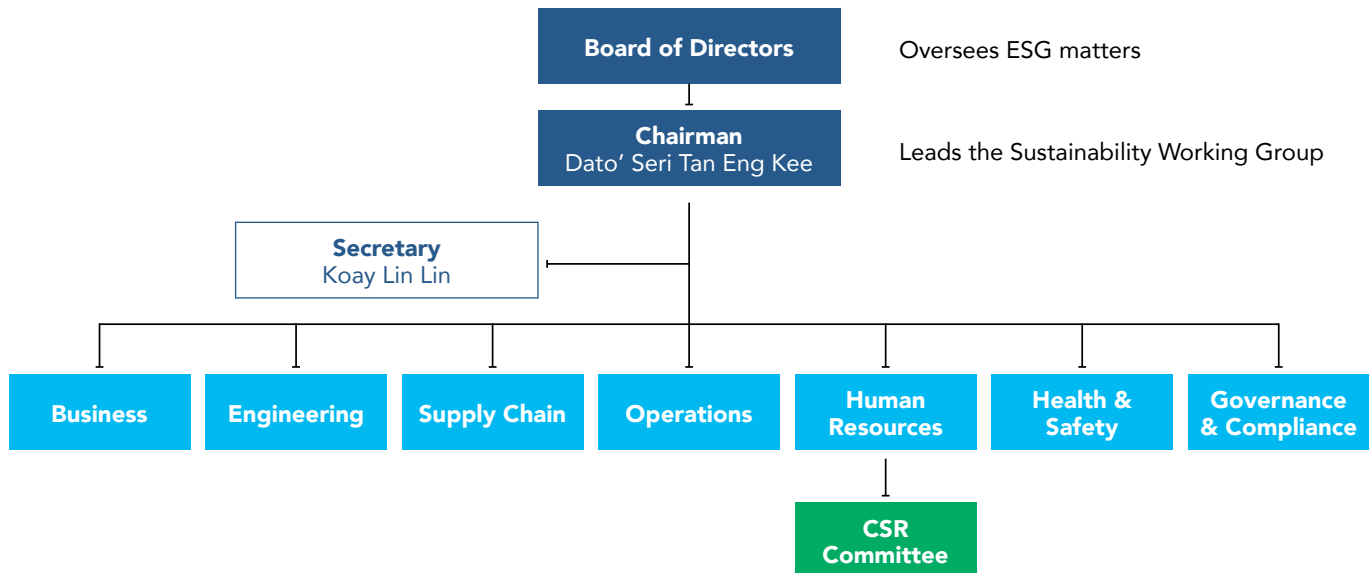
Pillars	Material Sustainability Matters	GRI Reference	UNSDGs
Environmental	1. Energy Management and Emissions	GRI 302: Energy 2016 GRI 305: Emissions 2016	     
	2. Water	GRI 303: Water and Effluents 2018	
	3. Waste Management	GRI 306: Waste 2020	
Social	1. Diversity	GRI 405: Diversity and Equal Opportunity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



SUSTAINABILITY REPORT

SUSTAINABILITY AT GREATECH (Cont'd)

Sustainability Governance



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

Greatech's Board, chaired by an independent non-executive director and supported by its Board Committees, provides oversight of the Group's sustainability strategy and performance, ensuring that ESG responsibilities are clearly defined and embedded across the organisation. The Board recognises that integration of sustainability into business strategy is fundamental to long-term value creation, resilience and stakeholder trust.

Ultimate accountability for sustainability governance rests with the Group Chief Executive Officer ("CEO") and executive management. The CEO chairs SWG and leads the integration of sustainability considerations into the Group's strategic planning and operational decision-making. To strengthen management-level accountability and execution, the Board has designated the Group Chief Financial Officer ("CFO") to oversee the coordination and implementation of sustainability initiatives across the organisation, with a focus on responsible business practices, environmental stewardship and social responsibility.

Functional heads are accountable for setting internal sustainability targets, implementing action plans and monitoring performance within their respective areas. The SWG, comprising subject-matter experts and representatives from key functions, facilitates cross-functional collaboration, monitors progress against internal targets and promotes the sharing of best practices to advance the Group's sustainability objectives.

Critical concerns relating to sustainability matters are first evaluated at the operational level before being progressively escalated to Management and where material, to the relevant Board Committees and the Board for further review and oversight.

The Board receives updates on critical concerns through scheduled Board and Committee meetings held quarterly, as well as on an ad hoc basis when urgent escalation is required. This ensures that the Board remains informed in a timely manner and is able to provide strategic guidance, approve necessary actions and oversee the effectiveness management of such concern across the Group.

As part of the annual business strategy and budget review, the Board reviews and approves the sustainability strategy proposed by executive management. During the year, the Board and its Committees receive structured and periodic updates on key sustainability-related matters, including ESG performance, enterprise risk management ("ERM"), decarbonisation initiatives, human capital development, corporate governance, ESG ratings and sustainability-related disclosures. These reporting processes enable the Board to assess progress, challenge management where necessary, and ensure alignment with the Group's long-term strategic objectives.

SUSTAINABILITY REPORT

SUSTAINABILITY AT GREATECH (Cont'd)

Sustainability Governance (Cont'd)

The nature of ESG decision-making at the Board level includes providing strategic direction on sustainability priorities, reviewing and approving material policies and disclosures, endorsing climate-related strategies and overseeing the implementation and effectiveness of risk mitigation measures.

The Board has also established formal processes to prevent and mitigate conflicts of interest, ensuring that decisions are made in the best interests of the Group. All Directors are required to make periodic declarations of their interests, including any direct or indirect financial, business or personal relationships that give rise to actual or potential conflicts. These declarations are reviewed and recorded by the Company Secretary and tabled to the Board.

Where a conflict or potential conflict is identified, the affected Director is required to abstain from deliberations and decision-making on the relevant matter. The Board Charter and Code of Conduct & Ethics ("Code") further set out clear expectations on ethical behaviour, independence and integrity, including guidelines on related party transactions ("RPT"), gifts and hospitality. In addition, any RPT are subject to established review and approval procedures, including oversight by the relevant Board Committees, to ensure they are conducted on an arm's length basis and in compliance with applicable regulatory requirements.

The Board is responsible for approving the annual statutory Sustainability Report, supported by regular updates on sustainability performance throughout the year. Both the Board and the ARMC are kept informed of developments in sustainability-related regulations and standards, including the National Sustainability Reporting Framework ("NSRF") and the IFRS Sustainability Disclosure Standards issued by the ISSB. During the year, the Board and the ARMC actively monitored the Group's readiness for NSRF adoption to ensure timely and effective compliance. There were no instances of non-compliance with applicable laws and regulations, and no fines or penalties were incurred across all environmental and socioeconomic areas during the reporting year.



SUSTAINABILITY REPORT



ENVIRONMENTAL

Greatech prioritises energy efficiency as a core strategy to reduce carbon emissions and enhance operational efficiency. This approach also supports Malaysia's national climate ambitions, which aim to achieve an absolute emission reduction of 15-30 million tCO₂ by 2035 following an earlier emissions peak, and to achieve net zero emissions by 2050.

Across our operations, we actively manage energy and water consumption, reduce carbon emissions and expand the use of renewable energy to minimise our environmental footprint. We also implement waste reduction initiatives through reuse and recycling practices across our facilities and broader operations.

To drive accountability and continuous improvement, we set annual environmental targets and monitor performance against key performance indicators ("KPI"). Progress is tracked through Greatech's quarterly scorecard, which is reviewed by executive leadership to assess performance, identify improvement opportunities and ensure alignment with our climate and operational objectives.

Energy and Greenhouse Gas ("GHG") Emissions

Electricity represents the dominant source of energy consumption across the Group. We rely heavily on energy to power our operations and support the machines testing processes. In both 2024 and 2025, electricity accounted for approximately 94% and 99% of total energy use respectively, with the remaining consumption attributable to diesel used for fleets and back-up generators, as well as natural gas consumption for heating systems.

Our facility team works with respective functional group to reduce our emissions focusing on:

- Energy efficiency in manufacturing operations
- Low-carbon energy investments
- Transportation fleet efficiency

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Energy and Greenhouse Gas ("GHG") Emissions (Cont'd)

For detailed climate-related governance, strategy, risk management, metrics and targets prepared in accordance with IFRS S2, please refer to the "Climate-related Disclosures (IFRS S2)" section of this Report.

A summary of our energy consumption is as follows:

Total Energy Consumption	Unit	FY2025	FY2024	FY2023
Electricity consumption ⁽¹⁾				
Total electricity consumption	MWh	17,328	17,428	12,642
Fuel consumption				
Diesel/Petrol ⁽²⁾	MWh	334	216	202
Natural Gas ⁽¹⁾	MWh	723	-	-
Total fuel consumption	MWh	1,057	216	202
Total energy consumption	MWh	18,385	17,644	12,844
Total energy consumption	GJ	66,186	63,519	46,238
Revenue	RM' million	771	752	659
Energy intensity ratio ⁽³⁾	MWh/Revenue	23.85	23.46	19.49

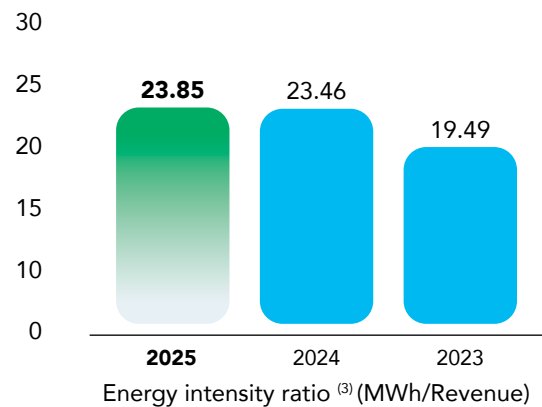
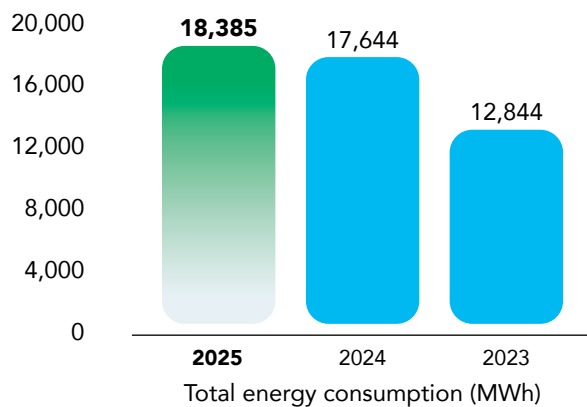
Notes:

⁽¹⁾ Consumption of electricity and natural gas is measured based on direct meter reading per site.

⁽²⁾ The energy (in MWh) of diesel is calculated using conversion factor from Sustainability Exchange UK.

⁽³⁾ Energy intensity ratio is calculated based on total energy consumption (in MWh) divided by total revenue per RM1 million.

Total Energy Consumption
(MWh)



SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

2025 Energy and GHG Performance

Energy Consumption and Operational Footprint

In FY2025, the Group expanded its sustainability reporting boundary to include our newly acquired Slovakia subsidiary, alongside our established operation in Ireland, US and Singapore. This expansion provides a more transparent and holistic view of our global energy footprint.

The primary driver for the increase in total energy consumption and the introduction of natural gas of 723 MWh into our energy profile is the integration of our Ireland, Slovakia and US facilities. These region utilise natural gas for climate control, which were previously outside our reporting scope.

Despite global expansion, our purchased electricity consumption remained stable, decreasing slightly by 0.6%. This reflects our ongoing efforts to implement energy-efficient lighting and smart HVAC systems across our primary manufacturing hubs.

The increase in diesel and petrol consumption from 216 MWh to 334 MWh is attributed to heightened logistical activities and backup power requirements supporting our expanded business activities.

While our absolute energy consumption rose by 4.2% due to the inclusion of our Europe and US sites, our energy consumption per unit of revenue saw a marginal increase of 1.6%.

Renewable Energy

Renewable Energy ("RE")	Unit	FY2025	FY2024	FY2023
RE consumption (direct, self-generated) ⁽¹⁾	MWh	1,337	1,472	477
RE sold ⁽²⁾	MWh	271	295	103
RE generation ⁽³⁾	MWh	1,608	1,767	580
RE certificates ("RECs") ⁽⁴⁾	MWh	502	-	-
Total RE generated (including RECs) ⁽⁵⁾	MWh	2,110	1,767	580
Total RE consumed (including RECs) ⁽⁶⁾	MWh	1,839	1,472	477
% of RE generation (including RECs) over total consumption ⁽⁷⁾	MWh	11.5%	10.0%	4.5%
% of RE consumed (including RECs) ⁽⁸⁾	MWh	10.0%	8.3%	3.7%

Notes:

⁽¹⁾ RE consumption refers to the direct physical consumption of self-generated renewable electricity within the reporting period. It excludes RE sold to third parties.

⁽²⁾ RE sold refers to renewable electricity exported to the grid and is therefore not consumed by the Group.

⁽³⁾ RE generation represents total electricity generated from on-site renewable sources during the reporting period, before any sale to the grid.

⁽⁴⁾ RECs represent contractual instruments that convey the environmental attributes of renewable electricity. RECs do not reflect physical electricity generation or physical electricity consumption.

⁽⁵⁾ Total RE generated includes RE generation and, where applicable, RECs.

⁽⁶⁾ Total RE consumed includes direct RE consumption and, where applicable, RECs.

⁽⁷⁾ Percentage of RE generation over total consumption is calculated based on total annual energy consumption of the Group.

⁽⁸⁾ Percentage of RE (including RECs) consumed reflects renewable electricity usage after applying contractual instruments and is calculated against total annual energy consumption of the Group.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

2025 Energy and GHG Performance (Cont'd)

Renewable Energy (Cont'd)

The Group continues to accelerate its transition towards RE as part of its climate strategy and commitment to reduce Scope 1 and Scope 2 GHGs. We are investing in on-site solar photovoltaic ("PV") systems to increase renewable electricity generation capacity across our global operations, with a targeted installed capacity of 4.0 megawatts ("MW") across our Penang facilities.

Within the Group's capital allocation framework, priority is given to capital expenditure that directly supports our climate transition objectives and emission reduction efforts under Scope 1 and Scope 2, where impacts are within our operational control. These investments are integrated into our long-term capital planning to ensure measurable and sustainable decarbonisation outcomes.

In FY2025, the Group completed the installation of an onsite solar PV system with an approximate capacity of 1.40MW at Batu Kawan Facility 2 ("BK 2"), marking a significant milestone expanding our RE footprint in Malaysia. The system expected to materially reduce grid electricity consumption and associated emissions at the facility.

Across the Group, approximately 11.5% of total electricity consumption during the reporting period was sourced from RE. This was achieved through a combination of on-site solar generation at the Group's Malaysian facilities and 100% RE coverage for its Slovakia operations through the procurement of RECs.

The Group will continue to scale RE adoption through further onsite solar installations and other viable RE mechanisms, subject to technical feasibility, regulatory frameworks and economic considerations. These initiatives support our broader climate transition strategy and commitment to responsible energy management.

GHG Footprint

Greatech quantifies and report its GHG footprint in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Our emissions are categorised into three scopes to provide a transparent view of our climate impact across our global operations.

Scope 1: Direct emissions

Scope 1 encompasses direct CO₂ emissions from sources owned or controlled by the Group:

- Stationary Combustion: Natural gas utilised across our offices and production floors in Ireland, Slovakia and the US and diesel consumed by stationary emergency generators for back-up power infrastructure.
- Mobile Combustion: Diesel and petrol consumed by company-owned vehicles, lorries and material handling equipment such as forklifts.

Scope 2: Indirect Emissions (Purchased Energy)

Scope 2 emissions account for indirect CO₂ emissions resulting from the generation of purchased electricity consumed at Greatech's facilities:

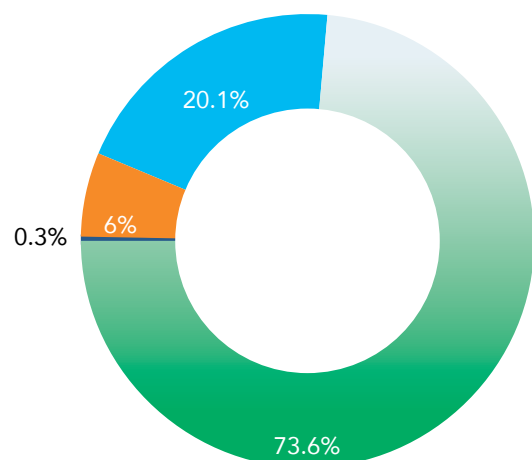
- Location-Based Method: In alignment with the GHG Protocol, we report emissions using location-based emission factors, which reflect the average emissions factors of the area where the electricity consumption takes place e.g., Malaysia, US, Ireland and Singapore.
- Market-Based Method: For Slovakia, Scope 2 emissions are reported using the market-based method, which reflects emissions from the specific electricity products procured through RECs, where available.

Scope 3: Other Indirect Emissions

Scope 3 emissions are a consequence of the Group's activities but occur from sources not owned or controlled by Greatech. Currently, our Scope 3 reporting boundary includes:

- Category 6: Business Travel: Emissions arising from employee business-related air travel.
- Category 7: Employee Commuting: Emissions resulting from the transportation of employees between their homes and worksites.

FY2025 Carbon Emission Hotspots



- Scope 1
- Scope 2
- Scope 3 - Business Air Travel
- Scope 3 - Employee Commuting

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

2025 Energy and GHG Performance (Cont'd)

GHG Footprint (Cont'd)

A summary of our emissions profile is as follows:

GHG Emissions	Unit	FY2025	FY2024 ⁽⁶⁾	FY2023
Direct Emissions (Scope 1) ⁽¹⁾	tCO ₂	233	59	55
Indirect Emissions (Scope 2) ⁽²⁾	tCO ₂	11,962	12,445	9,861
Total Scope 1 & 2 Emissions	tCO ₂	12,195	12,504	9,916
Business Air Travel (Scope 3) ⁽³⁾	tCO ₂	1,135	1,106	901
Employee Commuting (Scope 3) ⁽⁴⁾	tCO ₂	3,850	3,703	-
Total Scope 3 Emissions	tCO ₂	4,985	4,809	901
GHG Emissions Intensity Ratio ⁽⁵⁾				
Revenue	RM' million	771	752	659
Scope 1	tCO ₂ /Revenue	0.30	0.08	0.08
Scope 2	tCO ₂ /Revenue	15.51	16.55	14.97
Scope 3	tCO ₂ /Revenue	6.47	6.39	1.37

⁽¹⁾ Scope 1 emissions are calculated based on reported fuel consumption data (including diesel and natural gas, where applicable) and converted into CO₂ emissions using country-specific emission factors obtained from the following sources:

Malaysia – Malaysian Green Technology Corporation
 United States – U.S. Environmental Protection Agency
 Ireland – Sustainable Energy Authority of Ireland
 Slovakia – Ministry of Environment of the Slovak Republic (Petrol and Diesel) and SPP – distribúcia, a.s.(Natural Gas)

⁽²⁾ Scope 2 emissions are calculated based on reported electricity consumption data (in kWh) and converted into CO₂ emissions using country-specific grid emission factors obtained from the following sources:

Malaysia – Malaysian Green Technology Corporation
 United States – U.S. Environmental Protection Agency
 Ireland – Sustainable Energy Authority of Ireland
 Singapore – Energy Market Authority
 Slovakia – Slovenské elektrárne, the electricity supplier to the Group's Slovakia entity (Market Based - 100% purchased of RECs).

⁽³⁾ Scope 3 emissions from business air travel are limited to emissions arising from employee business-related air travel. The Group initiated the collection of Scope 3 business air travel data in FY2023, covering Malaysia and progressively expanding to Slovakia, Ireland, the United States and Singapore in FY2025. Emissions are calculated using the International Air Transport Association (IATA) simplified version of the IATA CO₂ Connect carbon footprint calculator, based on flight distance and class of travel.

⁽⁴⁾ Scope 3 emissions from employee commuting were first collected in FY2024. Emissions data were gathered through an employee survey, in which employees estimated their fuel consumption for commuting between their homes and primary workplaces, based on a five-day working week. For Slovakia, they had done a survey at the beginning of FY2025. The survey achieved an approximate 46% (Malaysia) and 40% (Slovakia) response rate. In FY2025, employee commuting emissions primarily relate to operations in Malaysia and Slovakia, based on available survey data. Emissions for FY2025 were calculated using the same methodology, assumptions, and emission factors applied in FY2024, with adjustments made solely to reflect changes in total employee headcount.

⁽⁵⁾ Our GHG intensity ratio is calculated by dividing total GHG emissions (in metric tonnes of CO₂ equivalent) by revenue (in RM million), providing an indicator of emissions efficiency relative to the Group's financial performance.

⁽⁶⁾ We have refined our Scope 2 calculation methodology to accurately capture the full benefit of our RE initiatives. Consequently, our emissions data has been restated to exclude zero-emission solar electricity, revealing that our actual carbon footprint is lower than previously reported.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

2025 Energy and GHG Performance (Cont'd)

GHG Footprint (Cont'd)

Scope 1 emissions rose from 59 tCO₂ to 233 tCO₂, a nearly four-fold increase. This is primarily attributed to:

- the inclusion of natural gas for heating and facility operations in Slovakia, Ireland, and the US.
- an increase in mobile combustion (diesel/petrol) to support heightened logistical activities across the Group's expanded global footprint.

Despite the addition of international subsidiaries, Scope 2 emissions decreased by 3.9% from 12,445 tCO₂ to 11,962 tCO₂. This suggests a successful implementation of energy-saving initiatives in our primary manufacturing hubs and a potential shift toward a lower-carbon energy mix in our overseas grids. This decrease was the primary driver in reducing our combined Scope 1 & Scope 2 total from 12,504 tCO₂ to 12,195 tCO₂.

Scope 3 emissions remained relatively stable with a marginal increase of 3.7%, rising to 4,985 tCO₂ given the rapid expansion of our international presence. This reflects our successful "managed growth" strategy which prioritises regionalised project management to minimise unnecessary long-haul travel.

Scope 1 & 2 Mitigation Strategies

We prioritise the transition to low-carbon technologies and energy efficiency:

• On-Site RE Generation

Greatech continues to advance its RE strategy to reduce carbon emissions and support operational sustainability. In 2025, the Group utilised approximately 1.34 million kWh of RE, delivering an estimated 1,043 tCO₂ savings. This was supported by 1.61 million kWh generated from on-site solar installations of one of our Malaysia facilities, demonstrating the tangible impact of our energy transition efforts.

As part of the Group's climate transition strategy, we integrate solar PV feasibility into all facility expansion projects to preserve optionality for RE adoption and maintain strategic flexibility to accelerate emissions reductions as regulatory and commercial conditions evolve.



• Fleet Electrification

The Group is phasing out internal combustion engine ("ICE") forklift in favour of battery-operated models progressively. In 2025, 77% of the Group's material handling fleet was electric, supporting the decarbonisation of our logistics operations and aligning with the Group's broader RE transition strategy.

• Vehicle Efficiency

Our corporate vehicle policy prioritises hybrid and electric vehicles ("EVs"). For remaining ICE assets, we enforce strict maintenance schedules and efficient driving protocols to minimise fuel consumption.

• Scope 2 Reduction

As Scope 2 emissions are the Group's primary emissions source, we focus on reducing electricity consumption through aggressive energy efficiency programmes and the continued scaling of RE sourcing across our manufacturing facilities.

Following our 100% LED conversion in 2024, we are optimising high-impact systems and behavioural decarbonisation to drive sustained reductions in energy intensity.

Ventilation Air Conditioning ("VAC") Set Point Management: Standardised thermal settings across all facilities in Malaysia to optimise cooling efficiency, our largest energy contributor.

Compressed Air Governance: Deployed inverter-driven compressors with leak-prevention maintenance and mandatory shutdown protocols during non-operational hours.

Smart Automation: Integrated building-design features (e.g. double-glazed insulation) combined with automated controls such as motion sensors and programmable timers to eliminate energy loss.

Knowledge Sharing: Regular awareness sessions to disseminate energy-saving best practices.

• Scope 3 Progress

In 2025, the Group maintained its established approach to identifying and calculating Scope 3 GHG, with continued focus on business travel and employee commuting at its Malaysia operations (GHG Protocol Categories 6 and 7).

Category 6 (Business Travel) emissions were assessed across all Group subsidiaries, reflecting the Group's global travel activities.

Category 7 (Employee Commuting) emissions were quantified for Malaysia and Slovakia, where relevant data was available during the reporting period.

The Group will continue to monitor Scope 3 emissions from these subsidiaries and will incorporate them into future Scope 3 disclosures should such emissions are assessed to be material.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Water Management

Greatech recognises that water availability and quality may present physical climate-related risks to operation. While the Group's activities are not water-intensive compared to heavy manufacturing industries, we proactively monitor water use and assess water stress as part of our broader climate-related physical risk management and environmental stewardship approach.

Water consumption within the Group primarily supports fabrication processes and building operations including washrooms, pantries, drinking water supply and fire protection systems. Our production processes do not rely on continuous or high-volume water abstraction, resulting in relatively lower water intensity and limited exposure to water-related physical risks.

The Group complies with the Environmental Quality (Industrial Effluent) Regulations 2009 under the Environmental Quality Act 1974, which prescribe minimum standards for industrial effluent discharge in Malaysia. The Group's operations are subject to Standard B discharge limits, which apply to discharges into less sensitive receiving environments. These standards define permissible thresholds for key parameters including pH, temperature, biochemical oxygen demand, chemical oxygen demand, total suspended solids, oil and greases and selected heavy metals.

All wastewater generated from operations is monitored regularly to ensure compliance with the applicable Standard B limits prior to discharge, supporting effective water management and regulatory adherence.

Across foreign subsidiaries, water usage and waste water generation are minimal and operationally non-intensive. As such water-related risks are currently assessed as low. Regulatory compliance is maintained through reliance on public utilities and adherence to local laws. The subsidiaries are not subject to water usage restrictions. Given the nature and scale of operations, good water stewardship practices are applied operationally, including use of water efficient appliances and general adherence to environmentally responsible practices.

In FY2025, the Group assessed water-related risks across its operating locations using the Water Resources Institute's ("WRI") Aqueduct Water Risk Atlas. The assessment indicated that water stress levels at the Group's key operating locations, including Malaysia, Ireland and Slovakia, are categorised as low. Based on this assessment, the Group's operations do not pose a material risk to local water availability.

Notwithstanding the current low water risk profile, the Group adopts a precautionary and responsible water stewardship approach focusing on:

- Improving water efficiency through conservation measures, preventive maintenance and water efficient fixtures;
- Managing water discharges responsibly to prevent adverse impacts on human health and the environment;
- Promoting water conservation awareness among employees through internal communications and behavioural initiatives; and
- Applying consistent water management practices across the Group, including the use of water-saving fittings such as low-flush systems.

The Group will continue to monitor changes in water stress conditions and reassess potential physical risks should operating locations, production profiles or climate conditions change.

	FY2025	FY2024	FY2023
Number of water stress/water scarce locations which we operate in:	0	0	0

Apart from routine maintenance, repairs and incremental upgrades to water-related fixtures, the Group did not incur any material costs arising from water-related risks during the reporting period. This includes cost associated with disruptions to water supply by local water authorities.

To enhance resilience against potential future water supply disruptions and reduce reliance on treated water sources, the Group has invested in rainwater harvesting and storage systems at its Bayan Lepas and Batu Kawan facilities in Penang. These systems support non-potable uses, such as cleaning and landscape maintenance, and contribute to improved water efficiency and operational resilience.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Water Management (Cont'd)

The Group's water withdrawal is sourced exclusively from publicly supplied treated water provided by local water authorities, supplemented by rainwater collected through on-site harvesting systems in Malaysia. At present, rainwater harvesting has not been implemented at foreign subsidiaries. The Group uses only freshwater sources and does not abstract groundwater or surface water directly.

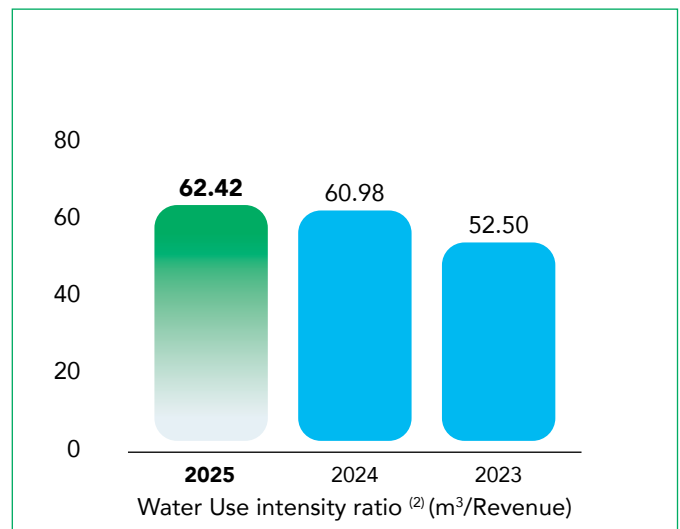
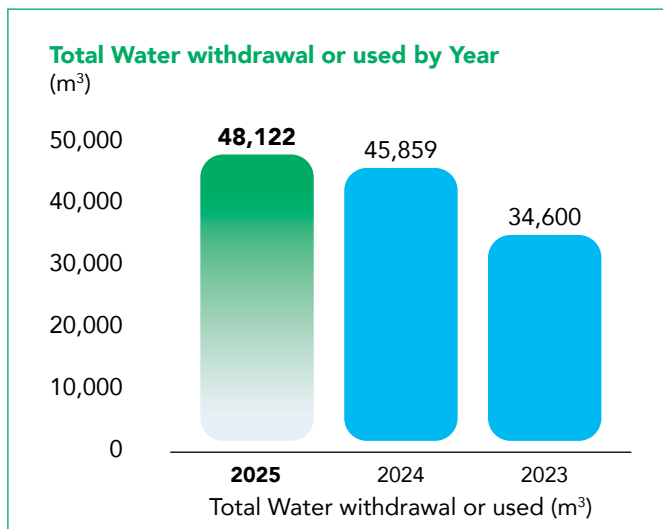
All wastewater generated from the Group's operations is discharged to off-site treatment facilities via municipal sewerage systems and treated in accordance with Department of Environment ("DOE") requirements. There were no spills, unauthorised discharges or incidents of regulatory non-compliance related to water during the reporting period. An overview of our water withdrawal, water discharge and water intensity ratio are as follows:

Total Water Withdrawal ⁽¹⁾ , by Source:	Unit	FY2025	FY2024	FY2023
Municipal Potable Water Supply	m ³	48,061	45,791	34,551
Harvested rainwater	m ³	61	68	49
Surface water from rivers, lakes and natural ponds	m ³	0	0	0
Groundwater from wells, boreholes	m ³	0	0	0
Used quarry water collected in the quarry	m ³	0	0	0
External wastewater	m ³	0	0	0
Sea water, water extracted from the sea or the ocean	m ³	0	0	0
Total Water withdrawal or used	m ³	48,122	45,859	34,600
	ML	48.1	45.9	34.6
Total water discharged to offsite water treatment	m ³	48,122	45,859	34,600
Revenue	RM' million	771	752	659
Water Use Intensity Ratio ⁽²⁾	m ³ / Revenue	62.42	60.98	52.50

Notes:

⁽¹⁾ The withdrawal of water is measured based on supplier statements and meter readings.

⁽²⁾ Water use intensity is calculated as a percentage of water withdrawal (in m³) divided by total revenue in (RM).



SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Water Management (Cont'd)

In FY2025, total water withdrawal across the Group increased to 48.1 megalitres, representing a 4.79% increase compared to the previous year. This increase was primarily attributable to:

- Full-year occupancy of the newly commissioned Batu Kawan fourth facility ("BK4") in 2025, compared to eight months of occupancy in 2024, as well as the inclusion of operations in Ireland, Slovakia, the US and Singapore; and
- High overall operational activity and workforce expansion, resulting in increased demand for potable water and employee welfare facilities.

Despite the increase in absolute water withdrawal, the Group's water intensity and withdrawal-to-use ratio remain within internal targeted thresholds. Water-related risks continue to be assessed as manageable, supported by ongoing efficiency initiatives and the use of rainwater harvesting systems.

Water consumption is monitored monthly against activity-based internal water-intensity indicators. Any material variances are reviewed by the CFO and operational management to identify inefficiencies, operational changes or potential leakage. Water efficiency measures are embedded within operational planning, preventive maintenance programmes and employee awareness initiatives.

Although the Group currently operates in areas assessed as low water-stress regions, we continue to monitor changes in climate conditions, water availability and regulatory expectations. The Group remains committed to engaging responsibly with local communities and authorities to ensure its operations do not adversely impact public water access and to supporting initiatives that promote long-term water sustainability.



Waste Management

The Group recognises that waste generation is an inherent aspect of its operations and is committed to minimising associated environmental impacts through waste reduction, reuse and recycling where practicable.

Waste reduction is achieved through effective operational planning, procurement discipline and inventory management. By optimising purchasing based on actual needs and closely monitoring storage conditions, the Group reduces waste arising from over-procurement, obsolescence and improper handling. As a result, waste generation per unit of product is currently limited, with minimal opportunities for further reduction in the near term.

Where feasible, the Group prioritises the use of environmentally preferable materials, including biodegradable products and inputs sourced from recycled or sustainable sources. While adoption is currently constrained by operational requirements, the Group continues to explore viable alternatives to further reduce waste impacts.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Waste Management (Cont'd)

The Group's waste management practices are aligned with Malaysia's National Solid Waste Management Policy and comply with all applicable waste disposal regulations prescribed by the DOE. An overview of the waste generated is as follows:

Waste Category	FY2025 (tonnes)	FY2024 (tonnes)	FY2023 (tonnes)
Waste directed to disposal:			
Hazardous Waste	99	121	93
Non-Hazardous Waste ⁽¹⁾	376	259	105 ⁽²⁾
Waste diverted from disposal	171	173	126
Total Waste Generated	646	553	324

Notes:

⁽¹⁾ These non-hazardous wastes include general solid wastes, containers or drums, packaging materials and wood pallets.

⁽²⁾ The data disclosed is only from July 2023 onwards.

Hazardous Waste Management

Most of Greatech's products are non-hazardous. For operations involving hazardous materials, primarily cutting oils and cooling lubricants used in metal fabrication, environmental risks are managed through proper labelling, technical guidance and established handling, storage and disposal procedures. Contaminated metal chips and spent fluids are classified as scheduled wastes due to their potential risk to health and the environment.

Greatech engages licensed/ certified waste management companies to collect, treat and recover these wastes in compliance with applicable local environmental regulations. Employee safety and environmental protection are reinforced through mandatory training for new hires and annual refreshers for relevant staffs, covering waste segregation, safe handling, emergency response and regulatory compliance.

In FY2025, both the absolute quantity and revenue-intensity ratio of scheduled waste SW422 and SW307 declined, reflecting improved process control, enhanced material utilisation and more efficient management of chemical-related inputs, including tighter inventory controls and waste segregation practices.

Conversely, the total volume of other hazardous waste increased from 22 tonnes to 27 tonnes during the reporting period. This increase was primarily attributable to an expanded reporting boundary in FY2025, which now includes the Group's operation in Slovakia and Ireland. The Slovakia facility operates an on-site canteen and expanded employee welfare facilities, resulting in higher generation of ancillary hazardous waste streams, particularly water-based cleaning solutions.

The table below showcases summary based on scheduled waste code:

SW Code ⁽¹⁾ (tonnes) ⁽³⁾	FY2025	FY2024	FY2023
SW422	53	78	68
SW307	19	21	15
Others ⁽²⁾	27	22	10
	99	121	93

Notes:

⁽¹⁾ Scheduled Waste Codes:

- SW422: Mixture of scheduled and non-scheduled wastes.
- SW307: Spent mineral oil-water emulsion.

⁽²⁾ Other scheduled waste consists of adhesive glue/waste containing organic solvents; metallic dust, slag, dross or ash; contaminated rags, plastics, papers or filters; cleaning solutions, oil and batteries.

⁽³⁾ Volume of waste is calculated based on weight slips from the waste recipients for deliveries.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Waste Management (Cont'd)

Hazardous Waste Management (Cont'd)

Scheduled Waste Intensity Ratio	Unit	FY2025	FY2024	FY2023
Revenue	RM' million	771	752	659
As a % of revenue (total tonnes/total revenue):	tonnes/Revenue			
- SW422		6.9%	10.4%	10.3%
- SW307		2.5%	2.8%	2.3%
- Others		3.5%	2.9%	1.5%

Waste Diverted from Disposal

Greatech prioritises waste diversion through systematic segregation, recycling and reuse across our operations. Recyclable materials generated from production activities, including aluminium, mild steel and stainless steel, are segregated at source to preserve material quality and enable effective recovery within the circular economy. Dedicated collection points are provided for specific recyclable streams such as cardboard and paper, which are managed by separately appointed contractors.

General waste, however, is currently not segregated into recyclable and non-recyclable streams and is handled as a mixed waste stream by appointed contractors for disposal. Where feasible, packaging materials such as wooden pallets and carton boxes are reused or repurposed to minimise overall waste generation. The Group continues to assess opportunities to enhance waste segregation practices, particularly for general waste, as part of its ongoing efforts to improve resource efficiency and waste management performance.

In FY2025, the Group diverted 171 tonnes of waste from disposal through recycling (FY2024: 173 tonnes), representing a marginal 1.2% year-on-year decrease. This performance was achieved despite an expanded reporting boundary in FY2025, which now includes the Group's foreign operations, enhancing the completeness of waste reporting across the Group.

All recyclable materials were segregated at source and managed by licensed recyclers in accordance with applicable local regulations. The Group continues to prioritise waste segregation, recovery and recycling as part of its circular economy and resource efficiency initiatives.

Recycled Waste Category	Unit	FY2025	FY2024	FY2023
Carton box	tonnes	38	32	5
Plastic		2	(1)	(1)
Metal scrap		109	124	98
Aluminium		14	9	11
Stainless steel		6	8	9
Electrical item		0	0	3
Copper wire		1	0	0
Other batteries and accumulators		1	0	0
Total		171	173	126

Note:

⁽¹⁾ Amount disposed less than 1 tonne.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2)

Introduction and basis of preparation

Introduction

Greatech is committed to addressing climate change in a manner that safeguards our communities, the environment and the long-term resilience of our business. As climate-related risks and opportunities ("CROs") increasingly influence enterprise value, we embed sustainability and climate considerations into our operations and value chain to inform strategic decision-making and long-term business continuity.

We support the objectives of the 2015 Paris Agreement and recognise the importance of coordinated global action to limit the increase in global average temperatures to well below 2°C above pre-industrial levels, with efforts to pursue a 1.5°C pathway. Our climate strategy continues to evolve in response to advances in science, regulation and stakeholder expectations, and our approach to managing CROs will adapt as climate methodologies and data improve over time. The accelerating impacts of climate change, with recent years among the warmest on record, highlight a new era of climate extremes and reinforce the urgency for decisive action by both governments and businesses to mitigate greenhouse gas ("GHG") emissions and strengthen climate resilience. As a leading sustainable automation solutions provider, Greatech recognises both the risks posed by climate change and the commercial opportunities arising from the transition to a low-carbon and circular economy. Our automation solutions support customers in improving energy efficiency, reducing waste and advancing their own decarbonisation objectives.

The Global and Domestic Regulatory Landscape

In June 2023, the ISSB issued IFRS S1 (General Requirements) and IFRS S2 (Climate-related Disclosures), establishing a global baseline for high-quality, decision-useful sustainability financial disclosures. In response, the Securities Commission Malaysia ("SC") launched the NSRF on 24 September 2024 to align domestic reporting with these international standards.

As a Large Category issuer (Main Market listed issuers with a market capitalisation of RM2 billion and above), Greatech is mandated to align its sustainability disclosures with the IFRS Sustainability Disclosure Standards for annual reporting periods beginning on or after 1 January 2025.

In 2024, we aligned our sustainability reporting with the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"). Following the establishment of the ISSB and its assumption of the TCFD mandate, we continue to enhance the consistency, comparability and decision-usefulness of our disclosures in accordance with the ISSB IFRS.



SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

First-time Adoption and Transition Reliefs

In this reporting cycle, Greatech has adopted IFRS for the first time in its sustainability report for the year ended 31 December 2025 utilising the additional transition reliefs ("ATRs") provided by the ISSB and endorsed under the NSRF to establish reporting foundation:

- **IFRS S2 Focus:** We have focused exclusively on climate-related financial disclosures under IFRS S2. Full IFRS S1 disclosure (for other sustainability topics) will be integrated in 2027.
- **Comparative Information Relief:** As permitted during the first year of adoption under the NSRF, we have omitted comparative sustainability information to focus on establishing a high-quality baseline for 2025.
- **Value Chain & Scope 3 Transition:** We are currently strengthening our value chain data collection processes. For 2025, we have utilised the transition relief to prioritise the accuracy of Scope 1 and Scope 2 emissions, while preparing for mandatory Scope 3 disclosures in line with the NSRF roadmap.

This climate report is prepared in accordance with the IFRS S2 Climate-related Disclosure Standard, providing information on CROs that could reasonably be expected to affect Greatech's strategy, financial planning, operations and long-term value creation as at 31 December 2025. It complements our broader sustainability report disclosures, which together provide a comprehensive view of our sustainability performance, governance and strategic response.

Governance

Board governance on climate-related risks and opportunities

The governance structure described in the Sustainability Governance section also applies to climate-related matters. The following disclosures highlight climate-specific oversight and decision-making.

Greatech maintains a strong governance framework to oversee sustainability and environmental, social and governance ("ESG") topics, including climate change. The Board holds primary responsibility for the Group's ERM program, which integrates CROs into corporate strategy and decision-making.

The Board's key responsibilities include:

- Approving climate policies, strategies and transition plans, including endorsing the Group's decarbonisation pathway.
- Reviewing long-term resilience and CROs when guiding corporate strategy and major transactions.
- Ensuring integration of climate considerations into overall business strategy and risk management processes.

To support this mandate, the Board delegates oversight of sustainability and climate-related issues to the ARMC. The ARMC evaluates findings from climate risk assessments, financial implications and provides recommendations to the Board for informed decisions on resource allocation and implementation of climate initiatives.

Accountability is reinforced through the RC, which integrates sustainability performance targets into the executive compensation framework. These targets align management incentives with the Group's emission reduction milestones.

The Board recognises that non-climate sustainability risks may involve trade-offs across ESG priorities. In discharging its oversight responsibilities, the Board, supported by relevant Board Committees and Management, adopts a structured approach to evaluating such trade-offs, taking into consideration the potential financial, operational, regulatory and reputational impacts of each risk. Where competing priorities arise, the Board assesses the short, medium and long-term implications of decisions, guided by the Group's risk management framework, corporate values and stakeholder interests. This includes balancing factors such as cost, operational efficiency, environmental impact, employee well-being and compliance obligations.

Material trade-offs are deliberated at Board and Committee meetings, with input from Management, to ensure that decisions are aligned with the Group's strategic objectives, risk appetite and commitment to sustainable value creation.

In 2025, the Board evaluated the trade-off between the immediate capital expenditure required for the 2.80 MW solar panel installation and the Group's short-term liquidity goals. While the project required significant upfront investment (Financial Trade-off), the Board determined that the long-term benefits, namely energy price resilience (Operational), carbon footprint reduction (Environmental) and alignment with international supply-chain standards (Strategic) outweighed the short-term capital impact. The decision reflects our commitment to balancing immediate fiscal discipline with long-term institutional resilience.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Governance (Cont'd)

Board governance on climate-related risks and opportunities (Cont'd)

In 2025, the Board and its Committees convened at least four times receiving regular updates on climate-related matters. These deliberations ensure that climate considerations are systematically embedded in governance practices and aligned with Greatech's long-term objectives for sustainable value creation.

Key governance activities in 2025 for the Board and its Committees included:

- reviewing 2024 climate performance i.e. verified final 2024 GHG inventory and approving TCFD report for the 2024 Sustainability Report;
- evaluating the climate-resilience of major capital expenditures i.e. approved the RM6.5 million budget for Phase 2 solar photovoltaic ("PV") installation at Batu Kawan facility 2 ("BK 2") and facility 4 ("BK 4");
- approving and monitoring progress against sustainability-linked Key Performance Indicators ("KPI") to Scope 1 & Scope 2 reduction targets;
- received updates on the CROs assessment for the Malaysia operations; and
- received updates on Internal Audit's report on energy emission controls.

By receiving bi-annual updates from the CFO on key enterprise risks, the Board maintains a dynamic feedback loop that informs the Board's decisions on capital allocation and strategic transactions, ensuring Greatech remains agile in the face of the low-carbon transition.

ARMC

The ARMC serves as the cornerstone of Greatech's climate oversight, supporting the Board in overseeing the identification, assessment and management of CROs and ensuring that these considerations are appropriately integrated into the Group's financial planning and strategic decision-making processes. Operating under a mandate from the Board, the ARMC provides independent oversight and constructive challenge to Management on climate-related matters within the Group's ERM framework.

The effectiveness of the ARMC is strengthened by the diverse backgrounds of its members, who collectively bring legal, financial and industrial domain expertise. This multidisciplinary perspective enables climate-related strategic options to be evaluated through a balanced, enterprise-wide lens, supporting informed decision-making and long-term value creation.

The ARMC is responsible for reviewing and challenging the processes used by Management to identify, assess and prioritise both physical and transition risks, including robustness of underlying assumptions, methodologies and controls. The Committee also monitors progress on the Group's decarbonisation initiatives and, where relevant, related risk mitigation measures. In 2025, the ARMC convened four meetings, of which two (2) meetings with agendas relating to climate matters, with 100% attendance by its members.

Management's role

Executive Risk Management Committee ("ERMC")

The ERMC plays a pivotal role in integrating the ERM process within the Group's climate-related activities and initiatives. The ERMC is tasked with the comprehensive review of risk assessments associated with climate initiatives and reporting mitigation plans and procedures to both the ARMC and the Board.

The ERMC comprises representatives from key functional areas, senior management and is chaired by the Executive Director. The committee convenes bi-annually to evaluate the current risk landscape and submits a Risk Report to the ARMC, which in turn updates the Board on any material changes to the Group's risk profile. The ERMC also steers the ongoing development of the Group's decarbonisation strategy, thereby reducing the Group's exposure to transition risks while minimising its environmental impact.

Sustainability Working Group ("SWG")

Supporting the ARMC is the SWG, an executive-level body chaired by the Chief Executive Officer ("CEO"). The SWG is tasked with the seamless integration of climate-related considerations into the Group's core business strategy. Led operationally by the CFO, the SWG ensures that sustainability is not a standalone function but a cross-departmental discipline. Its key responsibilities include:

- collecting and consolidating sustainability performance data, including climate-related information, for internal reporting and external financial disclosures;
- leading the materiality assessment process to identify and prioritise CROs that impact enterprise value;
- developing and recommending sustainability strategies, policies and frameworks;
- overseeing the day-to-day implementation of the Group's decarbonisation plans and tracking progress against approved metrics and targets; and
- channeling feedback from external stakeholders and leveraging expertise from consultants and public sector groups, such as the Penang Green Council ("PGC"), to refine our climate tactics.

The CFO, appointed by the Board, manages sustainability initiatives, guiding investment planning to prioritise emissions reduction projects based on financial feasibility and environmental impact. It also develops performance measurement systems that embed climate strategies into the Group's daily operations.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Management's role (Cont'd)

Sustainability Working Group ("SWG") (Cont'd)

To maintain transparency, the CFO provides half yearly updates to the Board and its Committees on the potential financial impacts of CROs on the Group's consolidated financial statements that would provide material information, including targets and progress against non-financial metrics.

The SWG works closely with operational teams through a structured feedback mechanism to monitor and manage CROs, and to drive consistent implementation of the Group's climate strategy across all levels of the organisation with clear accountability.

Board Skills and Competencies for Climate Oversight

Greatech ensures that our leadership remains at the forefront of the global sustainability transition. By combining mandatory compliance with specialised expertise, we maintain a governance structure that is both resilient and forward-looking.

We believe that climate-related financial competence is a prerequisite for effective leadership. Our development program is structured as follows:

- **Board Competency Development:** Since 2024, 100% of our Directors completed the mandatory sustainability training prescribed by Bursa Securities, establishing a baseline in ESG regulatory developments and climate reporting.
- **Management and Organisational Capability:** To move beyond compliance, the Board, senior management and key personnel participate in intensive workshops. These sessions, facilitated by external consultants and Bursa Securities, focus on the technical aspects of climate risk identification (physical and transition), impact assessment, opportunity evaluation and ESG reporting practices under IFRS S2.

The Board maintains an "outside-in" perspective to ensure the Group's strategy remains responsive to external development. This is supported by regular insights from internal team of subject-matter experts, company secretaries and external sustainability consultants on emerging regulatory requirements (including mechanism such as the EU Carbon Border Adjustment Mechanism ("CBAM")) and shifting customer expectations in the automation sector, complement by ongoing engagement with investors, regulators and industry peers to benchmark Greatech's practices against leading international standards and reinforce sustainability as a source of long-term competitive advantage.

Climate-related Performance in incentive schemes

Non-financial KPIs form an integral part of the Group's annual bonus framework, ensuring financial performance is achieved in tandem with important non-financial considerations, particularly sustainability and climate-related objectives.

In 2025, climate-related performance objectives were incorporated into the incentive structure of the CPO. These objectives were aligned with the Group's decarbonisation strategy and transition priorities, with a focus on driving the implementation of operational initiatives related to emissions management, energy efficiency and climate resilience, reinforcing accountability at the senior management level for the execution of climate-related actions.

The CPO performance was assessed against defined environmental KPIs, including:

- **Emissions reduction:** progress toward Scope 2 GHG reduction targets;
- **Energy efficient:** improvement in energy intensity, measured as MWh per RM million of revenue; and
- **Strategic execution:** advancement of climate-related initiatives supporting operational resilience and decarbonisation.

Oversight of the incentive framework rests with the Board, supported by the RC and NC. The Board will continue to evaluate the appropriate scope and weighting of climate-related performance metrics within executive remuneration structures, considering material CROs, long-term value creation and the Group's transition objectives.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Management's role (Cont'd)

Climate-related Performance in incentive schemes (Cont'd)

Beyond senior management, climate-related and broader ESG KPIs are cascaded throughout the organisation via Heads of Departments ("HODs"), ensuring alignment across operational levels. HODs are held accountable for climate-related performance, which is formally assessed through annual performance appraisals and directly linked to remuneration outcomes and career progression.

The details of incentive schemes are presented as follows:

Levels	Performance Evaluation Criteria
Board Level	The Directors undertake annual performance assessments to evaluate its overall effectiveness and identify challenges encountered during the year. Similar collective performance evaluations are also carried out for the Board's Committees, namely the ARMC, the Nominating Committee ("NC") and RC. The outcomes and recommendations arising from these assessments are presented to the Board and form the basis for developing actionable guidelines to strengthen the Board and its Committee effectiveness in a structured and measurable way.
Management Level	The Company conducts annual evaluations of its Chief Executives' performance against pre-determined KPIs which include financial results, delivery of long-term strategic objectives and individual performance aligned with the Group's sustainability commitments. The Chief Executive's salary adjustment and bonus has been determined by his/her key KPI scores and performance results in the reporting year (short term) and by the Company's long-term strategies, including ESG. Climate-related KPIs such as progress on emissions reduction, energy efficiency and decarbonisation initiatives are embedded within the assessment framework and aligned with the Group's growth objectives. These are monitored through measurable indicators linked to the Company's transformation target of increasing onsite renewable energy sources to 25% by 2030. Performance outcomes, together with leadership responsibilities, management development and prevailing economic conditions, directly inform remuneration decisions, reinforcing accountability for both financial and climate objectives.
Employee Level	To strengthen accountability for climate action, Greatech has integrated climate-related performance into its incentive schemes. Annual performance assessments begin with the establishment of Group-wide climate and sustainability goals, which are cascaded into KPI for Key Management Personnel and further aligned across business functions and operating units. These KPIs include GHG emissions reduction, energy efficiency and progress on sustainability initiatives. Performance is monitored throughout the year, with periodic check-ins between employees and supervisors to review progress, identify support needs and ensure alignment with corporate climate goals. Year-end evaluations directly influence remuneration outcomes, linking rewards and recognition to the achievement of both financial and climate-related objectives.

Strategy

Greatech recognises that climate change, manifested through increasingly volatile weather patterns and ecosystem degradation, poses material operational, environmental and social risks. As a key material matter, climate considerations are embedded in the Group's strategic direction to enhance business resilience, support long-term value creation and align with a 1.5°C pathway.

Building on its prior TCFD alignment, Greatech has continued evolving its climate assessment and reporting to comply with IFRS S2, focusing on climate-related disclosures and strengthening baseline data quality, particularly for Scope 1 and Scope 2 while preparing for Scope 3 readiness.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Strategy (Cont'd)

A. Climate Strategy

The Group's climate strategy focuses on reducing energy consumption and emissions intensity, while maintaining operational continuity across a multi-site footprint.

- i) Emissions Reduction (Scope 1 and Scope 2):
 - Reducing our Scope 1 and Scope 2 GHG emissions through energy efficiency improvements and optimisation of energy-intensive processes;
 - Embedding climate-responsive features into our facility designs to minimise the need for mechanical heating and cooling;
 - Ongoing retrofit program focuses on high-impact amenities such as air-conditioning units and chillers; and
 - Initiatives are integrated into operational planning and capital allocation, aiming to reduce emissions intensity while delivering cost efficiencies.
- ii) Renewable Energy Integration
 - Expanding on-site renewable energy capacity at our facilities; and
 - Approximately 25% of future GHG reductions, in relative to our 2024's emission production, are expected to be achieved through renewable energy deployment, reducing reliance on grid electricity and lowering the Group's carbon footprint.
- iii) Low-Carbon Mobility
 - Gradually transitioning the vehicle fleet to 100% battery-powered vehicles, reducing emissions from mobile combustion sources; and
 - Fleet electrification is aligned with the Group's broader operational and sustainability objectives.

These actions are underpinned by continued investment in data quality, monitoring and reporting capabilities, enabling more informed decision-making and progressive refinement of our emissions reduction initiatives.

B. Value-Chain Focus (Scope 3) & Growth Opportunities

Managing emissions across the value chain remains a critical focus. We are intensifying our efforts to address Scope 3 emissions through:

- Supplier engagement: collaborating with key suppliers to improve emissions data quality and implement shared emissions reduction strategies.
- Customer integration: working with customers to optimise product usage and lifecycle management, ensuring that our sustainable automation solutions minimise total GHG impacts.
- Revenue opportunities: investments in energy-efficient solutions are designed to align with evolving market trends, enabling Greatech to capture new revenue streams as customers prioritise ESG-aligned technology partners.

C. Climate-related risks and opportunities

During this period, we conducted two CROs assessment across our primary reporting entities in Malaysia. To ensure the technical rigour of this assessment, Greatech collaborated with the external sustainability experts to perform a high-level qualitative analysis. We have identified potentially material CROs and the corresponding mitigation and adaptation strategies on our CROs Matrix as below. This study focuses on potential impacts to our operations, supply chain and businesses primarily in Malaysia, considering the complex factors associated with a global transition to a low-carbon economy.

While potential risks exist, the nature of our business does not expose us to material climate-related risks that could significantly impact our financial or strategic objectives. Our assessment categorised climate-related threats into two primary domains: physical risks (direct impacts on our assets and people) and transition risks (market and regulatory shifts) recognised as a key material topic. The analysis identified physical risks (acute impacts from extreme weather events and chronic impacts from long-term climate shifts), potential regulatory and transition market risks and opportunities (policy, regulatory, market and technology changes associated with the low-carbon transition).

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Strategy (Cont'd)

C. Climate-related risks and opportunities (Cont'd)

Physical risks refer to the direct impacts of climate change, which can be either acute or chronic.

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

We recognise that transition risks and opportunities are more likely to affect our company over the short to medium term than physical risks. Among physical risks, we are more likely to experience some acute, rather than chronic, impacts related to extreme weather during this decade. Long term, all risks and opportunities are expected to grow in likelihood and impact, though in differing ways depending on various possible climate scenarios.

D. Group-wide Response

The following mitigation and adaptation measures are applied at the Group level.

- Governance and planning integration
 - CROs are embedded into governance, decision-making processes and capital allocation planning.
 - Board oversight is exercised through annual strategy review and regular updates on ESG and climate-related topics.
- Operational resilience and asset protection
 - Implementation of business continuity, disaster recovery and emergency response plans.
 - Preventive inspection and maintenance programmes to enhance site resilience.
 - Insurance coverage maintained to mitigate potential financial losses arising from asset and property damage.
- Monitoring and preparedness
 - Ongoing monitoring of weather patterns and emerging risk indicators by management.
 - Engagement with relevant authorities and stakeholders, where appropriate, to support broader adaptation efforts.

- Efficiency, resource optimisation and decarbonisation
 - Execution of energy efficiency initiatives and operational optimisation measures.
 - Investments in energy-efficient technologies and renewable energy exploration/deployment.
 - Initiatives to minimise waste, optimise water usage and strengthen energy management practices.
- Supply chain and logistics continuity
 - Multi-sourcing strategies and diversified logistics partnerships to reduce disruption risks.
 - Transparent communication with customers and contingency manpower planning to maintain operational continuity and safeguard personnel.
- Workforce health & safety (heat-related)
 - Provision of energy-efficient, climate-controlled workspaces and hydration measures to protect employee wellbeing during periods of extreme heat.

Key climate risks, their potential financial impact and corresponding response strategies are summarised as follows:

Physical Risks

The Group has mapped the expected timing of CROs across defined time horizons. Acute physical risks, such as extreme weather events, are assessed as short-term risks due to their immediate operational and financial impacts. Chronic physical risks, including rising temperatures and sea level rise, are expected to materialise over the medium to long term.

Transition risks, such as carbon tax and evolving regulatory requirements, are expected to impact the Group in the short to medium term, while opportunities arising from technological advancements and sustainable products are expected to generate value over the medium to long term. This mapping enables the Group to prioritise mitigation and adaptation strategies aligned with the timing and severity of each risk and opportunity.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Physical Risks (Cont'd)

Physical Risk	Potential Financial Impact	Adaptation Strategy
Acute: Extreme heat, extreme rainfall flooding Time Horizon: Short-term	Own Operations - Increased operating costs arising from extreme weather, which may delay or force temporary suspension of business operations; - Revenue losses due to operational disruptions, including blocked access routes for employees and logistics, and potential penalty charges for delays in project delivery; - Higher capital expenditure required to repair or restore damaged physical assets and infrastructure affected by climate-related events; - Reduced asset value and higher insurance costs from weather-related damages, leading to increased premiums and lower market valuations of affected facilities. Upstream: Supply Chain - Project schedule delay due to shipment disruptions caused by extreme rainfall or floods affecting ports, transportation routes or supplier facilities; - Increased contractual and penalty costs arising from delayed project completion linked to disrupted raw material supplies.	Apply Group-wide response a to f. Risk-specific adaptation measures: - The Group has 10 manufacturing facilities across Penang, Ireland, Slovakia and North America. Some production activities can be shifted between sites to ensure business continuity. - The Group's BK4 facility was constructed on a raised 3-metre platform, exceeding the authority's 2.5-metre requirement, while other BK facilities were similarly elevated to reduce exposure to coastal flooding. - Implementation of enhanced drainage systems, floor barriers where necessary and incorporation of flood detention ponds in the design and planning of new projects.
Chronic: Rising average temperatures and rising sea level increased risk of coastal flooding Time Horizon: Medium to Long-term	Own Operations - Higher energy costs from increased cooling demand to maintain safe working conditions for personnel and equipment; - Increased maintenance and potential capital expenditure for HVAC and chiller systems to cope with more frequent and extreme temperature fluctuations; - Higher construction and retrofitting expenses to incorporate flood-resilient design features such as elevated foundations, reinforced structures or enhanced drainage systems; - Long-term reduction in asset values or increased insurance premiums for facilities exposed to coastal flooding and sea-level rise.	Apply Group-wide response a to d.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Transition Risks and Opportunities

Transition Risk / Opportunity	Potential Financial Impact	Adaptation Strategy
Policy & Legal Risk – Carbon Tax Time Horizon: Short to Medium-term	Own Operations, Upstream and Downstream - Increased operating costs from prospective carbon taxes on carbon-intensive raw materials such as iron and steel, as signalled in the government's FY2024 budget (pending further regulatory details); - Higher compliance costs associated with meeting evolving regulatory requirements under the Energy Efficiency and Conservation Act 2024, including investments in more energy-efficient production facilities and related reporting obligations; - Potential increase in capital expenditure to retrofit or upgrade existing assets in order to align with stricter emissions and energy performance standards; - Risk of margin compression if additional costs cannot be fully passed through to customers; - Potential access to government incentives, subsidies or preferential financing schemes for investments in energy efficiency, renewable energy or low-carbon technologies; - Competitive advantage through early compliance and adoption of advanced energy-efficient production processes, strengthening market positioning and customer confidence; - Long-term cost savings from improved energy efficiency, lower emissions intensity and reduced exposure to future carbon pricing mechanisms.	Apply Group-wide response a, d and e. Risk-specific adaptation measures: - Continuous monitoring of regulatory developments to ensure timely compliance with emerging carbon tax frameworks and energy efficiency standards. - Integration of regulatory compliance considerations into long-term planning and investment decisions to enhance resilience against policy-driven risks.
Technological Advancements – Sustainable Products Time Horizon: Medium to Long-term	Own Operations, Upstream and Downstream - Enhanced revenue potential by leveraging clean technologies to strengthen competitiveness, appeal to sustainability-conscious customers and meet evolving market and regulatory expectations; - Adoption of green technologies such as electric vehicles ("EVs"), solar panels and other renewable energy solutions can generate long-term cost savings and operational efficiencies; - Reduction in Scope 2 emissions through increased use of self-generated renewable energy, lowering exposure to future carbon pricing mechanisms.	Apply Group-wide response a and d. Opportunity-specific adaptation measures: - The Group applies Product Stewardship across key areas such as sustainable raw materials, energy management, restriction of chemicals (REACH), and hazardous substances (RoHS) to develop resource efficient products that meet customer demands and reduce long-term production costs. - Operational initiatives include improving water efficiency through Aqua Save Certification program and achieving Green Office standards (Penang Green Council), alongside adopting energy-efficient technologies. These actions position Greatech to capture low-carbon market opportunities, enhance compliance with ESG standards and support long-term business growth.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Transition Risks and Opportunities (Cont'd)

The Group continues to capture climate-related opportunities through the provision of sustainable automation solutions supporting customers in the solar and EV sectors. These sectors represent key growth drivers aligned with the global transition to a low-carbon economy.

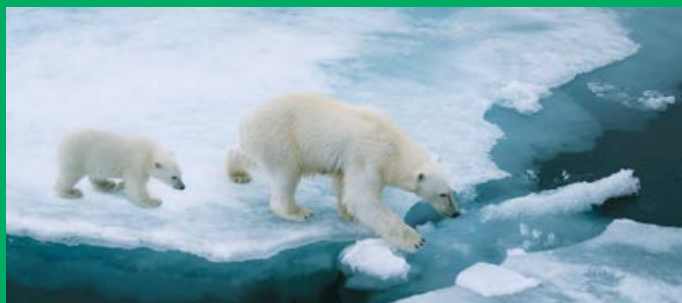
During the reporting year, revenue derived from solar and EV-related projects accounted for approximately 71% of the Group's total revenue, based on the internal classification of project segments. In the absence of asset-level tracking, the Group has applied a revenue-based proxy and estimates that approximately 71% of its assets are deployed to support these climate-aligned activities, on the basis that asset utilisation broadly corresponds with revenue contribution.

These estimates are derived using internally developed methodologies and reasonable assumptions and will be further refined as the Group enhances its data tracking and reporting capabilities. The Group expects the contribution from climate-related opportunities to increase over time, supported by continued demand in renewable energy, e-mobility and data centres that enable digital efficiency and emissions reduction as part of the broader transition to a lower-carbon economy.

Climate resilience and scenario analysis

In 2024, Greatech piloted its first climate scenario analysis using third-party data and recognised international literature to assess physical climate risks, given our reliance on physical manufacturing sites and skilled workforce availability. This exercise provided valuable insights into potential climate impacts and informed our adaptation planning.

In 2025, we reviewed climate risk patterns and confirmed that the underlying assumptions remain unchanged. Therefore, the same physical climate scenario and time horizons continue to apply. We will continue to refine our scenario analysis as data quality improves and as regulatory, scientific and policy developments evolve.



Approach

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

- Global surface temperature increases of 1.1 Celsius above pre-industrial levels (2011-2020 baseline)
- WEF Global Risk 2024 Report highlighting potential 3 Celsius scenario by 2034
- Time horizons:
 - o Short-term: 1-2 years (aligned with annual budgeting);
 - o Medium-term: 2-8 years (aligned with strategic and capital planning); and
 - o Long-term: Up to 10 years (extending to 2034), providing high visibility for business resilience assessment and strategic adaptation.

While we considered a 1.5 Celsius scenario, our focus remains on worst-case pathways (2 Celsius and 3 Celsius worlds) given IPCC projections that the 1.5 Celsius threshold will likely be crossed in the early 2030s.

Under a 3 Celsius scenario, the Group expects increased exposure to acute and chronic physical risks, which may result in the following indicative financial implications:

- Capital Expenditure ("CAPEX")
 - o Additional investments may be required for flood mitigation measures i.e. elevated infrastructure, drainage systems, flood barriers and facility upgrades could result in a moderate uplift in CAPEX over the medium term, primarily aligned with planned expansion and upgrading cycles.
- Operating Costs:
 - o Increased energy consumption for cooling and ventilation may raise electricity costs by approximately 2%-5% annually, particularly in high-temperature regions
- Insurance Costs
 - o The Group may experience progressive increases in insurance premiums in line with higher climate risk exposure and evolving underwriting practices over the medium to long term.
- Revenue Disruption
 - o Short-term operational disruptions from extreme weather events could result in temporary revenue impacts due to operational downtime and supply chain interruptions.

These estimates are based on internal assessments, historical trends and external climate projections, and are subject to ongoing refinement as data availability improves.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Outcomes of Scenario Analysis on Physical Climate Risks

Our analysis indicates heightened exposure to physical climate risks specifically related to extreme heat, extreme rainfall and coastal flooding. To mitigate these, we have formalised the following resilience measures:

- Operational hardening: Enhanced monitoring of weather patterns to ensure the immediate safety of our workforce and the security of our manufacturing sites.
- Geographical diversification: Identifying and evaluating alternative production sites to supplement our main Penang facilities, reducing geographic concentration risk.
- Financial safeguards: Continuous review of our insurance portfolios to ensure comprehensive coverage against climate-driven asset damage.
- Resilient governance: Ongoing enhancement of our Business Continuity Management ("BCM") framework to minimise downtime during climate-related disruptions.
- Policy advocacy: Engaging with state and federal government bodies to support broader climate adaptation infrastructure i.e. flood mitigation upon which our operations rely.

Acknowledging Challenges and Continuous Improvement

Greotech remains committed to refining our climate modelling. We recognise current industry-wide challenges, including:

- Difficulty in defining climate tipping points and assessing their probability and timing;
- Limited availability of detailed, localised government-led climate scenarios and adaptation plans, which are critical inputs for corporate planning; and
- Constraints in existing climate models, which may not fully capture non-linear impacts and complex system interdependencies.

Risk management

The Group's ERM function is responsible for identifying, assessing and documenting material impacts, risks and opportunities including climate-related risks, together with their associated controls and mitigation measures.

In 2025, the identification and assessment of CROs remained a key focus of the Group's ERM activities. Functional heads worked collaboratively with external risk consultants to systematically map the Group's enterprise risk universe, ensuring that climate-related risks are comprehensively identified, evaluated and integrated into the overall risk management framework.

The Group has identified a range of climate-related physical and transition risks and assessed them using a structured likelihood-impact matrix. The climate-related risks include chronic heat stress on operations, supply chain disruptions arising from climate impacts in key sourcing regions, and energy price volatility linked to the global low-carbon transition.

Acute physical risks, such as floods and extreme weather events, are assessed as closely associated with operational/finance risks, particularly for facilities located in climate-vulnerable regions. Transition risks, including carbon pricing mechanisms and evolving regulatory requirements, are also actively monitored due to their potential financial and operational implications.

From the enterprise risks identified, climate-related risks are classified as a Tier One (most critical) risk, reflecting its potential material impact on the Group's long-term business model, operational resilience and financial performance. This prioritisation places climate risk alongside other principal enterprise risks, including:

- Cybersecurity risks, where potential breaches could disrupt operations or erode stakeholder trust.
- Supply chain risks, arising from component shortages, equipment failures or logistical disruptions.
- Regulatory and compliance risks, particularly in markets with evolving environmental and industrial regulations.

To ensure continued relevance and responsiveness, the climate-related and other material risks and opportunities are reviewed and refreshed on a semi-annual basis. This enables the Group's risk appetite, assumptions and mitigation strategies to evolve in line with changing climate conditions, market dynamics and regulatory developments. The ARMC continuously monitors all Tier One risks for changes in risk ratings, the status of control activities and the adequacy of assurance over these risks.

In addition to the formal enterprise risk assessment process, the Group applies ongoing mechanisms to identify emerging CROs. The SWG conduct continuous benchmarking against industry peers and international best-practices, drawing on guidance from the PGC and specialist external advisors. The CFO, together with the Risk Manager, also undertakes periodic materiality assessments through engagement with internal stakeholders to identify emerging climate-related financial risks and opportunities.

Insights from these processes are communicated regularly to the executive management and functional heads to support timely risk response planning and integration into business and operational strategies. External consultants engage with functional heads on a semi-annual basis to review the enterprise risk register, validate risk assessments and ensure clear ownership, accountability and progress against mitigation actions.

By embedding climate risk identification and assessment in both ERM and strategic planning processes, Greotech ensures that climate resilience is systematically integrated into decision-making and day-to-day operations.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Metrics and targets

Greenhouse gas (GHG) emissions

In FY2025, the Group's total absolute gross GHG emissions were 12,195 metric tonnes of carbon dioxide equivalent (tCO₂e). This included 233 tCO₂e Scope 1 and 11,962 tCO₂e Scope 2 (location-based).

For all its GHG emissions, the Group applies an operational control approach to define its organisational boundary for the purposes of calculating its GHG emissions.

Approximately 98% of the Group's Scope 1 and 2 emissions are in Malaysia and are measured using conversion factor from the Malaysian Green Technology Corporation. The remaining 2%, relating to operations in other regions, are measured in accordance with the GHG Protocol.

The Group's total and disaggregated GHG emissions for the year are as follows:

Metric tonnes of CO ₂ equivalent (tCO ₂ e)	FY2025
Scope 1 GHG emissions	
• The consolidated accounting group	233
• Other investees within the organisational boundary	Nil
Total Scope 1 GHG emissions	233
Scope 2 (location-based and market based) GHG emissions	
• The consolidated accounting group	11,962
• Other investees within the organisational boundary	Nil
Total Scope 2 GHG emissions	11,962
Total Scope 1 and 2 GHG emissions (operational control basis)	12,195

Scope 1 GHG emissions refer to the direct GHG emissions that occur mainly from the consumption of diesel for vehicles i.e., lorries, forklifts and back-up generators owned by the Group.

Scope 2 GHG emissions refer to indirect GHG emissions from the generation of electricity acquired and consumed by the Group. It is primarily used for manufacturing of our system, machinery and equipment from assembly to testing, lighting, office equipment, HVAC systems and production machine, are derived from reported energy quantities. The Group's Scope 2 emissions are measured using the location-based method.

Measurement methodology and key assumptions

Calculation of Scope 1, Scope 2 and Scope 3 emissions

The Group follows the guidelines and methodologies contained in the GHG Protocol: Corporate Standard Reporting Standard (2004) to calculate the Scope 1 and 2 emissions. The Group has used the operational control approach to set its organisational boundary. This approach has been selected as it allows us to manage emissions from our operations where we have practical control to introduce relevant measures and implement operating policies. We have consistently used the same measurement approach since we started measuring GHG emissions in 2020. The Group included 100% of GHG emissions from Greatech Mechatronics (Slovakia) s.r.o from the date of acquisition i.e. 1 April 2025, as this is when the Group operationally controls the entity.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Measurement methodology and key assumptions (Cont'd)

Calculation of Scope 1, Scope 2 and Scope 3 emissions (Cont'd)

The Group measures its Scope 1 and Scope 2 emissions using both internal and external data sources, factoring in uncertainty in measurement and data quality.

Scope 3 emission combine direct measurement and estimates where necessary.

Key assumptions used to measure Scope 1, Scope 2 and Scope 3 emissions are as follows:

Emissions	Activity data	Emission factors	Notes
Scope 1 Emissions			
Fuel consumption	Actual litres purchased based on supplier's invoices x emission factors	UK GHG Conversion Factors 2024	High data quality, low uncertainty due to complete and verifiable invoice records
Scope 2 Emissions			
Purchased electricity (location-based)	Actual electricity meter readings from supplier invoices x emission factors supplied by national grid electricity providers in each jurisdiction	Location-based: Grid emission factors published by national grid electricity. Market-based: Renewable Energy Certificates emission factors published by the electricity supplier.	High data quality, low uncertainty due to complete and verifiable invoice records
Scope 3 Emissions			
Category 6 – Business travel (Emissions arising from air travel for business purposes)	Distance-based method for air travel for each business trip. Invoices, supplier provided data.	GHG Emissions Reporting: Conversion Factors 2024 (freight of goods), supplemented by the International Air Transport Association (IATA) simplified CO ₂ Connect carbon methodology.	High data quality, low uncertainty due to complete and verifiable invoice records
Category 7 – Employee commuting (Emissions arising from employees commuting to and from work at their own expense)	Estimation of fuel consumption based upon the distance travelled from home, and mode of transport collected using employee survey responses	Distance based (survey) and emission conversion using UK GHG Conversion factors 2024	Data quality assessed as reasonable and aligned with the GHG Protocol Corporate Value Chain (Scope 3) Standard

While we face challenges in developing Scope 3 inventory, we continue to strive to develop our Scope 3 emissions. Our intention is to be able to disclose emissions that are not produced by the Group itself, do not result from activities of assets owned or controlled by the Group, but by those that the Group is indirectly responsible for in its value chain.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Climate-related targets and progress

GHG Emissions and Net Zero

The Group has set an internal specific target for its Scope 2 emissions and renewable energy share. They were set with the objective to mitigate climate change by reducing energy consumption of all our plants, year-on-year. The Group is not bound to a target required by law or regulation however the Board has decided to set this target to conform with science-based initiatives, including international commitments set out in the Paris Agreement.

Information	Target 1 – reduction in gross Scope 2 GHG emissions	Target 2 – to have 25% of total electricity used from self-generated renewable energy by 2030
Metric used to set the target	Total Scope 2 GHG emissions	Percentage of total electricity consumed that is supplied from own solar PV installations
Objective of the target	To conform with science-based initiatives, including international commitments to reduce emissions, such as the Paris Agreement	
Part of the entity to which the target applies	the Malaysia operation	
Period over which the target applies	year-on-year	year-on-year
Third party validation of the target	No	
Metric used to monitor progress towards the target	Total Scope 2 GHG emissions	Self-generated electricity through solar panels versus total electricity usage (%)

Gross GHG emissions reflect the total GHG emissions. Net GHG emissions are the gross GHG emissions minus any offsetting efforts.

We regularly monitor our progress towards achieving the internal climate targets that we have set for ourselves. The targets are reviewed annually by the Board as part of its approval of the sustainability report. Progress towards internal climate targets is monitored using a set of KPIs including GHG emissions intensity, renewable energy usage and energy efficiency improvements. The targets have yet to be validated by a third party. Targets are recalculated when significant changes occur that could compromise existing target. The Group does not plan to use carbon credits in reaching its goal as the targets are based on gross GHG emissions.

The Group has developed its transition plan in conjunction with its climate strategy to reduce its carbon footprint. Compared to 2024, the Group has achieved a 6% reduction in Scope 2 GHG emissions intensity, surpassing its annual internal target of 2%. The analysis indicates a positive trend in the Group's climate performance, driven by increased investment in renewable energy projects and the implementation of energy-efficient technologies across its operations.

SUSTAINABILITY REPORT

ENVIRONMENTAL (Cont'd)

Climate-Related Disclosures (IFRS S2) (Cont'd)

Other climate-related impacts (non-emissions)

Beyond emissions, climate change may also have broader implications on our workforce, cost structure, and business opportunities. The following table outlines selected non-emissions-related climate impacts, the metrics used to monitor them, and our performance and targets for the reporting year.

Area	Metrics	Performance and Target
Health and Safety • Extreme weather events and the increase in mean temperature represent a threat to the health and safety of our people.	• Loss Time Injury Rate • Number of Fatalities	Our target is to achieve zero lost time injuries and zero fatalities attributable to climate-related factors. For the reporting year, we are pleased to report that no loss time injuries or fatalities were recorded that were attributable to climate-related impacts, and the Group has therefore achieved its stated target for the year.
Revenue from our green technology. • We continue to support the global transition to a low carbon economy – especially manufacturers of solar panels and EVs. • Detailed discussion on this is available in our Management Discussion and Analysis (“MD&A”).	• Revenue generated from our solar and e-mobility customers • Investment into production capability in meeting growing demand as a result of our green technological solutions	Our target is to ensure we continue to support the green technology industry through our innovative solutions and services. This is demonstrated through the revenue, profit and our continued capital investment in meeting these needs. Our annual financial performance lends credence to our role and capability in supporting the global transition to a low-carbon economy. Please refer to our MD&A and our financial results in the financial statement section of this Annual Report.
Operating costs, which are significant and directly attributable to climate-related risks. This includes, but is not limited to the following: • Insurance costs due to an increase in premium; • Medical claims from employees; • Increase in raw material and logistic costs due to an increase in energy cost or business disruption.	• Climate-related business cost	For the reporting year, nothing has come to our attention on any material and adverse financial impact on our operating costs and profitability, which can be directly attributable to climate-related risks. We will continue to monitor our climate-related risks through our ERM Framework and engage relevant stakeholders (e.g. suppliers and employees) to avoid or mitigate any adverse financial impact.

The climate-related disclosures above describe the governance, strategy, risk management approach and targets that guide our response to climate-related matters. The following Environmental section provides the underlying operational performance data and key environmental programmes implemented across our operations during the reporting period.

SUSTAINABILITY REPORT



PEOPLE

Diversity, Equity and Inclusion

Greotech is committed to fostering a diverse, equitable and inclusive (“DEI”) workplace where all individuals are treated with dignity, respect and fairness. The Group maintains a zero-tolerance policy toward discrimination, harassment or any form of inappropriate conduct. Any incidents are addressed promptly, transparently and with due process to uphold a safe and respectful work environment.

We recognise that diversity strengthens organisational performance by broadening perspectives, enhancing decision-making, improving risk awareness and increasing adaptability to change. Accordingly, Greotech promotes fairness and inclusion across all aspects of the employee lifecycle, including recruitment, promotion, remuneration and leadership development. Our recruitment and advancement processes are strictly merit-based, with candidates assessed on competencies, experience and personal attributes, ensuring equal opportunity for individuals from diverse backgrounds.

The Group maintains formal processes to identify, remediate and monitor negative impacts related to DEI. Concerns can be raised through diverse channels, including formal grievance mechanisms, whistleblowing platforms and direct reporting to the Human Resources (“HR”) Department. All reported cases are formally recorded, acknowledged and subjected to a structured review to assess severity, root causes and potential impacts.

Where substantiated, remediation actions are implemented in a timely manner. These may include corrective measures such as policy reinforcement, disciplinary action, mediation between affected parties, targeted training or enhancements to existing processes and controls. In parallel, preventive actions are identified to address systemic gaps and reduce the risk of recurrence.

We measure the health of our DEI culture through an annual anonymous satisfaction survey. Survey results are measured against defined KPI and reviewed by the Management, with critical matters escalated to the relevant Board Committees, where necessary. Findings are used to inform continuous improvement efforts and guide the formulation of strategic DEI enhancement plans, ensuring that corrective and preventive actions are effectively implemented.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Workforce Diversity

Acknowledging the historically male-dominated nature of our industry, Greatech recognises the need to improve gender diversity. Executive Management continues to review and refine recruitment and talent development strategies to support greater gender balance, particularly in leadership and technical roles.

During the reporting period:

- Women represented 50% of senior management;
- Female representation in middle management declined by 3% year-on-year; and
- Overall female representation across the Group increased from 15% in FY2024 to 16% in FY2025.

These metrics indicate incremental progress towards a more balanced workforce. While the Group does not adopt fixed gender diversity quotas, we recognise that meaningful and sustainable workforce diversity requires a long-term, structured approach.

Accordingly, the Group is committed to fostering an inclusive workplace through equitable recruitment, development and advancement practices, guided by business requirements, role suitability and talent availability. Diversity considerations are embedded within talent management and succession planning processes to support fair access to opportunities across employee categories.

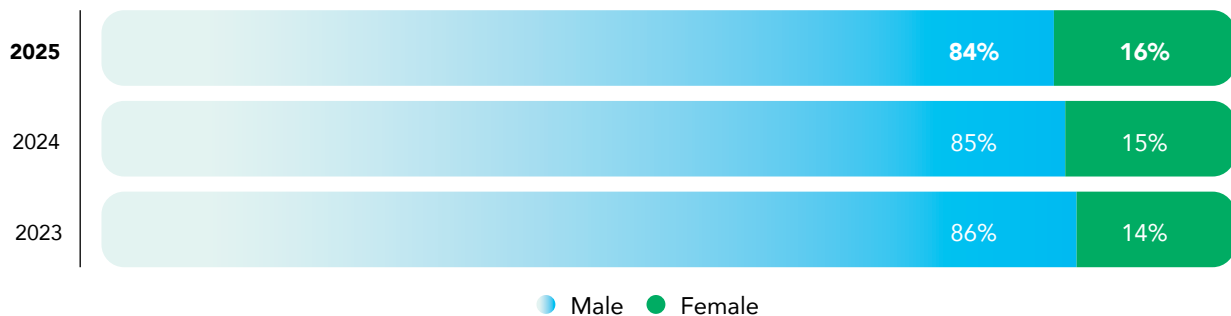
To strengthen the representation of women in leadership, the Group offers targeted leadership development initiatives, including structured training programmes, mentorship and career progression pathway aimed at developing high-potential female employees and building a sustainable leadership pipeline over time. A complete breakdown of our employees according to gender and employee categories can be found in the table below:

Employee Category by Gender	FY2025		FY2024		FY2023	
	Male	Female	Male	Female	Male	Female
Senior Management ⁽¹⁾	50%	50%	67%	33%	67%	33%
Middle Management	76%	24%	73%	27%	77%	23%
Executive	78%	22%	80%	20%	80%	20%
Non-Executive	93%	7%	94%	6%	94%	6%
Overall Composition	84%	16%	85%	15%	86%	14%

Note:

⁽¹⁾ Senior Management as defined by Greatech, refers to C-Suite.

Employee Category by Gender



SUSTAINABILITY REPORT

PEOPLE (Cont'd)

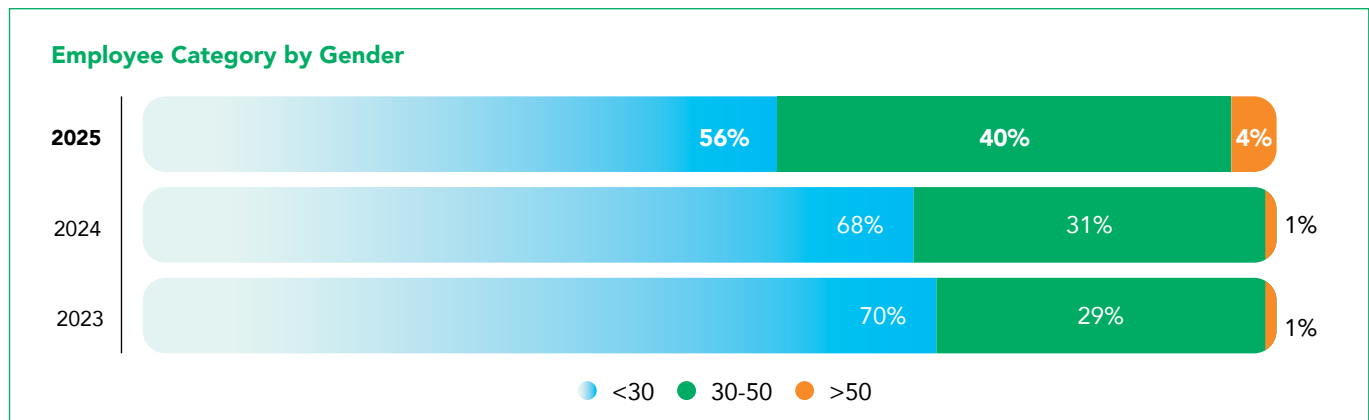
Workforce Diversity (Cont'd)

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

	Age Group (Years)								
	FY2025			FY2024			FY2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior Management ⁽¹⁾	0%	0%	100%	0%	0%	100%	0%	33%	67%
Middle Management	1%	82%	17%	2%	88%	10%	2%	91%	7%
Executive	62%	36%	2%	72%	27%	1%	74%	25%	1%
Non-Executive	56%	39%	5%	67%	32%	1%	72%	27%	1%
Overall Composition	56%	40%	4%	68%	31%	1%	70%	29%	1%

Note:

⁽¹⁾ Senior Management as defined by Greatech, refers to C-Suite.



Board Diversity

The Board currently comprises seven (7) members, of whom two are female, representing 29% of total Board composition. While the Board has not adopted a fixed target for female representation, it recognises the value of diversity in enhancing Board effectiveness, decision-making and oversight.

In line with the Malaysian Code on Corporate Governance ("MCCG") and evolving regulatory and stakeholder expectations, the Board remains committed to promoting diversity and inclusion. The Board, through its NC, continues to consider gender, skills, experience and background as part of its succession planning and Board renewal process. Ongoing efforts are focused on strengthening diversity at Board and senior management levels to support effective governance and long-term value creation.

Director Breakdown by Gender	FY2025	FY2024	FY2023
Female	29%	29%	29%
Male	71%	71%	71%

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

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Board Diversity (Cont'd)

Director Breakdown by Age	FY2025	FY2024	FY2023
<30	0	0	0
30-50	0	0	0
>50	100%	100%	100%

Zero Discrimination and Equal Opportunity

Greatech is committed to providing a workplace that upholds equal opportunity, mutual respect and dignity for all employees. The Group maintains a zero-tolerance policy toward unlawful discrimination, harassment or any form of inappropriate conduct across its operations.

This commitment is embedded in the Group's Code, which explicitly prohibits discrimination on the basis of race, colour, gender and other protected characteristics. Employees are encouraged to report any concerns through multiple confidential channels, including their immediate manager, HR or the Group's whistleblowing mechanism. To support effective oversight, we monitor workplace culture through annual employee engagement survey.

To reinforce awareness and accountability, Greatech provides regular training for employees and people managers, with emphasis on discrimination prevention, workplace harassment, inclusive leadership and employee engagement. These programmes are designed to promote consistent understanding and application of our zero-discrimination principles across all levels of the organisation.

The Group is also committed to fostering an inclusive and accessible work environment. Our facilities are designed to accommodate employees with disabilities, including the provision of designated parking, wheelchair access and accessible restroom facilities. Beyond the workplace, we support inclusion within our communities through "local-first" employment practices and by investing in employee development. Financial assistance is provided for education and professional certification programmes, subject to eligibility criteria, to support continuous learning and career progression.

During the reporting period, no incidents of discrimination or harassment were reported to the HR team across the Group, reflecting the effectiveness of our policies, controls and awareness initiatives.

Number of substantiated complaints concerning discrimination or harassment in the workplace received in FY2023, 2024 and 2025:	None Reported
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Recruitment and Retention

The Group recognises that its people are fundamental to delivering its value proposition and supporting sustainable long-term growth. Accordingly, Greatech places strong emphasis on attracting, developing and retaining a skilled, diverse and engaged workforce amid evolving labour market dynamics, including skills mismatches among graduates, increased workforce mobility driven by the gig economy, demographic shifts towards an ageing population and higher attrition rates, particularly among young employee cohorts.

In response, the Group's workforce strategy is closely aligned with targeted talent development initiatives aimed at addressing industry-relevant skill gaps. These include structured training programmes, technical upskilling and reskilling efforts, and collaboration with educational institutions to enhance graduate employability and job readiness. Through these initiatives, the Group not only strengthens its internal talent pipeline and operational capabilities but also contributes to narrowing critical skills gaps within the industry.

By investing in continuous learning and capacity building, the Group enhances workforce resilience and supports career progression, while creating broader positive impact through the development of a more competent and future-ready talent pool for the sectors in which it operates.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Recruitment and Retention (Cont'd)

The Group's recruitment approach is anchored on building a sustainable talent pipeline. This includes prioritising the recruitment of early-career engineering professionals through structured engagement with universities and colleges, while senior and specialised roles are filled based on relevant experience, technical competence, professional qualifications and alignment with the Group's values and culture. Consistent recruitment standards, assessment criteria and selection processes are applied across all operating locations to promote fairness and transparency.

To strengthen talent attraction, the Group continues to enhance its recruitment capabilities through targeted employer branding initiatives, labour market analysis, structured sourcing strategies and streamlined recruitment processes. Collaborative partnerships with selected higher learning institutions, including participation in internship programmes, enable early engagement with students and support the development of future-ready talent for the automation and advanced manufacturing sectors.

Employee advocacy also forms part of the Group's talent strategy. Employees are encouraged to act as ambassadors by engaging with students and early-career professionals to promote career opportunities within the Group and the wider industry. Vacancies are advertised through multiple channels, including career fairs, industry events, digital platforms and social media, to ensure broad market reach and attract candidates whose skills and values align with the Group's operational and strategic needs.

Hiring, Diversity and Talent Development

Greatech's people strategy is anchored in inclusive hiring, continuous skills development and equal opportunity, fostering a diverse, capable and future-ready workforce aligned with the Group's long-term growth objectives. These principles remained central to our human capital management approach throughout FY2025.

We apply fair and unbiased recruitment practices to ensure equal opportunity and prevent discrimination. Hiring teams received training on DEI, and workforce diversity metrics are regularly monitored. Gender diversity objectives have been established to progressively increase the representation of women across the organisation, particularly in leadership roles.

To strengthen the future talent pipeline, Greatech actively partners with universities and higher-education institutions to promote STEM education and provide early career exposure for graduates.

A cornerstone initiative is the Young Engineer Programme ("YEP"), offering a structured 12-24 month development pathway combining technical training, commercial exposure and mentorship. This programme equips participants with critical skills, supports professional growth and facilitates internal mobility. Since its inception in 2019, 743 graduates have transitioned to full-time employment, with 72 participating in FY2025, demonstrating the Group's commitment to workforce renewal and capability building.

During FY2025, disciplined recruitment and targeted hiring resulted in creating 345 new positions, primarily in engineering and production, which are critical to operational and strategic growth, amid normal workforce turnover. The Group's total headcount increased by approximately 20% during the year, driven mainly by the expansion of the reporting boundary to include employees from the Ireland operations and the consolidation of the newly acquired Slovakia subsidiary. Retention efforts are reinforced through targeted learning and development programmes, career mobility initiatives and employee engagement activities, ensuring sustainable employability and organisational resilience.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Hiring, Diversity and Talent Development (Cont'd)

The Group's workforce comprises full-time employees, with no seasonal or part-time workers. As of the reporting period, no persons with disabilities were employed. The detailed breakdown of our new hires in FY2025 is as listed below:

New Hires breakdown by Gender, Age Group, and Nationality

New Hires	FY2025		FY2024		FY2023	
By Gender	Count	%	Count	%	Count	%
Male	192	56%	249	79%	302	82%
Female	153	44%	67	21%	66	18%
Total (By Gender)	345	100%	316	100%	368	100%
By Age Group	Count	%	Count	%	Count	%
<30	239	69%	241	76%	276	75%
30-50	95	28%	73	23%	86	23%
>50	11	3%	2	1%	6	2%
Total (By Age Group)	345	100%	316	100%	368	100%
By Nationality	Count	%	Count	%	Count	%
Local ⁽¹⁾	304	88%	315	100%	339	92%
Foreign	41	12%	1	0%	29	8%
Total (By Nationality)	345	100%	316	100%	368	100%

Note:

⁽¹⁾ Local as defined by Greatech, refers to Malaysians.

At Greatech, we are committed to fostering inclusive growth within the communities where we operate. Through our "Locals First" initiative, we prioritise the recruitment of local talent to strengthen community integration, support local economic development and build a workforce that is closely connected to local markets, cultures and societal needs. This approach enhances workforce stability while reinforcing our role as a responsible corporate citizen in the communities we serve.

Employee Category by Nationality	Nationality					
	FY2025		FY2024		FY2023	
	Local ⁽¹⁾	Foreign	Local ⁽¹⁾	Foreign	Local ⁽¹⁾	Foreign
Senior Management ⁽²⁾	2	0	3	0	3	0
Middle Management	77	14	66	1	55	1
Executive	895	103	894	1	780	1
Non-Executive	530	142	522	45	560	45
Grand Total	1,504	259	1,485	47	1,398	47
Percentage (%)	85%	15%	97%	3%	97%	3%

Notes:

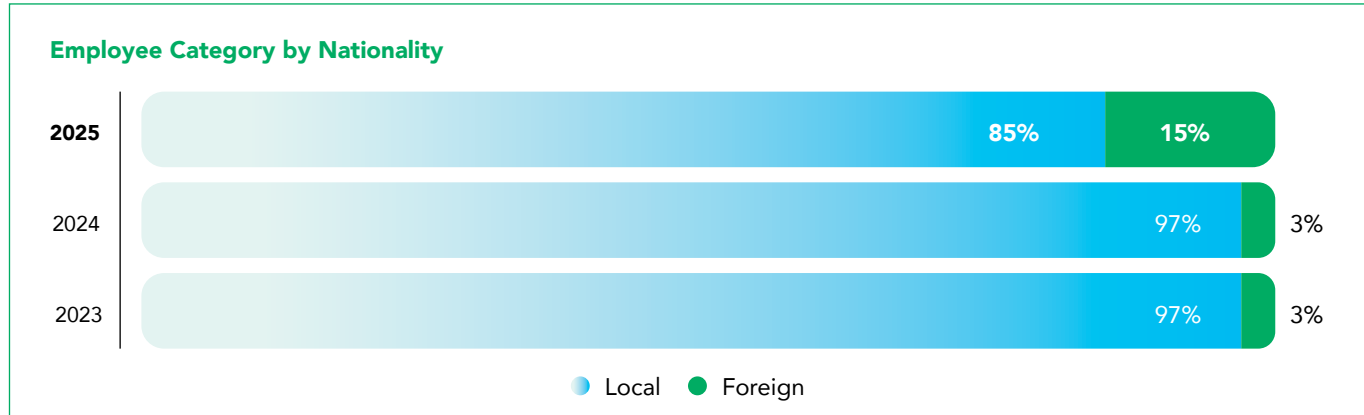
⁽¹⁾ Local as defined by Greatech, refers to Malaysians.

⁽²⁾ Senior Management as defined by Greatech, refers to C-Suite.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

New Hires breakdown by Gender, Age Group, and Nationality (Cont'd)



Utilisation of Contractors and Temporary Staff

In FY2025, temporary staff and contractors represented approximately 0.1% of the Group's total workforce. Greatech maintains a low reliance on non-permanent labour as part of its employment practices to support workforce stability, continuity of skills and consistent quality of operations.

Employment Type	FY2025	FY2024	FY2023
Contracted/Temporary Staff	0.1%	0.1%	0.1%

Compensation and Benefits

Greatech provides a comprehensive and competitive suite of employee benefits aligned with applicable labour and employment laws, as well as prevailing market practices in the jurisdictions in which we operate. The benefits provided include statutory social security contributions, paid leave entitlements, insurance coverage and other employee welfare benefits. Where appropriate, the Group extends benefits beyond statutory minimum requirements to support employee well-being, financial security and long-term workforce stability.

The Group's remuneration framework is designed to ensure fair, competitive and transparent compensation. Compensation levels are benchmarked against market data and are set at or above legally mandated minimum wage thresholds in all operating locations. Remuneration decisions take into account job scope, skills, experience, performance and local market conditions, ensuring consistency and alignment with business needs.

Greatech is committed to pay equity and non-discriminatory remuneration practices. Compensation decisions are made without regard to gender or other personal characteristic and are based on objective, role-related criteria. The HR team conducts periodic internal reviews and external market benchmarking to identify and address potential pay gaps to support equitable remuneration outcomes across the Group.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Compensation and Benefits (Cont'd)

The key benefits that Greatech offers include:

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

Employee benefits across the Group are structured in accordance with local legal requirements and prevailing market practices in each jurisdiction. All full-time employees receive benefits that meet or exceed statutory obligations, including minimum wage requirements, social security contributions and mandated employee protections. The Group maintains full compliance with applicable labour and employment regulations in all countries of operation.

The Group makes regular employer contributions to statutory provident, pension and social security schemes, supporting employees' financial security and long-term retirement outcomes. These benefits are reviewed periodically to ensure continued regulatory compliance and alignment with market benchmarks.

Beyond statutory benefits, Greatech promotes employee engagement, health and well-being through workplace initiatives that encourage active lifestyles, teamwork and social interaction. Employee-led sports and recreational groups are supported across several operating locations, with selected activities receiving financial sponsorship from the Group.



Futsal Fun Kick Cup 2025



Basketball Competition 2025



Bowl & Bond 2025



During Great Care Day, the Group organised various health screening activities, blood donations and health talks for local communities and employees. Special benefits were also extended to senior citizens, including complimentary eye examinations with reading glasses and free health checks.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Equal Pay and Non-Discrimination

Equal pay for equal work remains a material issue in the Malaysian manufacturing sector, where wage disparities across gender and ethnicity are still observed. At Greatech, we uphold the principle of fair and equitable remuneration and strictly comply with the Employment Act 1955 and other relevant labour legislation.

The Group implements remuneration practices designed to prevent discrimination and promote pay equity. We conduct annual salary benchmarking and market surveys to identify, monitor and address any potential wage gaps. Compensation decisions are based on objective criteria, including job scope, responsibilities, qualifications, experience and performance, irrespective of gender, race or other personal characteristics.

Our remuneration philosophy is founded on the principle of “equal pay for equal work”, applying a standardised salary structure and performance-based framework consistently across comparable roles.

While we maintain internal pay parity through rigorous policy application, we are enhancing our data analytics capabilities to ensure more granular reporting, including the precise calculation and disclosure of the ratio of basic salary and total remuneration between women and men across all employee categories. No employees are covered by collective bargaining agreements.

As part of the annual performance and remuneration review process, salary adjustments are made where necessary to ensure internal equity and external market competitiveness. Our commitment to equal pay extends beyond regulatory compliance and reflects a core element of our corporate values and governance culture.

Parental Leave and Employment Continuity

The Group recognises the importance of supporting employees during key life events. In FY2025, 100% of employees were eligible for parental leave benefits in accordance with statutory requirements.

During the year, 24 female employees and 78 male employees utilised paid maternity and paternity leave, respectively. The return-to-work rate following parental leave was 100% for both female and male employees, demonstrating our supportive workplace practices and commitment to employee retention and work-life balance.

Number of employees who:	FY2025		FY2024		FY2023	
	Male	Female	Male	Female	Male	Female
are entitled to parental leave	736	441	516	94	398	65
took parental leave	78	24	67	11	59	12
are still taking parental leave as at 31 December	0	12	2	2	0	3
are due to return to work after taking parental leave as at 31 December	78	12	65	9	59	9
resigned after parental leave ended	0	0	0	0	0	0
returned to work in the reporting period after parental leave ended	78	12	65	9	59	9
returned to work after parental leave ended who were still employed 12 months after their return to work	52	10	54	11	31	2
Return to work rate (%) ⁽¹⁾	100%	100%	100%	100%	100%	100%
Retention Rate (%) ⁽²⁾	78%	91%	92%	92%	94%	100%

Notes:

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

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

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Employee Performance Appraisals and Career Development

The Group recognises that systematic performance management and career development are critical to building workforce capability and long-term organisational resilience. Greatech implements a structured annual performance appraisal and career development process for all eligible employees, which assesses individual performance against defined objectives, identifies skill and development needs and supports succession planning and internal mobility.

Performance evaluation from the review process are used to inform training plans, career progression pathways and talent development initiatives, ensuring alignment between individual growth and the Group's strategic and operational priorities.

In FY2025, 100% of eligible employees completed their annual performance and career development reviews.

	FY2025
Eligible employee who completed performance and career development reviews	100%

Employee Turnover and Retention

In FY2025, a total of 420 employees resigned, resulting in an overall employee turnover rate⁽¹⁾ of 24%, compared to 15% in FY2024. The increase was primarily driven by a tightening labour market, particularly for engineering and technical roles, which remains a competitive challenge within the manufacturing and automation sectors.

In response, the Group continuously monitors market-based wage benchmarks and industry trends to ensure remuneration remains competitive. We also regularly review and enhance our human resource policies and programmes, with a strong focus on workplace culture, career development pathways, mentoring initiatives and fostering an open, collaborative work environment.

The Group conducts exit interviews with departing employees to systematically capture feedback on employment experience and key drivers of attrition. Insights gathered are analysed by the HR teams and used to inform targeted retention initiatives and policy enhancements.



SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Employee Turnover and Retention (Cont'd)

Employee Turnover by Gender, Age Group, Nationality and Employee Category for FY2025

Employee Turnover ⁽⁴⁾	FY2025		FY2024		FY2023	
By Gender	Count	%	Count	%	Count	%
Male	339	81%	187	82%	147	84%
Female	81	19%	42	18%	29	16%
By Age Group	Count	%	Count	%	Count	%
<30	240	57%	170	74%	122	69%
30-50	145	35%	56	25%	47	27%
>50	35	8%	3	1%	7	4%
By Nationality	Count	%	Count	%	Count	%
Local ⁽²⁾	291	69%	228	100%	167	95%
Foreign	129	31%	1	0%	9	5%
By Employee Category	Count	%	Count	%	Count	%
Senior Management ⁽³⁾	1	0%	0	0%	0	0%
Middle Management	13	3%	11	5%	7	4%
Executive	232	55%	123	54%	102	58%
Non-Executive	174	42%	95	41%	67	38%
Overall	420	100%	229	100%	176	100%

Notes:

⁽¹⁾ Employee turnover rate is calculated based on total number of employees who left voluntarily or due to dismissal, retirement, or death in service, over the total number of employees at the end of reporting period.

⁽²⁾ Local as defined by Greatech, refers to Malaysians.

⁽³⁾ Senior Management as defined by Greatech, refers to C-Suite.

⁽⁴⁾ Employee turnover is defined as exits from employment during the reporting period. The turnover data excludes internal transfers, promotions but includes cases such as the re-designation of an Executive Director to a Non-Independent Non-Executive Director, where the individual retired from executive employment but continued to serve on the Board.

Employee Engagement

Employee engagement is a strategic priority at Greatech and is integral to building a resilient, inclusive and high-performing workforce. We are committed to fostering a positive and supportive work environment through open communication, collaboration and continuous two-way feedback across all levels of the organisation, ensuring that employee perspectives are heard, respected and meaningfully addressed.

During periods of organisational change, we maintain open dialogue with employees and provide a minimum notice period of four weeks for significant operational changes. In regions with specific national labour laws such as Ireland and Slovakia, we strictly comply with statutory notice periods and consultation agreements mandated by local legislation. These provisions are integrated into our formal HRA policies and agreements where applicable.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Employee Engagement (Cont'd)

Employee engagement is supported through structured initiatives including team-building activities, employee recognition programmes, well-being initiatives and regular internal communication platforms. A core engagement mechanism is the Group's annual, anonymous Employee Satisfaction Survey, which provides employees with a formal and confidential channel to share feedback on workplace culture, leadership effectiveness, engagement drivers and areas for improvement.

The Employee Satisfaction Survey is currently conducted for the Group's Malaysia operations. To enable consistency and trend analysis, survey questions are maintained year-on-year. Survey results are reviewed by functional management and the Board, and are used to identify engagement strengths, emerging risks and priority focus areas. Targeted follow-up actions including town halls, focus group discussions and management engagement sessions, are conducted to address lower-scoring areas and qualitative feedback.

In FY2025, 1,376 out of 1,525 employees in Malaysia participated in the Employee Satisfaction Survey, representing a response rate of 90%. The overall employee satisfaction score was 77%, compared to 79% in FY2024. These results continue to inform our engagement priorities and improvement initiatives within the Malaysia operations.

Through sustained focus on inclusion, recognition, employee well-being and professional development, we aim to strengthen employee engagement, enhance retention and support long-term organisational performance.

Training and Development

Greatech recognises that continuous learning and skills development are critical to addressing industry-wide skills gaps and supporting the Group's long-term competitiveness. Accordingly, we view investment in employee education and development as a strategic priority and a key enabler of workforce resilience, innovation and operational excellence.

The Group provides structured training and development programmes covering technical, operational, commercial and leadership competencies. These include formal training programmes, mentorship and coaching, leadership development initiatives, recognition and career development resources. Employees are encouraged to participate in regular performance and development discussions, as well as relevant external training programmes, workshops and conferences, to enhance their capabilities and remain current with evolving industry and technological trends.

To monitor the effectiveness of our human capital investment, the Group tracks training hours and training expenditure, benchmarking performance against internal targets and relevant external references. Our internal target is to provide an average of at least 36 training hours per employee per year, supporting continuous skills upgrading across all employee categories.

In FY2025, the Group delivered a comprehensive suite of training and development programmes to both new and existing employees. Total training investment amounted to RM0.94 million (FY2024: RM0.46 million). During the year, a total of 67,099 training hours were delivered through 830 training sessions (FY2024: 846 sessions) across 288 training courses (FY2024: 246 courses).

The average training hours per employee in FY2025 were approximately 38 hours, primarily due to a smaller intake of young engineering graduates, who typically undergo more intensive structured training. Notwithstanding this, the Group continued to deliver targeted training aligned with role requirements, operational priorities and strategic needs.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Training and Development (Cont'd)

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

Number of total and average training hours/days participated by employees	FY2025	FY2024	FY2023
Total training hours	67,099	75,928	68,331
Total training hours by employee category: -			
Senior Management	89	113	94
Middle Management	4,923	3,628	1,993
Executive	47,584	53,059	58,104
Non-Executive	14,503	19,128	8,140
Average training hours per employee:	38	50	47
Total training hours by gender: -			
Male	57,550	66,564	57,571
Female	9,549	9,364	10,760
Average training hours by employee category: -			
Senior Management	44	38	31
Middle Management	54	54	36
Executive	48	59	74
Non-Executive	22	34	13

To respond to the development needs of our people and to develop their behavioural and technical skills, the following training and development programmes were among those carried out in FY2025:

- o Robotic Training and Programming Practise
- o Understanding Environmental, Health & Safety and Other Requirements
- o Lean Manufacturing
- o Programmable Logic Control & Human-machine Interface Training
- o Basic GD&T
- o Chemical Handling, Chemical Spill Management and PPE Management
- o Failure Mode and Effect Analysis
- o Corruption Risk Management
- o Leadership Training
- o Talent Identification and Succession Planning
- o ISO14971:2019 Risk Management File & DFMEA
- o Design for Six Sigma - DMADV Approach
- o Enhanced COI Framework
- o Computer Systems Validation, Data Integrity & CSV SOP Requirements

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Training and Development (Cont'd)



We are proud that our training efforts have been recognised and that we were awarded the 2nd runner up under the category of Young Graduates in Private Limited Company/ Public sector organised by Talent Corporation Malaysia Berhad, an agency under Ministry of Human Resources in FY2025.

Awarded **2nd Runner-Up** in the Young Graduates category by **Talent Corporation Malaysia Berhad** (FY2025), recognising the Group's training efforts.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Human Rights

Greatech is committed to upholding and respecting human rights across our operations and value chain. Our approach is guided by internationally recognised standards, including the Universal Declaration of Human Rights, relevant International Labour Organisation ("ILO") Conventions, the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, in addition to full compliance with applicable local laws and regulations.

These commitments are embedded in the Group's Code and apply to all employees, contractors, suppliers and business partners. We maintain a zero-tolerance stance against all forms of human rights violations, including child labour, forced labour, discrimination and any infringement of personal dignity and freedoms.

Key human rights risks identified across our operations and value chain include potential exposure to unfair labour practices within our supply chain, such as excessive working hours, inadequate wages and non-compliance with labour standards by third-party contractors or suppliers, particularly in higher-risk jurisdictions. Internally, risks may also arise in relation to workplace discrimination, harassment and occupational health and safety if not effectively managed.

To address these risks, the Group has implemented a range of mitigation measures. These include enforcing a Supplier Code of Conduct ("Supplier Code") that sets out minimum labour and human rights standards, conducting periodic supplier assessments based on risk profiling and integrating human rights considerations into procurement processes. Where relevant, suppliers are required to acknowledge and adhere to these standards as part of contractual obligations.

In addition, the Group promotes awareness through employee training, maintains formal grievance and whistleblowing channels accessible to both employees and external stakeholders and takes corrective actions where breaches are identified. These measures are aimed at strengthening oversight of human rights risks, particularly within the supply chain and ensuring responsible business practices across all operations.

The Board holds ultimate accountability for human rights governance across the Group and its value chain, with oversight focused on emerging global regulatory risks, including forced-labour-related import restrictions in key markets such as the US and European Union ("EU"). The Group Chief Executive ensures human rights considerations are embedded into business operations, supported by day-to-day oversight from the HR Department. HR is responsible for policy implementation, compliance with labour regulations and monitoring risks related to forced and child labour. Periodic human rights risk and impact assessments are led by the Corporate Affairs function to identify gaps and strengthen controls, guided by the Group's Code and Supplier Code. All identified violations and remediation progress are reported directly to the Board on a regular basis.

Humane Treatment & Workplace Dignity

Greatech fosters a culture of mutual respect. We do not condone, allow or tolerate any form of harsh or inhumane treatment. This includes but not limited to sexual harassment or abuse, corporal punishment, mental or physical coercion, verbal abuse or threats of such treatment. All employees are expected to be treated with dignity and respect at all times.

Eradication of Forced Labour & Modern Slavery

Greatech maintains a zero-tolerance policy toward all form of modern slavery. The Group strictly prohibits the use of forced, bonded, indentured, involuntary prison or any other form of compulsory labour in its operations. We require our suppliers and business partners to adhere to the same standards and take a firm stance against human trafficking in all its forms.

Prohibition of Child Labour

We are committed to the elimination of child labour. The Group does not permit the employment of individuals below the minimum legal working age as defined by applicable local and international laws. We support legitimate apprenticeship or internship programmes, provided they are conducted in full compliance with legal protection and focus on the educational development of the participants. Suppliers are similarly prohibited from employing individuals below the legal working age.



SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Freedom of Association and Collective Bargaining

Greatech Group respects employees' rights to freedom of association and collective bargaining in accordance with applicable local laws and relevant ILO Conventions. Employees are free to form, join or refrain from joining worker representative bodies without fear of discrimination, retaliation or interference. Where these rights are restricted by law, Greatech provides lawful alternative mechanisms for employee representation, dialogue and grievance reporting. The Group monitors compliance across its operations and has not identified material risks related to violations of freedom of association.

As part of our ongoing monitoring and evaluation process, the internal compliance team integrates human rights considerations into due diligence checklists for new operations and projects. This enables the early identification and mitigation of potential labour and human rights risks and reinforces our commitment to ethical and responsible business practices across the Group.

Human rights awareness is embedded into our onboarding and capability-building framework. All employees are required to undergo training emphasising their responsibility to prevent involvement in, or complicity with, human rights abuses. Labour standards and human rights training is mandatory for Chief Executives, Directors, managers and relevant employees. In FY2025, 100% of Chief Executives, managers and HR personnel successfully completed human rights training, consistent with FY2024 and FY2023.

	FY2025	FY2024	FY2023
% of Participation in Human Rights Training	100%	100%	100%

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

We are committed to providing a safe and dignified working environment, including reasonable rest breaks, access to clean drinking water and designated rest areas. Suppliers are required to acknowledge and comply with these standards prior to engagement. Compliance with legal and ethical requirements is monitored through internal controls and audits covering both operations and the supply chain. As at 31 December 2025, there were no reported or substantiated human rights incidents, including allegations, lawsuits or compensation related to child labour, forced labour or other human rights violations across the Group and its suppliers.

Number of substantiated complaints human rights violation* received in FY2023, 2024 and 2025:	None Reported
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*This is not limited to our work sites but includes our suppliers as well.

To enable early detection and remediation, the Group maintains an independent, secure whistleblowing channel that allows confidential and anonymous reporting. A strict non-retaliation policy is in place to protect whistleblowers against any form of detrimental action. All reports are investigated in line with globally recognised human rights standards, regardless of whether the report is anonymous.

While we have maintained a strong track record in upholding human rights, we recognise that continuous improvement is essential. Looking ahead, we aim to strengthen awareness, engagement and monitoring through enhanced communication of whistleblowing channels, direct engagement with employees and key suppliers to promote human rights awareness and compliance across our value chain.

Health, Safety and Wellbeing

At Greatech, the health, safety and wellbeing of our employees, contractors and other stakeholders are fundamental to how we operate. This commitment is strongly endorsed by the Board and Management, reflecting our responsibility to provide a safe, healthy and supportive working environment across all operations.

Our approach to occupational safety and health ("OSH") is guided by ISO 45001, which has been adopted across all our Penang and Slovakia manufacturing facilities. We aim to prevent work-related injuries and ill health through proactive risk management, safety systems and continuous improvement, while enabling employees to perform at their best and return home safely each day.

We continue to operate in an environment where safety and people are key priority, through the use of strong governance and procedures. As of to-date, Penang and Slovakia sites have ISO 45001:2018 for Health and Safety Management Systems in place.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Governance and Oversight

Oversight of health and safety risks forms part of the ARMC mandate, in line with its charter covering compliance, risk assessment and ERM, including Environmental, Health and Safety ("EHS")-related risks. At the operational level, our EHS Committee, which meets quarterly, is responsible for monitoring safety performance, reviewing incidents and overseeing the implementation of EHS initiatives.

The EHS Committee comprises equal representation from employees and employers, ensuring meaningful worker participation in OSH matters. In addition, local Penang's EHS sub-committees are established at all facilities with 40 or more employees. These sub-committees conduct quarterly Gemba Walk safety audits to assess workplace conditions, identify hazards and ensure regulatory compliance. Audit findings are subjected to root-cause analysis, with corrective and preventive actions tracked to closure.

Incident Management and Reporting

All workplace accidents and near-miss incidents are immediately escalated for investigation and corrective action. Incidents are formally documented within 24 hours, and progress on corrective actions is monitored monthly and reported to the Executive Board. Key safety updates and learnings are also communicated to employees through a quarterly EHS Bulletin, reinforcing transparency and continuous awareness.

Training, Awareness and Worker Wellbeing

To sustain a strong safety culture, we conduct regular safety briefings, toolbox meetings and structured training through both classroom-based and e-learning platforms. Training is tailored to job-specific hazards, ensuring relevance and effectiveness for different roles.

During FY2025, more than 1,700 employees participated in health and safety training programmes, including onboarding for new hires and refresher courses. These programmes covered, among others:

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



Fire Safety Training and Drills



First Aid Training



Hazard Prevention and Control



Road Safety Training

In parallel, we continue to promote employee wellbeing beyond physical safety. During the year, initiatives such as World Health Day programmes and a six-month in-house counselling programme in collaboration with Open University Malaysia were implemented to support employees' mental health and emotional wellbeing.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Continuous Improvement

The Group continuously reviews its health, safety and wellbeing practices through regular audits, risk assessments, employee engagement, performance monitoring and alignment with recognised international standards. These efforts support the Group's objective of providing a safe, healthy and productive workplace, while ensuring compliance with regulatory requirements and alignment with recognised best practices.

The following represents the total number of employees who participated in our health and safety training as at the end of the financial year:

	FY2025	FY2024	FY2023
Number of employees who are trained in health and safety standards ⁽¹⁾	1,763 (100%)	1,532 (100%)	1,445 (100%)

Note:

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

Hazard Identification, Risk Assessment and Risk Control ("HIRARC")

The Group adopts a systematic HIRARC approach across all facilities, covering all work activities, personnel and third parties operating within our workplaces. This framework ensures that OSH risks are consistently identified, assessed and managed.

Risk assessments are conducted using the Group's EHS Risk Matrix, which evaluates both the likelihood of occurrence and severity of potential consequences. Identified risks are prioritised, and appropriate control measures are implemented to eliminate or reduce exposure to acceptable levels.

Employees are encouraged to report unsafe conditions, near misses and potential hazards to their immediate supervisors or directly to the EHS Committee, even where such situations do not result in immediate harm. The Group maintains formal reporting channels that allow employees to raise safety concerns without fear of retaliation, supporting an open and proactive safety culture.

In addition to employee feedback, hazards are identified through task-based and workplace risk assessments, inspections and audits. All assessments are reviewed by the EHS team to determine the adequacy of existing controls and whether corrective or preventive action plans are required.

During FY2025, the EHS team worked closely with area owners to conduct HIRARC assessments and EIA, ensuring that risk controls remained effective and aligned with the requirements of ISO 45001 and ISO 14001.

Occupational Safety Performance

Fatalities

In FY2025, the Group recorded:

- Zero work-related fatalities, including contractors, suppliers and customers working at our premises
- Zero road fatalities involving the Group's own fleet
- Zero cases of work-related occupational illness

The Group remains committed to its target of zero fatalities and zero work-related injuries or illnesses.

	FY2025	FY2024	FY2023
No. of Work-Related Fatalities	0	0	0

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

Injury Rates and Severity

The Group monitors occupational injury performance through the Lost Time Injury Rate ("LTIR") and Severity Rate ("SR"), calculated per 1,000,000 hours worked in accordance with OSHA guidelines. These indicators apply to all employees and contract workers under the Group's operational control.

Indicator	Measurement Interval	FY2025	FY2024	FY2023
LTIR ⁽¹⁾ – Employees	Quarterly	1.8	1.5	2.2
SR ⁽¹⁾ – Employees	Quarterly	25.1	3.8	44.3

Notes:

⁽¹⁾ LTIR is based on the number of lost time injury cases whilst Severity Rate represents the total number of days lost due to work-related injuries. Injuries are defined as registered accidents resulting in sick leave of more than one (1) day. Both indicators are standardised using 1,000,000/total hours worked and is computed based on OSHA guidelines.

⁽²⁾ The total working hours for each year are as follows: 3.9 million (2024: 3.4 million; 2023: 3.2 million).

In FY2025, the Group recorded seven (7) work-related lost-time injuries, compared to five (5) cases in FY2024, resulting in an LTIR of 1.8. While this represents a slight increase from the prior year, the rate remains within acceptable industry ranges aligned with international manufacturing best practices and reflects continued vigilance in safety management.

No work-related fatalities were recorded for employees or contract workers during the reporting period.

The majority of reported injuries were associated with manual handling activities, consistent with prior year trends. In response, the Group has strengthened ergonomic risk assessments, reinforced safe work procedures and progressively increased the use of mechanical aids to mitigate strain-related risks.

The severity rate increased to 25.1 in FY2025. Four (4) cases involved four or more lost working days, compared to one (1) case in FY2024, contributing to the higher severity outcome. Management has conducted detailed root cause analysis for these cases to prevent recurrence.

All reported work-related injuries are formally investigated to identify root causes and contributing factors. Investigations are led by EHS team in collaboration with department managers. Corrective and preventive actions implemented include:

- Workplace hazard inspections
- Review and enhancement of safe work procedures
- Targeted retraining and toolbox briefings
- Engineering controls and workstation improvements where necessary

During FY2025, several improvement programmes and initiatives were implemented to strengthen workplace safety, including:

- Regular safety meetings and awareness sessions
- ISO14001 and ISO45001 internal audit training
- Ongoing safety inspections across production facilities
- Continuous risk analysis and review of control measures
- Task-specific training and certifications to enhance employee competency

These initiatives support the Group's commitment to continuous improvement and the provision of a safe, healthy and productive working environment for all.

COMMUNITY

Community Engagement and Social Investment

The Group is committed to creating positive social value in the communities where we operate by extending our corporate values through responsible community engagement and targeted social investment. Our approach to social sustainability focuses on building meaningful partnerships that address the needs of disadvantaged and vulnerable groups, contributing to inclusive and sustainable community development.

Our community initiatives primarily support financially underprivileged individuals and vulnerable groups, particularly children, with an emphasis on education, culture and sports. We believe that access to quality education and holistic development is fundamental to long-term social mobility, and we strive to ensure that children in our local communities are not left behind due to socioeconomic constraints.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

COMMUNITY (Cont'd)

Community Engagement and Social Investment (Cont'd)

While the Group does not currently set formal quantitative targets for community engagement, we remain committed to progressively increasing our investment in local communities. We regularly review the effectiveness and relevance of our initiatives to ensure that our contributions deliver meaningful and lasting impact.

The Group's charitable contributions and community programmes are guided by four key focus areas:

- **Children's Rights and Education**
Supporting initiatives that promote access to education, learning opportunities and innovation for children in local communities, with the objective of fostering future-ready generations.



STEMs activities at local schools



Women in Z-Science

- **Environment and Biodiversity**
Supporting initiatives that contribute to environmental conservation and biodiversity protection, including efforts to preserve ecosystems, protect endangered species and promote tree planting and environmental awareness.
- **Health and Fitness**
Promoting physical well-being and access to healthcare through initiatives that enhance quality of life and encourage healthy and active lifestyles.
- **Social Initiatives and Community Welfare**
Addressing social needs and providing assistance to underserved and vulnerable communities, helping to improve living conditions and social inclusion.

	FY2025	FY2024	FY2023
Total community investment (RM million)	3.01	3.02	1.97
Estimated number of beneficiaries	74,221	34,468	47,554

Note: The number of beneficiaries represents management's best estimate, as certain initiatives involve indirect or large-scale outreach where precise tracking is not feasible. Beneficiary estimates are disclosed for FY2023, FY2024 and FY2025.

In FY2025, the Group, together with the Board and employees, contributed approximately RM3.01 million (FY2024 : RM3.02 million) in cash and in-kind donations. These contributions supported more than 40 charities, non-profit organisations and educational institutions across the region, reflecting the Group's continued commitment to responsible corporate citizenship and community well-being.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

COMMUNITY (Cont'd)

Community Engagement and Social Investment (Cont'd)

The Group's community engagement extends beyond philanthropy to include capacity building, knowledge transfer and inclusive innovation. We recognise that our success is inextricably linked to the strength of the local ecosystem.

Greatech recognises that access to technology and quality education are fundamental drivers of social mobility and long-term economic resilience. In FY2025, the Group expanded its social investment initiatives, allocating approximately RM2.22 million towards programmes that advance digital inclusion, broaden access to education and strengthen strategic collaborations with academic and industry partners.

Key initiatives undertaken during the year include:

- **Digital Library Transformation Programme:** An investment of RM1.66 million was made to upgrade selected local primary school libraries into technology-enabled learning hubs, aimed at improving literacy outcomes and fostering digital readiness among students.
- **Greatech Educational Scholarship Programme:** The Group allocated RM0.31 million to support students who met defined academic performance criteria, including a minimum CGPA threshold. The programme supports continued access to education while contributing to the development of a future-ready talent pipeline aligned with the Group's long-term growth and the needs of the advanced manufacturing ecosystem.
- **University Research Collaboration:** Approximately RM0.13 million was invested in research initiatives with local universities, focusing on bridging the global skills gap, enhancing operational safety and accelerating digital transformation within the semiconductor and advanced manufacturing sectors.
- **Penang Glo Walk 2025:** A vibrant night walk celebrating community spirit, health and creativity, featuring artistic light displays. This event promotes physical activity and strengthens community bonds.



Completion of 10 Digital Library in Schools projects in 2025, reinforcing the Group's commitment to education and digital accessibility.

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

COMMUNITY (Cont'd)

Community Engagement and Social Investment (Cont'd)



Penang Glo Walk 2025



Collaboration Projects with Universities

In addition to strengthening industry capabilities, Greatech remains committed to fostering the social and cultural vibrancy of the local communities in which it operates, in Penang. During the reporting period, the Group contributed approximately RM0.79 million towards initiatives supporting animal welfare, arts and cultural development, public healthcare infrastructure and sports excellence.

These contributions reflect the Group's belief that sustainable business growth must be accompanied by meaningful investment in community well-being, social resilience and cultural preservation.

Key initiatives undertaken during the year include:

- International Aid for Protection & Welfare of Animals ("IAPWA") – Penang Chapter:** The Group contributed RM0.10 million to support humane management and welfare programmes for street animals. This initiative contributes to improved public health outcomes, responsible animal care practices and community awareness.
- Penang Institute - George Town Literary Festival:** A contribution of RM0.20 million was made in support of the George Town Literary Festival, organised by Penang Institute. The initiatives promote arts, cultural exchange and intellectual discourse, reinforcing Penang's cultural heritage while strengthening its position as a regional platform for global literary engagement.
- Penang General Hospital:** The Group contributed RM0.25 million through the donation of 100 desktop computers to enhance clinical data management systems and operational efficiency, supporting improved healthcare service delivery within the public health system.

- Penang Badminton Association ("PBA"):** An investment of RM0.15 million was made to promote community health, youth development and sports excellence. The contribution supports athletes development, coaching programmes and infrastructure, helping to nurture future Malaysian athletes.
- Mangrove Trees Planting:** During the year, the Group organised a mangrove tree-planting activity involving 200 mangrove saplings at Nibong Tebal, Penang. Mangroves were selected for their role in coastal protection, biodiversity enhancement and long-term carbon sequestration, contributing to ecosystem resilience and climate change mitigation.



Donation to IAPWA

SUSTAINABILITY REPORT

PEOPLE (Cont'd)

COMMUNITY (Cont'd)

Community Engagement and Social Investment (Cont'd)



George Town Literary Festival
November 2025



Planting 200 Mangrove Saplings at Nibong Tebal, Penang



Donation to local communities and sports organisation

SUSTAINABILITY REPORT



ECONOMIC

Economic Performance

Amid a challenging and volatile business environment, the Group's economic performance remains a key priority for our stakeholders. Greatech is committed to creating and delivering sustainable economic value for its key stakeholder groups – employees, customers, business partners, regulators and shareholders.

In FY2025, the Group generated revenue of RM771.48 million, reflecting the overall economic value created through our operations. Of this amount, RM500.36 million was distributed as direct economic value to stakeholders, including employee remuneration and benefits, payments to suppliers and service providers, contributions to government through taxes and returns to capital providers (banks).

The table below illustrates our performance over the last three years:

RM' million	FY2025	FY2024	FY2023
Economic Value Generated	771.48	752.37	658.75
Economic Value Distributed, which consists of:	500.36	495.93	422.92
• Procurement spending	292.27	339.92	296.30
• Employee wages and benefits	189.15	133.74	115.85
• Payment to capital providers	1.81	0.64	0.60
• Tax payments	15.12	19.91	9.10
• Community contributions and donations	2.01	1.72	1.07
Economic Value Retained	271.12	256.44	235.83

Through this distribution, the Group contributes to the broader economy by generating employment opportunities, supporting the growth and resilience of local suppliers and contributing to government revenues, thereby generating positive multiplier effects across the local economy.

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

SUSTAINABILITY REPORT

ECONOMIC (Cont'd)

Economic Performance (Cont'd)

Customer Care Management and Product Quality

The Group recognises that customer satisfaction, product quality and reliability are fundamental to sustaining long-term economic performance and maintaining customer trust. As a provider of advanced automation solutions to a highly regulated industries, including semiconductor, energy and life science sectors, Greatech adopts a structured and proactive approach to customer relationship management.

Customer satisfaction is monitored through periodic surveys that evaluate key performance dimensions, including:

- Product quality and consistency
- Delivery performance and schedule adherence
- Technical support and post-sales service
- Responsiveness and communication effectiveness
- Flexibility in meeting customer requirements
- Pricing competitiveness and value delivery

Survey findings are systematically analysed by management and relevant functional teams to identify improvement opportunities. Based on survey outcomes, targeted action plans and capability development initiatives are subsequently implemented to strengthen operational performance and enhance the overall customer experience. This continuous feedback loop supports long-term customer partnerships and reinforces the Group's reputation for reliability and execution excellence.

Product Quality and Lifecycle Management

Product quality and reliability are embedded throughout the entire product lifecycle, from engineering design and development to manufacturing, testing, installation and post-delivery support. The Group maintains certified quality management systems aligned with internationally recognised standards, including:

- ISO 9001:2015 – Quality Management Systems
- ISO 13485:2016 – Medical Device Quality Management Systems

These certifications support consistent product performance, regulatory compliance and traceability, particularly for customers operating in highly regulated industries such as medical technology, semiconductor and advanced manufacturing.

Continuous improvement is driven through structured quality assurance processes, root cause analysis, corrective and preventive action programmes and cross-functional collaboration between engineering, manufacturing and field service teams. Lessons learned from project execution and after-sales support are systematically integrated into future design and process enhancements, strengthening reliability and long-term product performance.

Product Safety

Customer and end-user safety are core priorities for the Group. As a provider of complex automation systems, the Group places strong emphasis on safeguarding technicians and operators who interact with its machines. Safety is therefore treated as a core engineering performance requirement and integrated into product development through a safe-by-design philosophy.

The Group adopts a comprehensive product safety framework that combines internal engineering standards with applicable international regulatory requirements. Safety considerations are incorporated from conceptual design through to final installation and commissioning.

Key elements of the Product Safety Framework are:

- **Dedicated Safety Governance**

Each product line is supported by designated Machine Safety Experts responsible for ensuring safety integrity across the entire lifecycle, from design validation and risk assessment to final deployment and commissioning.

- **Advanced Technical Competency**

We maintain highly skilled engineering workforce through structured and standardised training programs. Our engineering personnel hold recognised industry certifications, including competencies aligned with SEMI S8 (Safety Guidelines for Ergonomics Engineering). To further enhance our technical leadership, additional engineers are scheduled to undergo the TUV NORD Certified Machinery Safety Expert ("CMSE") program, a globally recognised benchmark in machinery safety engineering.

- **Regulatory Monitoring and Compliance**

The Group continuously monitors global regulatory landscape to ensure our machines remain compliant with evolving safety standards, including EU Machinery Regulation 2023/1230, CE certification requirements applicable to European markets.

SUSTAINABILITY REPORT

ECONOMIC (Cont'd)

Economic Performance (Cont'd)

Product Safety (Cont'd)

- **Integrated Safety Lifecycle**

Safety is embedded within the Group's Product Development Lifecycle ("PDLC"). Potential hazards and safety validation protocols are incorporated into PDLC to mitigate identified risks, ensure compliance and safety.

The Group also engages in knowledge exchange with external safety specialists and leading safety components manufacturers to continuously enhance safety practices and technological capabilities.

In addition to safety considerations, the Group ensures that its products comply with applicable environmental and chemical substance regulations, including:

- Restriction of Hazardous Substances ("RoHS") Directive
- Registration, Evaluation, Authorisation and Restriction of Chemicals ("REACH") Regulation.

These measures support responsible product stewardship, protect customer health and safety and ensure compliance with international market requirements.

	FY2025	FY2024	FY2023
Number of major incidents or breaches of safety and quality standards reported	0	0	0

Tax Governance

The Group recognises that tax is a key contribution to public finances and socio-economic development in the jurisdictions in which we operate. We are committed to responsible and transparent tax governance that supports long-term value creation while complying fully with applicable tax laws and regulations.

The Group's approach to tax governance is guided by the following principles:

- **Compliance and Integrity:** We comply with all relevant tax laws, regulations and reporting requirements in the jurisdictions where we operate, and we do not engage in aggressive tax planning or practices that lack commercial substance. Where appropriate, the Company consults qualified external advisors to ensure compliance with our obligations and to assist in assessing our tax risks.
- **Transparency and Accountability:** We seek to maintain open, professional and constructive relationships with tax authorities, based on mutual respect and timely, accurate disclosure.
- **Responsible Tax Planning:** We responsibly manage our tax affairs by optimising tax incentives, exemptions and reliefs that are available under applicable laws and double taxation treaties, ensuring alignment with business substance and economic activities.
- **Governance and Oversight:** The ARMC provides oversight of the Group's tax governance and ensures that the tax strategy is aligned with the Group's business objectives, risk appetite and ethical standards. Significant tax matters, including changes in tax legislation, utilisation of material tax incentives and tax-related risks, are escalated to the ARMC for review, where appropriate. Management is responsible for the day-to-day management of tax matters and for ensuring effective internal controls are in place to support compliance, transparency and responsible tax practices across the Group.

SUSTAINABILITY REPORT

ECONOMIC (Cont'd)

Economic Performance (Cont'd)

Anti-Bribery and Anti-Corruption

The Group recognises that bribery and corruption constitute material business and compliance risks, particularly in jurisdictions with elevated corruption risk indicators and increasing regulatory scrutiny. In response to the evolving legal and enforcement landscape, the Group is committed to conducting its business with integrity, transparency and full compliance with all applicable anti-corruption laws and regulations.

To manage these risks, the Group has established a comprehensive Anti-Bribery and Anti-Corruption ("ABAC") framework, anchored by the Code, ABAC Policy and Whistleblowing Policy. These policies set out clear requirements relating to the prohibition of bribery and facilitation payments, conflicts of interest, gifts and hospitality, accurate books and records, cooperation with investigations and anti-money laundering controls. The framework applies to all employees and relevant business partners and is made accessible electronically across the Group.

The Group conducts an annual corruption risk assessment to identify, assess and mitigate bribery and corruption risks across its operations. This assessment evaluates the effectiveness of internal controls and the implementation of the ABAC framework, and supports compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"). The outcomes of the assessment are used to enhance internal controls, address identified gaps and strengthen ongoing risk mitigation measures.

The Group adopts a risk-based and proportionate approach to ABAC training, prioritising subsidiaries, functions and employee categories with higher exposure to corruption risks based on operational scale, geographical footprint and regulatory environment.

During the reporting period, formal ABAC training was conducted with defined scope, coverage and frequency. Training content covers the Group's ABAC Policy, prohibited practices, whistleblowing mechanisms, consequences of non-compliance and relevant legislation, including the MACC Act 2009 (Section 17A). Training effectiveness is supported by post-training assessments, with participation records maintained for monitoring and assurance purposes. The Corporate Affairs Department is undertaking a phased mapping exercise to benchmark ABAC laws applicable to the Group's foreign subsidiaries against the MACC 2009 with the objective of enhancing consistency, strengthening controls and supporting a harmonised Group-wide ABAC framework.

During the year, 100% of employees across all levels in the Group's major subsidiaries in Malaysia completed formal ABAC training, ensuring consistent awareness of corruption risks, legal obligations and internal control requirements across the Group's primary operating entities.

For other subsidiaries, formal ABAC training was provided to management and key decision-makers, reflecting the Group's risk-based approach to training deployment.

Trained managers are responsible for reinforcing ethical expectations and cascading relevant requirements within their respective teams.

Continuous Improvement

The Group remains committed to progressively expanding ABAC training coverage across all subsidiaries and employee categories, with the objective of ensuring that all employees receive formal anti-corruption training at least once every three (3) years. This commitment supports continuous improvement in ethical culture, compliance maturity and organisational-wide awareness of bribery and corruption risks.

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

	FY2025	FY2024	FY2023
% of operations assessed for corruption related risks	100%	100%	100%

SUSTAINABILITY REPORT

ECONOMIC (Cont'd)

Economic Performance (Cont'd)

Continuous Improvement (Cont'd)

Percentage of employee who received anti-corruption training, by employee category	FY2025	FY2024	FY2023
Board of Directors	100%	100%	100%
Senior Management	100%	100%	100%
Managers – Major Subsidiaries	100%	100%	100%
Managers – Other Subsidiaries	100%	Not in scope	Not in scope
Employees – Major Subsidiaries	100%	100%	100%
Employees – Other Subsidiaries	Not yet covered	Not in scope	Not in scope

It is the Group's goal to maintain zero tolerance to corruption and we are pleased to announce that there were no incidents of confirmed corruption between the FY2023 to FY2025. All of our employees had complied with the Group's ABAC Policy.

Number of confirmed incidents of corruption for FY2023, 2024 and 2025	None Reported
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Cybersecurity and Data Protection

The Board provides oversight of cybersecurity and data protection through delegation to the ARMC, which monitors the effectiveness of the Group's information security governance, risk management and internal controls. Protecting information belonging to customers, business partners and the Group remains a strategic priority.

The Group maintains globally applicable policies on cybersecurity, information security and data protection, ensuring a consistent level of protection across all operations. These policies are aligned with internationally recognised standards, including the General Data Protection Regulation ("GDPR") and leading Information Security Management System ("ISMS") frameworks.

The Group's Personal Data Protection Notice, which sets out the types of personal data collected, purposes of processing, data subject rights and data protection measures, is publicly available on the Company's website at <https://greatech-group.com/en/personal-data-protection-notice/>

To strengthen data protection culture, mandatory training on data privacy, data protection and information security is embedded into employee onboarding and reinforced through ongoing initiatives, including monthly email campaigns, newsletters, and targeted workshops. In FY2025, 100% of employees in major subsidiaries completed formal training.

Quarterly simulated phishing exercises were conducted to enhance awareness of social engineering risks. Employees who did not meet performance expectations received additional training, and repeated failures were addressed through corrective actions.

During FY2025, the Group remained fully compliant with GDPR and other applicable data protection regulations. No substantiated complaints relating to breaches of customer privacy, loss of customer data or misuse of personal information were reported.

The adoption of internationally recognised information security standards has become increasingly critical, driven by heightened customer expectations and evolving regulatory requirements. In response, the Group has prioritised alignment with ISO 27001 as a key element of its cybersecurity and data protection strategy to maintaining customer trust and ensuring business continuity.

The Group has formally initiated its roadmap towards ISO27001:2022 (ISMS) certification across relevant companies within the Group. This strategic initiative serves as the core of our cybersecurity framework, and will be implemented on a phased and risk-based basis, taking into account operational scale, data sensitivity and regulatory exposure. The certification programme will also incorporate emerging principles and practices designed to protect the confidentiality, integrity and availability of the Group's information assets.

SUSTAINABILITY REPORT

ECONOMIC (Cont'd)

Responsible Procurement and Supply Chain Management

Supporting Local Economy and Job Creation

As a customer-centric organisation, the Group maintains a diversified network of local, regional and international suppliers to meet evolving customer requirements. While global sourcing remains necessary for specialised components, the Group prioritises local procurement where feasible, as an effort to reducing environmental impacts associated with cross border logistics, strengthening of domestic supply ecosystems, support for local employment, optimise material flow and cost efficiencies in transportation and lead time management.

	FY2025 ⁽³⁾	FY2024 ⁽⁴⁾	FY2023 ⁽⁴⁾
Total amount of spending on local suppliers ⁽¹⁾ (RM' million)	185.57	188.92	162.21
Total amount of spending on all suppliers ⁽²⁾ (RM' million)	292.27	339.92	296.30
% of spending on local suppliers	63.5%	55.6%	54.8%

Notes:

- ⁽¹⁾ Definition of "Local": Local suppliers are defined as any third-party entity registered and operating within the same country as our respective operational sites.
- ⁽²⁾ Scope of spending: Data reflects our external economic impact only. All intercompany transactions and intra-group transfers are strictly excluded from the calculations.
- ⁽³⁾ 2025 Reporting Boundary: For the financial year 2025, the reported data includes procurement activities from our facilities in Malaysia, Ireland and Slovakia.
- ⁽⁴⁾ 2024 and 2023 Comparative Data: Data for 2024 and 2023 pertains exclusively to our operations in Malaysia. The inclusion of international subsidiaries in 2025 represents an expansion of our sustainability reporting boundary.

Responsible Sourcing and Supplier Standards

All suppliers are required to acknowledge and comply with the Group's Supplier Code, which outlines expectations on ethical, social and environment performance. The Supplier Code requires suppliers to upholding human rights and labour standards, promote equal opportunity and non-discrimination, respect freedom of association, prohibit forced and child labour, maintain sound environmental stewardship, avoid the use of conflict minerals and adhere to a zero-tolerance stance towards bribery and corruption. Suppliers are encouraged to establish appropriate management systems to support compliance with these requirements. To date, 100% of the Group's active suppliers are required to formally acknowledge and integrate these standards into their operation, reinforcing a consistent and responsible supply chain.

We employ a risk-based methodology to monitor compliance and ensure a resilient supply chain. Suppliers operating in labour-intensive sectors undergo mandatory self-assessment questionnaires. Where potential gaps are identified, the Group conducts onsite audits to verify field-level adherence to human rights protections. During the reporting year, the Group received no human rights-related grievances from suppliers.

The Group is committed to ensuring compliance with relevant international product stewardship regulations such as RoHS, REACH and Conflict Minerals requirements.

Suppliers are assessed for compliance with these requirements to ensure materials and components supplied meet applicable regulatory thresholds. No identified or reported violations of the Supplier Code relating to social or environmental standards were recorded for FY2023 to FY2025.

SUSTAINABILITY REPORT

ECONOMIC (Cont'd)

Responsible Procurement and Supply Chain Management (Cont'd)

Responsible Sourcing and Supplier Standards (Cont'd)

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

With approximately 1,000 suppliers worldwide, Greatech is committed to sourcing materials, goods and services in a responsible manner. We utilise various methods and tools to evaluate our suppliers, including self-assessments and audits that examine product quality, environmental impact and social factors. 100% of new suppliers acknowledged their compliance with the Supplier Code, which incorporates both social and environmental criteria.

Number of identified or reports of any potential violations by suppliers on the Supplier Code with respect to social and environmental standards for FY2023, 2024 and 2025:

None Reported

Supply Chain Continuity Planning

Greatech's manufacturing operations rely on diverse raw materials and components, including aluminium, steel, metallic-base components, electrical and electronic components, plastics and OEM products. While no single supplier dominates overall procurement, certain specialised components may be sourced from limited suppliers due to unique technical specifications.

To manage potential disruptions arising from logistics challenges, geopolitical developments, natural disasters or extreme weather events, the Group implements supply continuity strategies including:

- Maintaining appropriate safety stock levels
- Qualifying alternative materials where feasible
- Dual or multi-sourcing of critical components
- Continuous monitoring of supplier performance and risk exposure

For established component suppliers with mature internal risk management systems, the Group relies on their certified controls and governance structures, while focusing enhanced oversight on suppliers identified as higher risk. This risk-based and structured approach enables efficient resource allocation while maintaining a resilient, reliable and responsible supply chain.

SUSTAINABILITY REPORT

ESG Performance Data Table

ENVIRONMENTAL				
Total Energy Consumption	Unit	FY2025	FY2024	FY2023
Electricity consumption				
Total electricity consumption	MWh	17,328	17,428	12,642
Fuel consumption				
Diesel/Petrol	MWh	334	216	202
Natural Gas	MWh	723	-	-
Total fuel consumption	MWh	1,057	216	202
Total energy consumption	MWh	18,385	17,644	12,844
Total energy consumption	GJ	66,186	63,519	46,238
Revenue	RM' million	771	752	659
Energy intensity ratio	MWh / Revenue	23.85	23.46	19.49
Renewable Energy ("RE")				
RE consumption (direct, self-generated)	MWh	1,337	1,472	477
RE sold	MWh	271	295	103
RE generation	MWh	1,608	1,767	580
RE certificates ("RECs")	MWh	502	-	-
Total RE generated (including RECs)	MWh	2,110	1,767	580
Total RE consumed (including RECs)	MWh	1,839	1,472	477
% of RE generation (including RECs) over total consumption	MWh	11.5%	10.0%	4.5%
% of RE consumed (including RECs)	MWh	10.0%	8.3%	3.7%
GHG Emissions				
Direct Emissions (Scope 1)	tCO ₂	233	59	55
Indirect Emissions (Scope 2)	tCO ₂	11,962	12,445	9,861
Total Scope 1 & 2 Emissions	tCO ₂	12,195	12,504	9,916
Business Air Travel (Scope 3)	tCO ₂	1,135	1,106	901
Employee Commuting (Scope 3)	tCO ₂	3,850	3,703	-
Total Scope 3 Emissions	tCO ₂	4,985	4,809	901
GHG Emissions Intensity Ratio				
Revenue	RM' million	771	752	659
Scope 1	tCO ₂ / Revenue	0.30	0.08	0.08
Scope 2	tCO ₂ / Revenue	15.51	16.55	14.97
Scope 3	tCO ₂ / Revenue	6.47	6.39	1.37
Water				
Number of water stress/water scarce locations which we operate in:		0	0	0

SUSTAINABILITY REPORT

ESG Performance Data Table (Cont'd)

ENVIRONMENTAL (Cont'd)				
Water (Cont'd)	Unit	FY2025	FY2024	FY2023
Total Water Withdrawal, by Source:				
Municipal Potable Water Supply	m³	48,061	45,791	34,551
Harvested rainwater	m³	61	68	49
Surface water from rivers, lakes and natural ponds	m³	0	0	0
Groundwater from wells, boreholes	m³	0	0	0
Used quarry water collected in the quarry	m³	0	0	0
External wastewater	m³	0	0	0
Sea water, water extracted from the sea or the ocean	m³	0	0	0
Total Water withdrawal or used	m³	48,122	45,859	34,600
	ML	48.1	45.9	34.6
Total water discharged to offsite water treatment	m³	48,122	45,859	34,600
Revenue	RM' million	771	752	659
Water Use Intensity Ratio	m³ / Revenue	62.42	60.98	52.50
Waste Management				
Waste directed to disposal:				
Hazardous Waste	tonnes	99	121	93
Non-Hazardous Waste		376	259	105
Waste diverted from disposal		171	173	126
Total Waste Generated		646	553	324
Hazardous Waste Management				
SW Code				
SW422	tonnes	53	78	68
SW307		19	21	15
Others		27	22	10
Total		99	121	93
Scheduled Waste Intensity Ratio				
Revenue	RM' million	771	752	659
As a % of revenue (total tonnes/total revenue):	tonnes / Revenue			
- SW422		6.9%	10.4%	10.3%
- SW307		2.5%	2.8%	2.3%
- Others		3.5%	2.9%	1.5%

SUSTAINABILITY REPORT

ESG Performance Data Table (Cont'd)

ENVIRONMENTAL (Cont'd)				
Waste Management (Cont'd)	Unit	FY2025	FY2024	FY2023
Waste Diverted from Disposal				
Recycled Waste Category				
Carton Box	tonnes	38	32	5
Plastic		2	<1	<1
Metal Scrap		109	124	98
Aluminium		14	9	11
Stainless Steel		6	8	9
Electrical Item		0	0	3
Copper Wire		1	0	0
Other batteries and accumulators		1	0	0
Total		171	173	126

PEOPLE									
Employee Category by Age	Age Group (Years)								
	FY2025			FY2024			FY2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior Management	0%	0%	100%	0%	0%	100%	0%	33%	67%
Middle Management	1%	82%	17%	2%	88%	10%	2%	91%	7%
Executive	62%	36%	2%	72%	27%	1%	74%	25%	1%
Non-Executive	56%	39%	5%	67%	32%	1%	72%	27%	1%
Overall Composition	56%	40%	4%	68%	31%	1%	70%	29%	1%

Employee Category by Gender	FY2025		FY2024		FY2023	
	Male	Female	Male	Female	Male	Female
Senior Management	50%	50%	67%	33%	67%	33%
Middle Management	76%	24%	73%	27%	77%	23%
Executive	78%	22%	80%	20%	80%	20%
Non-Executive	93%	7%	94%	6%	94%	6%
Overall Composition	84%	16%	85%	15%	86%	14%

SUSTAINABILITY REPORT

ESG Performance Data Table (Cont'd)

PEOPLE (Cont'd)						
Employee Category by Nationality	Nationality					
	FY2025		FY2024		FY2023	
	Local	Foreign	Local	Foreign	Local	Foreign
Senior Management	2	0	3	0	3	0
Middle Management	77	14	66	1	55	1
Executive	895	103	894	1	780	1
Non-Executive	530	142	522	45	560	45
Grand Total	1,504	259	1,485	47	1,398	47
Percentage (%)	85%	15%	97%	3%	97%	3%

Board Diversity			
Director Breakdown by Gender	FY2025	FY2024	FY2023
Female	29%	29%	29%
Male	71%	71%	71%

Director Breakdown by Age					
<30			0	0	0
30-50			0	0	0
>50			100%	100%	100%
Number of substantiated complaints concerning discrimination or harassment in the workplace received in FY2023, 2024 and 2025:					None Reported
Contracted/Temporary Staff			0.1%	0.1%	0.1%

Hiring, Diversity and Talent Development

New Hires breakdown by Gender, Age Group, and Nationality

New Hires	FY2025		FY2024		FY2023	
By Gender	Count	%	Count	%	Count	%
Male	192	56%	249	79%	302	82%
Female	153	44%	67	21%	66	18%
Total (By Gender)	345	100%	316	100%	368	100%

SUSTAINABILITY REPORT

ESG Performance Data Table (Cont'd)

PEOPLE (Cont'd)						
New Hires	FY2025		FY2024		FY2023	
By Age Group	Count	%	Count	%	Count	%
<30	239	69%	241	76%	276	75%
30-50	95	28%	73	23%	86	23%
>50	11	3%	2	1%	6	2%
Total (By Age Group)	345	100%	316	100%	368	100%
By Nationality						
Local	304	88%	315	100%	339	92%
Foreign	41	12%	1	0%	29	8%
Total (By Nationality)	345	100%	316	100%	368	100%

Parental Leave and Employment Continuity

Number of employees who:	FY2025		FY2024		FY2023	
	Male	Female	Male	Female	Male	Female
are entitled to parental leave	736	441	516	94	398	65
took parental leave	78	24	67	11	59	12
are still taking parental leave as at 31 December	0	12	2	2	0	3
are due to return to work after taking parental leave as at 31 December	78	12	65	9	59	9
resigned after parental leave ended	0	0	0	0	0	0
returned to work in the reporting period after parental leave ended	78	12	65	9	59	9
returned to work after parental leave ended who were still employed 12 months after their return to work	52	10	54	11	31	2
Return to work rate (%)	100%	100%	100%	100%	100%	100%
Retention Rate (%)	78%	91%	92%	92%	94%	100%

FY2025	
Eligible employee for performance reviews	100%

SUSTAINABILITY REPORT

ESG Performance Data Table (Cont'd)

PEOPLE (Cont'd)						
Employee Turnover	FY2025		FY2024		FY2023	
By Gender	Count	%	Count	%	Count	%
Male	339	81%	187	82%	147	84%
Female	81	19%	42	18%	29	16%
By Age Group						
<30	240	57%	170	74%	122	69%
30-50	145	35%	56	25%	47	27%
>50	35	8%	3	1%	7	4%
By Nationality						
Local	291	69%	228	100%	167	95%
Foreign	129	31%	1	0%	9	5%
By Employee Category						
Senior Management	1	0%	0	0%	0	0%
Middle Management	13	3%	11	5%	7	4%
Executive	232	55%	123	54%	102	58%
Non-Executive	174	42%	95	41%	67	38%
Overall	420	100%	229	100%	176	100%
			FY2025	FY2024	FY2023	
% of Participation in Human Rights Training			100%	100%	100%	
Number of substantiated complaints human rights violation* received in FY2023, 2024 and 2025:					None Reported	
Number of total and average training hours/days participated by employees			FY2025	FY2024	FY2023	
Total training hours			67,099	75,928	68,331	
Total training hours by employee category:						
Senior Management	89	113	94			
Middle Management	4,923	3,628	1,993			
Executive	47,584	53,059	58,104			
Non-Executive	14,503	19,128	8,140			
Average training hours per employee:	38	50	47			

SUSTAINABILITY REPORT

ESG Performance Data Table (Cont'd)

Total training hours by gender:	FY2025	FY2024	FY2023
Male	57,550	66,564	57,571
Female	9,549	9,364	10,760

Average training hours by employee category:			
Senior Management	44	38	31
Middle Management	54	54	36
Executive	48	59	74
Non-Executive	22	34	13

Health, Safety and Wellbeing

	FY2025	FY2024	FY2023
Number of employees who are trained in health and safety standards	1,763 (100%)	1,532 (100%)	1,445 (100%)

Occupational Safety Performance

	FY2025	FY2024	FY2023
No. of Work-Related Fatalities	0	0	0

Injury Rates and Severity				
LTIR – Employees	Quarterly	1.8	1.5	2.2
SR – Employees	Quarterly	25.1	3.8	44.3

Community Engagement and Social Investment			
Total community investment (RM million)	3.01	3.02	1.97
Estimated number of beneficiaries	74,221	34,468	47,554

SUSTAINABILITY REPORT

ESG Performance Data Table (Cont'd)

ECONOMIC			
RM' million	FY2025	FY2024	FY2023
Economic Value Generated	771.48	752.37	658.75
Economic Value Distributed, which consists of:	500.36	495.93	422.92
• Procurement Spending	292.27	339.92	296.3
• Employee wages and benefits	189.15	133.74	115.85
• Payment to capital providers	1.81	0.64	0.60
• Tax payments	15.12	19.91	9.10
• Community contributions and donations	2.01	1.72	1.07
Economic Value Retained	271.12	256.44	235.83

Product Safety			
Number of major incidents or breaches of safety and quality standards reported	0	0	0

Anti-Bribery and Anti-Corruption

% of operations assessed for corruption related risks	100%	100%	100%
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Percentage of employee who received anti-corruption training, by employee category	FY2025	FY2024	FY2023
Board of Directors	100%	100%	100%
Senior Management	100%	100%	100%
Managers – Major Subsidiaries	100%	100%	100%
Managers – Other Subsidiaries	100%	Not in scope	Not in scope
Employees – Major Subsidiaries	100%	100%	100%
Employees – Other Subsidiaries	Not yet covered	Not in scope	Not in scope

Number of confirmed incidents of corruption for FY2023, 2024 and 2025	None Reported
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Supporting Local Economy and Job Creation			
Total amount of spending on local suppliers (RM' million)	185.57	188.92	162.21
Total amount of spending on all suppliers (RM' million)	292.27	339.92	296.3
% of spending on local suppliers	63.50%	55.60%	54.80%

Number of identified or reports of any potential violations by suppliers on the Supplier Code with respect to social and environmental standards for FY2023, 2024 and 2025:	None Reported
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SUSTAINABILITY REPORT

Prescribed Table

SUSTAINABILITY REPORT

APPENDIX 1 – GRI CONTENT INDEX

Statement of use	Greatech Technology Berhad has reported the information cited in this GRI content index for the period of 1 January 2025 to 31 December 2025 (FYE 2025) in accordance with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
General Disclosures			

GRI 2: General Disclosures 2021	2-1 Organizational details	Pages 4 to 7 and 24 to 26	-
	2-2 Entities included in the organization's sustainability reporting	Pages 37 to 38	-
	2-3 Reporting period, frequency and contact point	Page 37	-
	2-4 Restatements of information	Stated throughout, if any.	-
	2-5 External assurance	Pages 38 to 39; & Principle B: Effective Audit and Risk Management, Corporate Governance Statement	-
	2-6 Activities, value chain and other business relationships	Pages 24 to 36 of the MD&A	-
	2-7 Employees	Pages 72 to 90	-
	2-8 Workers who are not employees	Page 78	Disclosure limited to percentage of contractor/ temporary staff, whom are employed as vendors/through our vendors.
	2-9 Governance structure and composition	Pages 44, 8 to 14, 16 to 19; Pages 126 to 129 of the Corporate Governance Statement	-
	2-10 Nomination and selection of the highest governance body	Pages 129 to 136 of the Corporate Governance Statement	-
	2-11 Chair of the highest governance body	Pages 8 to 15	-
	2-12 Role of the highest governance body in overseeing the management of impacts	Pages 117 to 144 of the Corporate Governance Statement	-
	2-13 Delegation of responsibility for managing impacts	Pages 44; Pages 126 to 129 of the Corporate Governance Statement	-
	2-14 Role of the highest governance body in sustainability reporting	Page 44; Pages 126 to 129 of the Corporate Governance Statement	-
	2-15 Conflicts of interest	Pages 15, 20; Pages 120, 124 to 125, 129, 130, 134, 138, 140 of the Corporate Governance Statement; Page 149 of the ARMC Report; Page 156 of the SORMIC statement	-

SUSTAINABILITY REPORT

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
General Disclosures			
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Pages 86 to 87, 99 and 101	Confidentiality constraints on disclosure on the total number and nature of critical concerns – due to confidentiality policy of the company's grievance mechanisms which includes whistleblowing policy.
	2-17 Collective knowledge of the highest governance body	Page 44; Pages 129 and 134 of the Corporate Governance Statement	-
	2-18 Evaluation of the performance of the highest governance body	Pages 127 to 128 of the Corporate Governance Statement	-
	2-19 Remuneration policies	Pages 134 to 137 of the Corporate Governance Statement	-
	2-20 Process to determine remuneration	Pages 134 to 135 of the Corporate Governance Statement	-
	2-21 Annual Total Compensation Ratio	None	Information incomplete. Will consider disclosure in the future.
	2-22 Statement on sustainable development strategy	Page 22; Pages 126 to 127 on the Corporate Governance Statement	-
	2-23 Policy commitments	Pages 86 to 87; Pages 155 to 157 of the SORMIC Statement	-
	2-24 Embedding policy commitments	Pages 86 to 87; Pages 155 to 157 of the SORMIC Statement	-
	2-25 Processes to remediate negative impacts	Pages 86 and 98	-
	2-26 Mechanisms for seeking advice and raising concerns	Pages 38, 86 and 98	-
	2-27 Compliance with laws and regulations	Page 37	-
	2-28 Membership associations	Pages 9 to 13 and 42	-
	2-29 Approach to stakeholder engagement	Pages 40 to 43	-
	2-30 Collective bargaining agreements	Page 86	Information is incomplete on % of employees covered under collective bargaining.

Material Topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	Pages 40 to 41	-
	3-2 List of material topics	Pages 42 to 43	-

SUSTAINABILITY REPORT

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
Energy Management and Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 46 to 51	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Pages 47 to 48	-
	302-3 Energy intensity	Page 47	-
	302-4 Reduction of energy consumption	Pages 60 and 63, 48 to 51	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Pages 49 to 51 and 68 to 69	-
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 49 to 51 and 68 to 69	-
	305-4 GHG emissions intensity	Pages 50 and 68	-
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 52 to 54	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 53	-
	303-3 Water withdrawal	Page 53	-
	303-5 Water consumption	Page 53	-
Waste Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 54 to 56	-
GRI 306: Waste 2020	306-3 Waste generated	Page 55	-
	306-4 Waste diverted from disposal	Pages 55 and 56	-
	306-5 Waste directed to disposal	Page 55	-
Diversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 72 to 77 and 84	-
GRI 401: Employment 2016	405-1 Diversity of governance bodies and employees	Pages 72 to 77	-

SUSTAINABILITY REPORT

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
Human Capital Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 72 to 90	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 75 to 78 and 81 to 82	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 78 to 80	-
	401-3 Parental leave	Page 80	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 84	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Pages 83 to 85	-
Health, Safety and Wellbeing			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 5, 26, 87 to 89	-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Pages 87 to 90	-
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 87 to 90	-
	403-3 Occupational health services	Pages 87 to 90	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 87 to 90	-
	403-5 Worker training on occupational health and safety	Pages 88 to 89	-
	403-6 Promotion of worker health	Pages 5, 26, 79, 88 to 89	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 86 to 90	-
	403-8 Workers covered by an occupational health and safety management system	Pages 5, 26, 79, 88 to 89	-
	403-9 Work-related injuries	Pages 89 to 90	-

SUSTAINABILITY REPORT

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
Community / Society			

GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 90 to 94	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Pages 90 to 94	Limited to Community Investment
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Pages 90 to 94	-

Economic Performance

GRI 3: Material Topics 2021	3-3 Management of material topics	MD&A Section of this report and Page 95	-
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 95	-
GRI 207: Tax 2019	207-1 Approach to tax	Pages 30 to 31 and 97; Director's Report; Director's Statement; and Note 27 in the Audited FYE 2025 Financial Statement	-
Customer Care Management	-	Page 96	-
Product Quality and Safety	-	Pages 96 to 97	-
Research and Development	-	Pages 34 to 35 and 92	-

Anti-Corruption

GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 98 to 99	-
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Pages 98 to 99	-
	205-2 Communication and training about anti-corruption policies and procedures	Pages 98 to 99	Disclosure limited to anti-corruption training by employee category as per regulatory requirement
	205-3 Confirmed incidents of corruption and actions taken	Pages 98 to 99	Disclosure limited to confirmed incidents of corruption, in line with regulatory requirement

SUSTAINABILITY REPORT

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
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Data Privacy

GRI 3: Material Topics 2021	3-3 Management of material topics	Page 99	-
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 99	-

Supply Chain Management

GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 86 to 87 and 100 to 101	-
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 100	-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Pages 100 to 101	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Pages 86, 100 to 101	-

APPENDIX 2 – FTSE4GOOD BURSA MALAYSIA INDEX

FTSE4Good Theme	Location	Pages
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Environmental

Climate Change	Environmental: Energy Management and Emissions	46 to 53 and 67 to 70.
Pollution & Resources	Environmental: Emissions; Water; Waste Management	49 to 56
Water Security	Environmental: Water	52 to 54

Social

Human Rights & Community	People: Human Rights; Community / Society; Governance: Supply Chain Management	86 to 87 and 100 to 101
Health & Safety	People: Workplace Health and Safety	87 to 90
Labour Standards	People: Diversity; Labour Practices and Standards; Employee Welfare; Human Rights; Community / Society	72 to 94

Governance

Anti-Corruption & Corporate Governance	Governance: Anti-Corruption and Ethical Business Engagement	98 to 99; Corporate Governance Statement
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CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

The Board is pleased to present our Corporate Governance Overview Statement ("Statement") to provide shareholders and investors with a comprehensive overview of the corporate governance practices adopted by the Greatech Group for the financial year ended 31 December 2025 ("FY2025").

Our governance practices are designed to fulfil the objectives set forth in the Malaysian Code on Corporate Governance ("MCCG") and anchored in three key principles:

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

Application of Recommended Corporate Governance Practices

	Total	Applied	Departure	Not Applicable	Not Adopted
Recommended practices	43	36	5	2	0
Step-up practices	5	3	0	0	2

The departures are outlined below:

- Practice 5.9 – The Board comprises at least 30% women directors.
- Practice 6.1 – For large companies, the Board engages independent experts at least every three years to facilitate objective and candid board evaluation.
- Practice 8.2 – The Board discloses on a named basis the top five Senior Management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.
- Practice 12.2 – Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.
- Practice 13.3 – Listed companies should leverage technology to facilitate:
 - Voting including voting in absentia; and
 - Remote shareholders' participation at general meetings.

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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

1.0 Board's Leadership on Objectives and Goals

1.1 Strategic Aims, Value and Standards

The Board's primary responsibility is to provide effective leadership and oversight of the Group to ensure sound corporate governance and the long-term sustainable success of the Group for the benefit of shareholders and other stakeholders. In discharging its responsibilities, the Board sets the Group's strategic objectives, values and standards and ensures that the necessary resources are in place to achieve the Group's goals.

The Board is guided by the Board Charter, which outlines the Company's goals and strategic direction; the Board governance process, including the roles and responsibilities of the Chairman, Board, Independent Directors as well as matters reserved for the Board and those delegated to Board Committees ("Committees"); the Board-Management relationship; Board-shareholders relationship; stakeholders engagement; the Code of Conduct & Ethics; and the Whistleblowing Policy.

Board Committees

To facilitate the effective discharge of its responsibilities and enhance decision-making, the Board has established 3 Committees:

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

These Committees assist the Board in overseeing key areas such as financial reporting, audit, risk management, remuneration, sustainability, board composition, succession planning and governance matters. Each Committee operates under clearly defined Terms of Reference ("TOR"), which set out their duties, authority and reporting responsibilities. The TORs are periodically reviewed by the respective Committees, approved by the Board and made available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>.

Management Working Committees

In addition to the Board Committees, the Board has established several management-level committees to oversee specific operational and governance matters, including:

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

Board and Management Responsibilities

The roles and responsibilities of the Board and Management are clearly defined to ensure effective governance and operational efficiency. The Board provides strategic direction and oversight of the Group's business and affairs, while Management is responsible for implementing strategies, policies and decisions approved by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

1.0 Board's Leadership on Objectives and Goals (Cont'd)

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

Board and Management Responsibilities (Cont'd)

In discharging its leadership and fiduciary duties, the Board undertakes the following principal responsibilities:

(i) Reviewing and adopting the Group's strategic plan

The Board reviews and approves the Group's strategic plans developed by Management. Regular updates are provided by the Chief Executive Officer ("CEO"), Chief Project Officer ("CPO") and Chief Financial Officer ("CFO") at Board meetings on key business matters including strategy, planning, business development, risk management, governance and employee engagement initiatives. The Board sets the Group's strategic direction and oversees its execution while reviewing business performance and key policies to enhance long-term shareholder value.

For FY2025, the Board comprises Executive Directors and Independent Non-Executive Directors ("INEDs"). On 31 December 2025, Mr Khor Lean Heng retired as CPO, and was accordingly re-designated as a Non-Independent Non-Executive Director of the Company.

INEDs are individuals of calibre, credibility and experience who provide independent perspectives to ensure balanced and objective decision-making. They constructively challenge Management and monitor the delivery of approved strategies and targets within the risk appetite established by the Board. INEDs also maintain open access to Management at all levels and engage with both external and internal auditors when necessary.

Non-Independent Non-Executive Director contributes valuable industry knowledge and experience, providing continuity and supporting effective oversight of Management while acting in the best interests of the Company.

Executive Director(s) and the Key Senior Management team are responsible for developing strategies, monitoring progress against strategic objectives and managing the Group's day-to-day operations and performance.

(ii) Monitoring the conduct of the Group's business

The Board monitors the conduct of the Group's business through quarterly Board meetings, during which Management presents updates on financial performance, liquidity position, operational progress, market developments, sales outlook, corporate proposals and sustainability matters. These updates enable the Board to assess whether the Group is achieving its strategic objectives and financial targets.

At each Board meeting, the CEO also briefs the Board on operational developments, challenges, market opportunities and strategic plans. These discussions allow the Board to remain informed of the Group's business activities and provide advice on both short and long-term strategies, including the effective deployment of resources.

During FY2025, the Board closely monitored the impact of macroeconomic uncertainties and manpower shortages on the Group's operations. Management presented mitigation strategies and action plans to address potential impacts on cash flow, financial performance and business continuity.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

1.0 Board's Leadership on Objectives and Goals (Cont'd)

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

Board and Management Responsibilities (Cont'd)

In discharging its leadership and fiduciary duties, the Board undertakes the following principal responsibilities: (Cont'd)

(iii) Reviewing the adequacy and integrity of the management information and internal control systems

The Board acknowledges its overall responsibility for the Group's internal control and risk management systems to safeguard shareholders' investment and the Group's assets. During FY2025, the Board formalised and applied the Group's risk appetite in the form of a Risk Appetite Statement which is embedded within the Group's Enterprise Risk Management ("ERM") Framework to guide risk assessment, prioritisation and decision making across the Group.

The Board endorsed a Fraud Risk Assessment programme covering various segments of the Group's business, with fraud risk considerations integrated into the Group's broader risk management and internal control processes. Details of the Company's internal control and risk management systems are set out in the Statement of Risk Management and Internal Control ("SORMIC") section of the Annual Report 2025.

(iv) Reviewing and adopting a strategic plan that supports long-term value creation and business sustainability

The Board reviews business and financial performance and worked closely with Management in the shared strategic aims to secure the Group's leading market positions in the long term. The Board monitors the culture of the Company to ensure that it is aligned with the Group's values and strategy.

The Board is aware of the importance of business sustainability and ensures that sustainability is embedded in the development of the Group's strategies and annual plans, taking into account the environmental, social and governance ("ESG") aspects of business operations. The SWG (established in FY2019) oversees the implementation of business sustainability practices within the Group. Details of the Company's sustainability efforts are set out in the Sustainability Report section of the Annual Report 2025.

(v) Promoting a good corporate governance culture within the Group

The Board is accountable to the shareholders, and it is ultimately responsible for the Group's adherence to sound corporate governance practices and the highest standard of ethics. The Board leads by example, acting constructively and respectfully, demonstrating the values that the Group expects across the companies.

The Board has adopted the following codes, policies and programmes to guide the actions and behaviour of Directors, Management and employees of the Group:

- Code of Conduct and Ethics
- Directors' Fit and Proper Policy
- Conflict of Interest ("COI") Policy
- Anti-Bribery and Anti-Corruption Policy ("ABAC")
- Anti-Fraud Policy
- Whistleblowing Policy
- Share Trading Policy
- Related Party Transaction ("RPT")
- Business Partner Anti-Corruption Policy

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

1.0 Board's Leadership on Objectives and Goals (Cont'd)

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

Board and Management Responsibilities (Cont'd)

In discharging its leadership and fiduciary duties, the Board undertakes the following principal responsibilities: (Cont'd)

(vi) Succession planning

The NC is entrusted by the Board with the responsibilities to oversee the selection and assessment of Directors and Committees as well as succession planning for Directors and Senior Management personnel. The Board prioritises succession planning to ensure the organisation has a pool of talented and capable individuals ready to step into critical roles when needed. The work carried out by the NC in FY2025 is set out in Section 5.8 of this Statement.

1.2 The Chairman of the Board

Dato' Ooi Boon Chye ("Dato' BC") was appointed as the Independent Non-Executive Chairman of the Board on 25 August 2023 and provides leadership to the Board in ensuring its effectiveness and promoting high standards of corporate governance. The Chairman is not a member of any Board Committees, allowing him to maintain independence and focus on providing objective leadership to the Board.

The roles and responsibilities of the Chairman are set out in Paragraph 4.7 of the Board Charter, which is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>. The Chairman is responsible for leading the Board in the adoption and implementation of sound governance practices and ensuring the effective functioning of the Board.

As detailed in the Profile of Directors section of the Annual Report 2025, Dato' BC possesses extensive experience across various areas including global manufacturing, manufacturing engineering, outsourcing, procurement, logistics, central planning and quality management. His experience enables him to provide valuable guidance to the Board and facilitate constructive engagement between the Board and Management in formulating and executing the Group's strategies.

The Chairman presides over meetings of the Board and shareholders, and promotes open and effective communication between the Board, Management, shareholders and other stakeholders. He also ensures that Board discussions are conducted in a balanced manner and that all Directors are given the opportunity to contribute to the deliberations.

1.3 Chairman and Chief Executive Officer

The positions of the Chairman and the CEO are held by separate individuals who are not related to each other. This clear division of responsibilities ensures an appropriate balance of power and authority, such that no individual has unfettered decision-making powers. The distinct roles and responsibilities of the Chairman and CEO are clearly set out in Paragraph 4.7.3 of the Board Charter, which is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>.

The position of Chairman is held by Dato' BC, while Dato' Seri Tan Eng Kee ("Dato' Seri Tan") serves as the CEO. The Chairman leads the Board in ensuring its effectiveness and provides oversight of the Group's strategic direction and governance practices. The CEO is responsible for the execution of the Group's strategies, overall business operations and day-to-day management of the Group. The CEO regularly reports to and engages with the Board on key operational, financial and strategic matters.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

1.3 Chairman and Chief Executive Officer (Cont'd)

To further safeguard the interests of shareholders and other stakeholders, the Board comprises a majority of INEDs, which promotes greater objectivity and independence in Board deliberations and decision-making.

1.4 Chairman and Board Committees

To maintain checks and balances and ensure independent and objective deliberations by the Board Committees, the Chairman of the Board, Dato' BC, is not a member of any of the ARMC, NC or RC.

1.5 Company Secretaries

The Board is supported by two (2) suitably qualified and experienced Company Secretaries, namely Ms. Yeow Sze Min ("Ms. Yeow") and Ms. Low Seow Wei ("Ms. Low"), who assist the Board in the effective discharge of its duties and responsibilities. Both Company Secretaries are qualified Chartered Secretaries under Section 235(2)(a) of the Companies Act 2016 ("CA 2016") and are registered with the Companies Commission of Malaysia ("CCM"). Ms. Yeow is a Fellow, while Ms. Low is an Associate member of the Malaysian Association of the Institute of Chartered Secretaries and Administrators ("MAICSA"). They each possess more than 17 years of experience in corporate secretarial practice.

The Company Secretaries support the Board and Board Committees in ensuring the effective functioning of the Board in accordance with their TOR, applicable laws and governance best practices. They advise the Board on corporate governance matters, Directors' fiduciary duties and compliance requirements, including those under the CA 2016, the Company's Constitution, MMLR, the MCCG and other relevant regulations.

During FY2025, the Company Secretaries supported the Board on various governance and regulatory matters, including updates on regulatory developments, Directors' and key officers' dealings in the Company's securities, announcements submitted to Bursa Securities and changes in Board and Board Committee composition. They also issued reminders to Directors and relevant persons on Closed Period requirements in accordance with Paragraph 14.08 of the MMLR. The Company Secretaries attended the Seventh Annual General Meeting ("7th AGM") held on 28 May 2025, as well as all Board and Board Committee meetings during FY2025, and ensured that proceedings were properly recorded and conducted in an orderly manner.

Both Company Secretaries continuously update their professional knowledge through continuous professional development programs, in line with the requirements of MAICSA. The Board has unrestricted access to the advice and services of the Company Secretaries to enable it to effectively discharge its responsibilities.

1.6 Access to Information and Meeting Materials

The Board meets at least four (4) times a year to review the Group's strategic direction, operational and financial performance, risk management and other significant matters. Additional meetings may be convened when necessary to address urgent or important issues. During FY2025, four (4) Board meetings were held, all of which recorded full attendance by the Directors. The meetings were conducted mainly in a hybrid format, allowing Directors to attend either physically or virtually where required.

To facilitate effective participation, the annual Board and Board Committee meeting calendar is prepared and circulated at the beginning of each financial year, allowing Directors to plan their schedules accordingly. Notice of meetings and the relevant Board and Committees meeting papers are circulated to the Directors at least seven (7) days prior to the meeting. The meeting materials include sufficient and relevant information on matters to be deliberated to enable Directors to make informed decisions.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

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

All Board and Committees meetings followed a structured agenda and are generally conducted over two (2) days, allowing sufficient time for meaningful discussions and enabling Directors to gain deeper insights into the Group's operations. At each quarterly meeting, the Key Principal Officers, comprising the CEO, CPO and CFO, present updates on the Group's operational and financial performance and address queries from the Board. Other members of Management may be invited to attend meetings to provide detailed explanations on specific matters when necessary.

The Board has unrestricted access to Management and external advisers. The Company Secretaries ensure that proper records of Board and Board Committee meetings are maintained. Minutes of meeting are circulated to the Directors and relevant Management personnel in a timely manner for review and comments, and are subsequently tabled at the following meeting for confirmation.

2.0 Demarcation of Responsibilities

2.1 Board Charter

The Board is guided by a Board Charter which clearly defines the respective roles and responsibilities of the Board, Committees, individual Directors and Management as well as matters reserved for the Board. It serves as a primary reference and induction literature in providing the Board members and Management insights into the functions, governance and conduct of the Board.

The Board Charter is designed to promote high standards of corporate governance, ethical behaviour and compliance culture. The core areas of the Board Charter include: the Group's vision, mission and guidance for the Board; Board governance process and procedures; Board and Management relationship; Board and Shareholders relationship; Stakeholders' relationship; Code of Conduct & Ethics; and Whistleblowing.

The Board Charter is periodically reviewed and updated to ensure that it remains relevant and aligned with the Board's objectives, regulatory requirements and evolving governance practices. The most recent revision was made on 26 November 2024 to align with amendments to the MMLR in relation to COI. The review and approval of sustainability matters such as strategies, key targets, performance, progress, issues and related policies have been included as the Board's reserved matters.

The Board Charter is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/> in line with Practice 2.1 of the MCCG.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

3.0 Good Business Conduct and Healthy Corporate Culture

3.1 Code of Conduct & Ethics

The Board is committed to promoting a corporate culture that upholds integrity, ethical conduct and accountability across the Group. In line with this commitment, the Board has established a Code of Conduct & Ethics ("Code"), which sets out the standards of behaviour expected of Directors, Management and employees in carrying out their duties and responsibilities. The Code forms part of the Group's governance framework and applies to all Directors, Management and employees of the Group, whether on a full-time or part-time basis.

The Code is communicated internally and externally to reinforce ethical conduct in the Group's operations. Mechanisms are also in place to enable the reporting of suspected misconduct, including fraud, corruption and unethical behaviour. Management is responsible for implementing and monitoring compliance with the Code, and any significant breaches are reported to the ARMC and to the Board.

During FY2025, there were no known material breaches of the Code by Directors or employees. The Group also expects its suppliers and business partners to maintain similar ethical standards through the Supplier Code of Conduct & Ethics ("Supplier Code").

To reinforce the principles of the Code, the Group has implemented several supporting governance policies, including:

(a) Conflict of Interest Policy

The Policy, established on 25 November 2019, requires Directors and employees to declare actual or potential COI. Employees submit annual COI declarations, while Directors disclose conflict to the Board as and when they arise. The most recent update to the COI Policy was made in August 2023 to align with developments in the MMLR of Bursa Securities.

(b) Directors' Fit and Proper Policy

Established in May 2022 and updated in November 2025, this Policy ensures that individuals appointed or re-elected as Director possess the necessary integrity, competence and experience. The policy is periodically reviewed to ensure alignment with the MMLR.

(c) Anti-Bribery and Anti-Corruption Framework & Policy

Implemented since 2019 and updated in November 2025 to ensure compliance with anti-corruption laws, including Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"). The Group conducts Corruption Risk Management training for employees in key functions and performs periodic corruption risk assessments, the results of which are reported to the ARMC. During FY2025, no substantiated bribery and corruption cases were reported.

(d) Share Trading Policy

Adopted in June 2019 and updated in November 2024 to guide Directors, Key Principal Officers and Identified Employees in complying with regulations relating to insider trading.

(e) Anti-Fraud Policy

Implemented in November 2019 to strengthen fraud prevention and detection measures. The Group maintains a zero-tolerance attitude towards fraud.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

3.1 Code of Conduct & Ethics (Cont'd)

(f) Related Party Transaction Policy & Procedures

Adopted in August 2019 and updated in November 2024 to ensure RPTs are conducted at arm's length and in compliance with regulatory requirements.

The Code and ABAC Policy are published on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/> in line with Practice 3.1 of the MCCG and are periodically reviewed by the Board to ensure they remain relevant and aligned with regulatory requirements and governance best practices.

3.2 Whistleblowing Policy

The Board has established a Whistleblowing Policy to provide a formal channel for employees and stakeholders to report concerns relating to unethical, unlawful or improper conduct within the Group. The Whistleblowing Policy was first adopted in June 2019 and was most recently revised in November 2025 to reflect operational updates and strengthen the reporting framework.

The Policy encourages employees and external stakeholders to raise genuine concerns regarding any suspected misconduct without fear of reprisal or intimidation. Under the Policy, whistleblowing reports may be made by employees, Directors, shareholders, consultants, vendors, contractors, outside agencies, business associates or members of the public who have dealings with the Group. Reports may relate to matters such as fraud, corruption, misconduct, breach of laws or regulations or non-compliance with the Group's policies and procedures.

All whistleblowing disclosures are treated with strict confidentiality. The identity of the whistleblower is protected and safeguards are in place to ensure that whistleblowers are protected from any form of retaliation, intimidation or adverse consequences arising from the disclosure.

During FY2025, no whistleblowing reports were received by the Group. The Whistleblowing Policy is published on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/> in line with Practice 3.2 of the MCCG and is periodically reviewed by the Board to ensure it remains effective and relevant.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

4.0 Addressing Sustainability Risks and Opportunities

4.1 Governance of Sustainability

The Board oversees the Group's sustainability agenda, including sustainability-related risks and opportunities, climate-related considerations and the effectiveness of the Group's sustainability framework. In exercising its duties, the Board takes into account sustainability factors when reviewing the Group's strategies, business plans, major investments and risk management framework, ensuring that appropriate controls and policies are in place to support sustainable business practices.

The Board's commitment to sustainability was formalised following its listing, with the establishment of the SWG on 26 August 2019. The SWG is chaired by the Group CEO and comprises representatives from key functional departments. The SWG is responsible for driving the implementation of the Group's sustainability initiatives, monitoring progress and reporting regularly to the Board.

The Board has adopted a Sustainability Policy, which outlines its commitment to sustainable development based on three key pillars: People (Social), Planet (Environmental) and Profit (Economic). These principles guide the Group's approach in balancing business growth and profitability with responsible environmental stewardship, employee wellbeing and ethical business conduct.

During FY2025, the SWG held regular meetings to review and discuss sustainability initiatives and performance across the Group. Key areas of focus included employee engagement programmes, employee survey outcomes, corporate social responsibility ("CSR") activities, compensation and benefits reviews, as well as workplace health and safety measures to enhance employee wellbeing and minimise occupational risks.

Since 2022, the Group has progressively strengthened its sustainability agenda, including the integration of ESG-related performance indicators into the Key Result Area ("KRA") of senior management, including the CEO, CFO and CPO. This reinforces accountability for sustainability performance alongside financial and operational objectives. Details on the Group's sustainability initiatives and performance are set out in the Sustainability Report.

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

The Board recognises the importance of transparent and meaningful engagement with stakeholders to build trust, enhance accountability and support effective governance. The Group's sustainability strategy is guided by a materiality assessment, which identifies sustainability matters that are most significant to the Group and its stakeholders. In determining the material sustainability topics, the Board also considers developments in the external environment and evaluates sustainability-related risks and opportunities relating to areas such as climate change, environmental management, health & safety, human rights, and anti-bribery and corruption.

The Group adopts various communication channels to engage with stakeholders, including digital platforms, corporate disclosures and stakeholder engagements. Since 2019, the Company has been publishing its annual sustainability reports, which provide comprehensive disclosure on the Group's sustainability strategies, initiatives and performance, reinforcing the Group's commitment to transparency and accountability.

Internally, the Group promotes sustainability awareness among employees through continuous engagement initiatives, programmes and educational activities aimed at encouraging responsible practices such as energy conservation, waste reduction and resource efficiency. The Group also communicates sustainability-related information through corporate announcements, investor engagement and other public disclosures, ensuring that analysts, institutional investors and the wider stakeholder community remain informed of the Group's sustainability efforts and progress.

Further details on the Group's sustainability strategies, priorities, stakeholder engagements and performance are provided in the Sustainability Report, which forms part of the Company's Annual Report 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

4.3 Board Keep Abreast of the Relevant Sustainability Issues

The Board recognises the importance of remaining well-informed on sustainability matters, including climate-related risks and opportunities, that may impact the Group's business and long-term value creation. The Board reviews the Group's strategic objectives, financial targets and ESG performance on a regular basis. In addition, the Board evaluates the Group's overall risk profile, including sustainability-related risks associated with areas such as talent attraction and development, supply chain management, product quality and safety and environmental considerations.

During FY2025, the Group conducted two climate risk and opportunity assessments as part of its ongoing efforts to strengthen its sustainability governance and risk management framework. The assessments involved engagement with key stakeholder groups to reassess and prioritise the Group's most material sustainability matters. The findings and recommendations from these assessments were presented to the Board by the CFO, together with external consultants, and included the following key areas:

- Updated materiality matrix evaluated by the SWG;
- Identification of the Group's sustainability priorities;
- Updates on the Group's ESG strategy, action plans and initiatives; and
- Enhancements to the Enterprise Risk Management ("ERM") framework, including climate-related risks, opportunities and mitigation measures.

In addition, the Board receives periodic updates on developments in sustainability reporting standards, regulatory requirements and governance practices. During the year, the External Auditors presented updates to the Board and Board Committees on evolving reporting requirements and regulatory developments relating to sustainability, climate change and ESG disclosures.

Sustainability-related briefings to the Board during FY2025 were as follows:

Date	Topic	Presenter
February 2025	Climate Risk & Opportunity Review	External Consultant
August 2025	ESG Strategy & Materiality Review	CFO
August 2025	Climate Risk & Opportunity Review	External Consultant
August 2025	Sustainability Reporting & Regulatory Updates	External Consultant

4.4 Performance Evaluation of Board and Senior Management

Since FY2022, sustainability-related metrics have been incorporated into the KRAs of Senior Management, including CEO, CPO and CFO. These metrics are linked to remuneration and cover key areas such as economic growth, employee turnover and compliance-related indicators, thereby reinforcing accountability for the Group's sustainability performance.

The Board also evaluates its own effectiveness annually, which includes assessing its oversight of material sustainability risks, opportunities and ESG matters. Based on the evaluation conducted for FY2025, the Board identified several areas for further enhancement:

- Strengthening sustainability knowledge and competencies among Directors through targeted training and professional development programmes to deepen their understanding of evolving ESG challenges and regulatory developments; and
- Enhancing the Board's focus on sustainability initiatives to support positive sustainability outcomes across the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. BOARD RESPONSIBILITIES (Cont'd)

4.4 Performance Evaluation of Board and Senior Management (Cont'd)

All Directors had attended the Mandatory Accreditation Programme Part II: Leading for Impact, which included training on sustainability-related matters. This programme provided Directors with a stronger foundation to understand and oversee sustainability risks and opportunities relevant to the Group.

The Board also regularly reviews the Group's principal and emerging risks, including sustainability and climate-related risks, as part of the Group's risk management framework. Climate change and sustainability risks have been incorporated as a separate principal risk category, reflecting the growing importance of these issues to the Group's operations and long-term strategy.

4.5 Designated Person to Manage Sustainability (Step Up)

The SWG, led by the Group CEO, is responsible for overseeing the planning and implementation of the Group's sustainability strategies and initiatives across the organisation. The Group CFO has been designated to oversee the strategic management and reporting of sustainability matters within the Group. This includes ensuring that sustainability considerations are incorporated into operational practices, monitoring the Group's sustainability performance and coordinating the preparation of sustainability disclosures.

Updates on the Group's sustainability initiatives and progress are regularly reported and discussed at Executive Management Meetings and ARMC Meetings, in line with the Group's risk review cycle. This enables the Board and Management to monitor sustainability-related risks, opportunities and performance effectively.

The roles and responsibilities of the respective parties within the Group's sustainability governance structure are as follows:

Party	Responsibilities
The Board & ARMC	• Provide oversight of the Group's sustainability strategy and governance framework. • Monitor sustainability performance and risk management.
CEO & CFO	• Oversee the overall sustainability strategy and implementation across the Group. • Ensure appropriate policies, processes and systems are in place to support sustainability initiatives.
SWG & Functional Group	• Drive the implementation of sustainability initiatives. • Track and monitor progress against the Group's sustainability priorities and objectives.

II. BOARD COMPOSITION

5.0 Board Objectivity

5.1 Enhancing Board Effectiveness through Periodic Refreshment and Performance Evaluation

5.2 Composition of the Board

The NC assists the Board in overseeing matters relating to the appointment, re-election and succession planning of Directors and Board Committee members, in accordance with its TOR. On an annual basis, the NC reviews the overall composition and effectiveness of the Board, taking into consideration the required mix of skills, knowledge, experience and other core competencies required to support the Company's strategic direction.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (Cont'd)

5.2 Composition of the Board (Cont'd)

For FY2025, the Board currently comprises 7 Directors, with a majority of 5 Independent Directors, as follows:

No.	Directorship	Name
1	Chairman / INED	Dato' Ooi Boon Chye
2	CEO / ED	Dato' Seri Tan Eng Kee
3	CPO / ED*	Mr Khor Lean Heng*
4	INED	Dato' Ooi Hooi Kiang
5	INED	Dr. Michael Dominic Kirk
6	INED	Dr. Kong Siew Mui
7	INED	Mr Lim Chien Ch'eng**

* Mr Khor Lean Heng has on 31 December 2025 re-designated to Non-Independent Non-Executive Director upon his retirement as CPO in the Company.

** Dato' Seri Wong Siew Hai retired as the INED upon the conclusion of the 7th AGM. While Mr Lim Chien Ch'eng was appointed to the Board as an INED with effect from 1 June 2025.

The present composition adheres to Paragraph 15.02 of the MMLR and Practice 5.2 of the MCCG as the Board comprises a majority of independent directors, in line with the Company's classification as a Large Company. The presence of a majority of Independent Directors promotes objective and independent judgement in Board deliberations, strengthens the effectiveness of checks and balances, and safeguards the interests of minority shareholders and other stakeholders.

The Board has reviewed its size and composition and is satisfied that the current structure provides an appropriate balance of skills, experience, knowledge and diversity required to effectively discharge its responsibilities. The NC conducts an annual assessment of the independence of Directors, based on the criteria set out in the MMLR and the relevant Practice Notes. Each Independent Director is also required to submit an annual declaration confirming his/her independence, which forms part of the NC's evaluation.

5.3 Tenure of Independent Non-Executive Director

5.4 Policy on Tenure of Independent Non-Executive Director

The Company has adopted a policy to limit the tenure of the INEDs to a cumulative term of nine (9) years, with no further extension beyond this period. This policy is set out in Paragraph 4.10 of the Board Charter and reflects the Board's commitment to maintaining the independence and objectivity of its Independent Directors while supporting the progressive refreshment of the Board.

The Board, with the assistance of the NC, has conducted an annual assessment of the independence of all INEDs of the Company. The Board is satisfied with the level of independence demonstrated by each INED, considering their tenure with the Company, their independent character, their ability to provide constructive challenge and the absence of any relationships or circumstances that could compromise their judgement. As at the date of this report, none of the INEDs have served on the Board for more than nine (9) years.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (Cont'd)

5.5 Appointment of Board and Senior Management

The Board believes that a diverse Board is essential in providing broader perspectives, strengthening decision-making and supporting the long-term success of the Group. The NC plays a key role in identifying and recommending suitable candidates for Board appointments. In assessing potential candidates, the NC considers a range of factors including the candidate's qualifications, experience, integrity, competence, independence, time commitment and potential contribution to the Group.

The Company has adopted a Board and Senior Management Diversity Policy, which aims to promote diversity in the Board's composition while ensuring that the Board collectively possesses the appropriate mix of skills, experience and expertise required to support the Company's strategic direction. In addition, the Board adopted the Directors' Fit and Proper Policy in May 2022, which establishes a formal and transparent framework for the appointment and re-election of Directors. The policy is reviewed periodically and was most recently updated in November 2025.

During FY2025, following a comprehensive assessment of the candidate's qualifications, experience and alignment with the Directors' Fit and Proper Policy, the NC recommended the appointment of Mr Lim Chien Ch'eng as an INED, which was approved by the Board and became effective in June 2025. The NC did not utilise independent external search firms for this appointment as the candidate was identified through professional networks and the NC was satisfied that he possessed the relevant experience, professional standing, integrity and competencies.

Prior to recommending any Board appointment, the Chairman and the NC consider whether the prospective Director is able to devote sufficient time and commitment to effectively discharge his or her responsibilities. Directors may accept external directorships provided that such appointments do not create COI or compromise their ability to discharge their duties to the Company and are required to notify the Chairman and the Company Secretaries before accepting any new external directorships.

All Directors demonstrated strong commitment during FY2025, as reflected by their full attendance at scheduled and ad-hoc Board and Board Committee meetings.

5.6 Identify Candidates for Board Appointment

Pursuant to the TOR of the NC, the NC is responsible for identifying, evaluating and recommending suitable candidates for appointment to the Board. While the Board retains the ultimate responsibility for appointing new Directors, the NC undertakes the screening and initial selection process before making its recommendation. In identifying potential candidates, the NC considers individuals from a range of sources, including recommendations from existing Directors, Management, industry contacts and external parties and may engage independent professional search firms where appropriate.

The Company practises a clear and transparent nomination process, which generally involves the following stages:

- Stage 1: Identification of potential candidates
- Stage 2: Evaluation of candidates' suitability based on the Board's required mix of skills and experience
- Stage 3: Meeting with shortlisted candidates to assess their suitability and availability
- Stage 4: Final deliberation by the NC
- Stage 5: Recommendation to the Board for approval

During FY2025, the above process was applied for the appointment of Mr Lim Chien Ch'eng as an INED.

The Board is satisfied that the nomination process undertaken was objective, transparent and aligned with the Company's governance framework.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (Cont'd)

5.7 Re-election of Directors at the General Meeting

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

The performance and contribution of Directors seeking re-election are assessed through the annual Board evaluation process, which includes an assessment of the independence of INEDs. Based on this evaluation, the NC makes recommendations to the Board on whether the retiring Directors should be put forward for re-election. The Board and the NC have reviewed the performance of the retiring Directors who offered themselves for re-election at the 7th AGM and were satisfied that they continue to demonstrate the necessary commitment, experience and effectiveness in discharging their roles.

5.8 Nominating Committee

The NC is chaired by an INED, namely Mr Lim Chien Ch'eng, in line with the recommendation of the MCCG. In accordance with the TOR of the NC, the NC comprises no fewer than three (3) members, all of whom are Non-Executive Directors, with a majority being Independent Directors. As at the date of this report, the NC comprises exclusively INEDs:

- Mr Lim Chien Ch'eng – Chairman (INED)
- Dato' Ooi Hooi Kiang – Member (INED)
- Dr. Kong Siew Mui – Member (INED)

The TOR of the NC is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>

The attendance of the NC at the NC meetings held during FY2025 is tabulated below:

Designation	Directors	Attendance
Chairman	Mr Lim Chien Ch'eng (<i>appointed on 1 June 2025</i>)	1/1
Member	Dato' Ooi Hooi Kiang	3/3
Member	Dr. Kong Siew Mui	3/3
Former Chairman	Dato' Seri Wong Siew Hai (<i>retired on 28 May 2025</i>)	2/2

During FY2025, the NC convened three (3) meetings and carried out, among others, the following key activities:

- Reviewed the effectiveness of the Board and its Committees and reported the results to the Board;
- Assessed the independence of Independent Directors;
- Reviewed the re-election of Directors retiring at the Company's 7th AGM;
- Reviewed the performance of the Executive Directors and the Group CFO and reported the outcome to the Board;
- Reviewed succession planning for the Board and Senior Management to ensure continuity of leadership and alignment with the Group's strategic objectives;
- Assessed the skills, knowledge and experience required by the Board and recommended the appointment of Mr Lim Chien Ch'eng as an INED;
- Reviewed and recommended changes to the composition of the Board Committees for the Board's approval;
- Reviewed the redesignation of Mr Khor Lean Heng from Executive Director to Non-Independent Non-Executive Director; and
- Reviewed and recommended amendment to the Directors' Fit and Proper Policy in November 2025.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (Cont'd)

5.9 Diversity of Board and Senior Management

5.10 Gender Diversity Policy

The Group recognises the importance of diversity and believes that a diverse Board and Senior Management team enhances decision-making, strengthens governance and supports the sustainable growth of the Group. Diversity is considered across a range of factors including skills, experience, age, cultural background, nationality and gender.

The Company has adopted a Board and Senior Management Diversity Policy, which sets out the Group's commitment to promoting diversity at both Board and leadership levels. The policy provides that appointments to the Board and Senior Management are based on objective criteria, merit and with due regard to diversity, including gender diversity. The Board does not discriminate on the basis of ethnicity, age, gender, nationality, political affiliation, religious belief, marital status, educational background or physical ability.

As at FY2025, the Board comprises 7 Directors, with 2 females, representing 29% female representation. While this is slightly below the 30% threshold recommended under the MCCG, the Board recognises the importance of gender diversity and remains committed to strengthening diversity at the Board level. The Board remains committed to achieving at least 30% women representation and will continue to consider qualified female candidates in all future Board appointments, ensuring that female candidates are included in the shortlist where suitable.

The Board and Senior Management Diversity Policy was updated and approved on 26 November 2024 to further strengthen the Group's commitment to gender diversity and inclusive leadership. As at FY2025, female representation in Senior Management stood at 50%, which exceeds the 30% target for women's participation in Senior Management recommended under Practice 5.10 of the MCCG. The Board will continue to monitor diversity across the organisation as part of its ongoing review of Board and leadership composition.

6.0 Overall Effectiveness of the Board and Individual Directors

6.1 Annual Evaluation for Board Effectiveness and Composition Enhancement

For FY2025, the Board conducted an annual evaluation of the effectiveness of the Board, Board Committees and individual Directors, facilitated internally by the Company Secretaries, with oversight from the NC. The assessment was carried out using structured evaluation questionnaires, allowing Directors to provide feedback on various aspects including:

- The effectiveness and composition of the Board;
- The performance of the Board Committees;
- The quality of information provided to the Board;
- Boardroom processes and decision-making;
- The relationship between the Board and Management; and
- Oversight of ESG and sustainability matters.

The responses were anonymised and aggregated to encourage open and candid feedback, and the findings formed the basis for a facilitated discussion among the Directors. In addition, all Independent Directors confirmed their independence through annual written declarations, which were reviewed by the NC.

Following the assessment, the NC concluded that the Board and its Committees continue to operate effectively, with an appropriate size, composition and balance of skills, experience and independence. The Independent Directors were also assessed to have demonstrated objectivity and independence in their contributions during Board deliberations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (Cont'd)

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

The Board is cognisant of the MCCG recommendation for Large Companies to engage an independent expert for a board evaluation every three years. However, following a period of strategic board renewal, the Board currently considers its structure to be in a transition phase. To ensure that an external assessment yields truly representative and value-added insights, the Board has elected to defer such engagement until the composition has fully stabilised. For FY2025, the Board conducted an internal evaluation and remains satisfied that the existing process is sufficiently objective and effective in driving Board performance and accountability.

The attendance of the Directors at Board meetings held during FY2025 is tabulated below:

Directors	Attendance during tenure in office
Dato' Ooi Boon Chye	4/4
Dato' Seri Tan Eng Kee	4/4
Mr Khor Lean Heng	4/4
Dato' Ooi Hooi Kiang	4/4
Dr. Michael Dominic Kirk	4/4
Dr. Kong Siew Mui	4/4
Mr Lim Chien Ch'eng (<i>appointed on 1 June 2025</i>)	2/2
Dato' Seri Wong Siew Hai (<i>retired on 28 May 2025</i>)	2/2

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

The Directors are conscious of the importance of keeping abreast with the latest changes and developments in legal and regulatory governance. The Company prioritises ongoing training and professional development for Directors, ensuring they are briefed on regulatory updates, guidelines, accounting standards and other relevant trends or issues. Throughout FY2025, Company Secretaries, External Auditors and/or the Group CFO kept Directors informed about changes in laws and regulations, including the CA 2016, MMLR, MCCG and relevant accounting standards.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

II. BOARD COMPOSITION (Cont'd)

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

As of 2025, all Directors had attended the Mandatory Accreditation Programme Part II: Leading for Impact, which included training on sustainability-related matters. In compliance with the MMLR, the trainings attended by the Directors during FY2025 are as follows:

Directors	Trainings
Dato' Ooi Boon Chye	- Enhanced COI Framework - Corruption Risk Management
Dato' Seri Tan Eng Kee	- Enhanced COI Framework - Cybersecurity Awareness (Refresher FY2025) - Annual ISO 9001 (Refresher FY2025) - Corporate Liability & Ethical Framework Awareness (Refresher FY2025) - Corruption Risk Management - Confidentiality and Personal Data Protection Awareness (Refresher FY2025) - Annual Environmental, Health and Safety ("EHS") Training (Refresher FY2025)
Mr Khor Lean Heng	- Enhanced COI Framework - Cybersecurity Awareness (Refresher FY2025) - Talent Identification and Succession Planning - Annual ISO 9001 (Refresher FY2025) - Corporate Liability & Ethical Framework Awareness (Refresher FY2025) - Corruption Risk Management - Confidentiality and Personal Data Protection Awareness (Refresher FY2025) - Annual EHS Training (Refresher FY2025)
Dato' Ooi Hooi Kiang	- Enhanced COI Framework - Corruption Risk Management
Dr. Michael Dominic Kirk	- Enhanced COI Framework - Corruption Risk Management
Dr. Kong Siew Mui	- Enhanced COI Framework - Corruption Risk Management
Mr Lim Chien Ch'eng	- Mandatory Accreditation Programme Part II: Leading for Impact ("LIP") - Corruption Risk Management

In addition, Company Secretaries proactively notify Directors about upcoming conferences and seminars relevant to their roles. Upon review, the Board concluded that the Directors' trainings for FY2025 were adequate.

III. REMUNERATION

7.0 Level and Composition of Remuneration

7.1 Remuneration Policy

The Board has adopted a Remuneration Policy for the remuneration of Directors and Key Principal Officers, aimed at attracting and retaining highly qualified and experienced individuals to drive the Company's strategy, objectives, values and long-term interests. The Remuneration Policy aligns the interests of Directors and Key Principal Officers with those of shareholders by linking rewards to both the Group and individual performance, thereby supporting long-term sustainability.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III. REMUNERATION (Cont'd)

7.1 Remuneration Policy (Cont'd)

It provides competitive remuneration packages tailored to roles, responsibilities, expertise, market conditions and relevant benchmarks, designed to motivate and retain key talent. In determining Director remuneration, the RC considers factors including alignment with the Group's objective, culture and strategy; industry and market remuneration practices; Group performance and individual contributions; and responsibilities, accountability and effort required.

Non-Executive Directors' fees reflect their time, contribution and responsibilities, while Executive Directors' packages are based on expertise, knowledge and experience, providing comprehensive coverage of fees, salaries, allowances, bonuses and benefits-in-kind. The Board and RC regularly review the Remuneration Policy's appropriateness and relevance, with the latest update in November 2024.

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

The Remuneration Policy is publicly available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>

7.2 Remuneration Committee

The RC, delegated by the Board, is responsible for implementing the Company's Remuneration Policy and reviewing remuneration packages for Directors and Key Principal Officers. The RC makes recommendations to the Board on the remuneration of the Board and Key Principal Officers in accordance with the guiding principles of the policy. The RC comprises exclusively INEDs and operates under written TOR, which defines its authority, duties and access to resources and information.

The TOR is available on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>

The current members of the RC are as follows:

- Dr. Kong Siew Mui – Chairman (INED)
- Dato' Ooi Hooi Kiang – Member (INED)
- Mr Lim Chien Ch'eng – Member (INED)

The attendance of the RC at the RC meetings held during FY2025 is tabulated below:

Designation	Directors	Attendance
Chairman	Dr. Kong Siew Mui	2/2
Member	Dato' Ooi Hooi Kiang	2/2
Member	Mr Lim Chien Ch'eng (<i>appointed on 1 June 2025</i>)	1/1
Member	Dato' Seri Wong Siew Hai (<i>retired on 28 May 2025</i>)	1/1

In FY2025, the RC conducted its annual review of Executive Directors' and CFO's remuneration and submitted recommendations to the Board for approval. This review ensures that remuneration packages remain competitive to attract, retain and motivate high-calibre executives with the requisite skills and experience to manage the Group effectively and achieve its long-term objectives. Executive Directors do not participate in decisions regarding their own remuneration.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III. REMUNERATION (Cont'd)

7.2 Remuneration Committee (Cont'd)

Remuneration for INEDs reflects their effort, time commitment and responsibilities, including basic fees, meeting allowances and reimbursement of reasonable expenses, ensuring that incentives do not conflict with their duty to provide objective and independent judgement. Proposed Directors' fees and benefits for the period from the day after the forthcoming 8th AGM until the next AGM will be tabled for shareholders' approval.

The Company also provides Directors & Officers ("D&O") insurance to cover liabilities arising from acts committed in their capacity as D&O, excluding liabilities arising from proven negligence, fraud, dishonesty or breach of duty.

8.0 Remuneration of Directors and Key Senior Management

8.1 Directors' Remuneration

The detailed disclosure on a named basis for the remuneration of individual Directors, including the breakdown of fees, salary, bonus, benefits-in-kind and other emoluments received from the Company and its subsidiary for FY2025 is as disclosed below:

No	Name	Directorate	Company (RM'000)							Group (RM'000)						
			Fee	Meeting Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Meeting Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Dato' Seri Tan Eng Kee	Executive Director	96	-	-	-	-	-	96	96	-	1,200	865	28	249	2,438
2	Khor Lean Heng	Executive Director	96	-	-	-	-	-	96	96	-	483	178	10	81	848
3	Dato' Ooi Boon Chye	Independent Director	96	5	-	-	-	-	101	96	5	-	-	-	-	101
4	Dato' Ooi Hooi Kiang	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
5	Dr Michael Dominic Kirk	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
6	Dr. Kong Siew Mui	Independent Director	96	9	-	-	-	-	105	96	9	-	-	-	-	105
7	Lim Chien Ch'eng	Independent Director	56	4	-	-	-	-	60	56	4	-	-	-	-	60
8	Dato' Seri Wong Siew Hai	Independent Director	39	5	-	-	-	-	44	39	5	-	-	-	-	44

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III. REMUNERATION (Cont'd)

8.2 Key Senior Management's Remuneration

8.3 Disclosure of Detailed Remuneration (Step Up)

The Company did not disclose the top five Key Senior Management's remuneration on a named basis in RM50,000 bands due to the confidential and sensitive nature of such information. Given the highly specialised skills required in the Company's business, retaining top talent is critical in a competitive industry. Disclosure of individual remuneration also involves personal data under the Personal Data Protection Act 2010, which requires written consent from the respective personnel, and could impact staff morale and security.

As an alternative, the Company has disclosed the aggregate remuneration of its top eight (8) Key Senior Management for FY2025 on a Group basis as below:

Remuneration Component	RM'000
Salary and other emoluments *	3,927
Contributions to defined contribution plan	543
Benefits-in-kind	596
Total	5,066

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

Key Senior Management performance is evaluated annually against pre-set targets. Remuneration packages are reviewed each year and adjusted based on both individual performance and contributions, as well as the Company's overall performance.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT COMMITTEE

9.0 Effective and Independent Audit Committee

9.1 Chairman of the Audit Committee

The Board has established an ARMC to assist the Board in overseeing financial reporting, internal controls, risk management and the performance of the External Auditors. The ARMC reports directly to the Board on all audit-related matters.

The ARMC is chaired by Dato' Ooi Hooi Kiang ("Dato' Ooi"), who is not the Chairman of the Board, ensuring the objectivity of the Board's review of the ARMC's findings and recommendations. The Committee comprises four (4) INEDs, with at least one member possessing competence in finance and audit. The current ARMC composition is in compliance with Paragraph 15.10 of the MMLR and Practice 9.1 of the MCCG.

During FY2025, under Dato' Ooi's leadership, the ARMC:

- Reviewed the External Auditors' audit report and ensured all audit matters were addressed;
- Met with the External Auditors twice without Management present and received assurance that there were no issues or concerns of fraud requiring disclosure;
- Met with the Internal Auditors once without Management present to discuss internal control matters and provide feedback for improvement;
- Communicated any concerns affecting the Company's financial reporting or audit to the External Auditors;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. AUDIT COMMITTEE (Cont'd)

9.1 Chairman of the Audit Committee (Cont'd)

During FY2025, under Dato' Ooi's leadership, the ARMC: (Cont'd)

- Ensured that the internal audit function is effective and independent, with sufficient coverage as detailed under Practice 11.1 of the CG Report;
- Reviewed the audit plans of both External and Internal Auditors to ensure adequate audit coverage; and
- Monitored compliance by Directors and Key Senior Management with the enhanced MMLR on COI, including disclosure of any actual or potential COI in competing businesses.

An overview of the membership, composition and summary of work carried out by the ARMC during FY2025 is set out in the ARMC Report contained in this Annual Report.

9.2 Former Key Audit Partner

In line with the MCCG, the TOR of the ARMC and the External Auditors Assessment Policy requires a cooling-off period of at least three (3) years before any former partner of the Company's external audit firm and/or its affiliate (including those providing advisory, tax or consulting services) can be appointed as a member of the ARMC. This safeguards the independence and objectivity of the External Auditors.

To date, no former audit partner has been appointed to the ARMC, and the Board has no intention to appoint any former key audit partner, ensuring the highest level of auditor independence. The ARMC's TOR is available on the Company's website: <https://greotech-group.com/en/investor-relations/corporate-governance/>

9.3 Suitability, Objectivity and Independence of the External Auditors

The Group maintains a transparent and professional relationship with its External Auditors through the ARMC, guided by the principles of the MCCG. The ARMC has adopted an External Auditors Assessment Policy, which sets out the procedures for assessing the suitability, objectivity, independence and overall performance of the External Auditors. This is aligned with the ARMC's TOR.

In FY2025, the ARMC conducted its annual assessment of Messrs. BDO PLT ("BDO") for the FY2024 audit and was satisfied with their performance and independence. The assessment considered: adequacy of audit scope; ability to meet audit deadlines; timeliness in escalating audit issues to the ARMC; allocation of resources to significant audit risk areas; and effectiveness of recommendations in addressing prior audit findings, particularly on internal controls. The ARMC also reviewed BDO's Annual Transparency Report to assess measures taken to uphold audit quality and manage risks.

To safeguard auditor independence, the ARMC ensures that External Auditors do not undertake internal audit services; any non-audit services exceeding RM50,000 require prior ARMC approval; and all non-audit services are disclosed in the ARMC Report contained in the Annual Report 2025. BDO conducts its own independence and compliance checks before accepting engagement, ensuring no COI. The ARMC obtained written confirmation from BDO that they remained independent throughout the audit engagement.

Based on the assessment, the ARMC was satisfied with the competence and independence of BDO and recommended their re-appointment to the Board. The Board considers BDO's declaration of independence, integrity and objectivity in their audit report sufficient assurance of independence in accordance with MIA By-Laws, and has proposed their re-appointment for shareholders' approval at the forthcoming AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. AUDIT COMMITTEE (Cont'd)

9.4 Composition of the Audit Committee (Step Up)

In line with the ARMC's TOR, the ARMC is required to have at least three (3) members, all of whom must be Non-Executive Directors, with the majority being independent. The current ARMC is fully comprised of INEDs, ensuring objective oversight of the Company's financial reporting, internal controls and audit processes. Current ARMC members are:

- Dato' Ooi Hooi Kiang – Chairman (INED)
- Dr. Michael Dominic Kirk – Member (INED)
- Dr. Kong Siew Mui – Member (INED)
- Mr Lim Chien Ch'eng – Member (INED)

9.5 Qualification of the Audit Committee

All the members of the ARMC are suitably qualified, financially literate and possess the necessary skills, knowledge and experience to discharge their responsibilities effectively. The Chairman, Dato' Ooi, is a member of the MIA. Collectively, the ARMC has a broad range of expertise to critically review the Group's financial reporting, internal controls and risk management processes. Members are able to challenge Management effectively, applying a critical perspective to ensure financial reporting fairly reflects the Group's operations and performance.

In FY2025, the NC conducted an annual assessment of the ARMC's effectiveness and composition. The NC concluded that the ARMC's size, mix of skills, experience and competencies were appropriate to meet its responsibilities. All ARMC members undertake continuous professional development to remain current on changes in accounting and auditing standards, regulatory requirements and corporate governance practices.

Training programmes, seminars and forums attended by ARMC members during FY2025 are disclosed in Section 6.1 of this Statement.

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

10.0 Risk Management

10.1 Effective Risk Management and Internal Control Framework

The Board is responsible for ensuring a sound risk management and internal control framework to safeguard the implementation of its strategy, financial performance and shareholders' interests. Oversight of the Group's risk management processes and control environment is delegated to the ARMC, with monitoring conducted through the Executive Risk Management Committee ("ERMC") via regular reports on key risks, action taken and outcomes.

The Group has in place an ERM Framework, aligned with ISO 31000:2018 Risk Management Standards, which enables identification, assessment and mitigation of risks based on the Board's established risk appetite and tolerance. The Board conducts bi-annual review of key risk exposure areas and internal control arrangements. Strategic, operational, financial, compliance and sustainability risks including climate change, environmental, health & safety, forced labour, bribery and corruption are reported to the Board and ARMC as appropriate.

Management and the outsourced Internal Auditors, Sterling Business Alignment Consulting Sdn Bhd ("Sterling"), regularly review and test the effectiveness of internal controls. Material non-compliance or control lapses and corresponding mitigation measures are reported to the ARMC. External Auditor, BDO PLT also reports internal control weaknesses identified during statutory audit. All audit findings and recommendations are reviewed by the ARMC.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

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

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

In FY2025, the ARMC received comprehensive risk reports covering strategic, financial, operational and compliance risks, including climate change-related risks and opportunities. ERM awareness sessions were conducted for all employees to reinforce the importance of risk management and ERM methodology. Based on the established ERM Framework, ARMC reviews the work performed by the Internal and External Auditors, the Board is satisfied that the Group's internal controls and risk management systems were adequate and operating effectively throughout FY2025.

Details are also disclosed in the SORMIC of the Annual Report 2025.

10.2 Features of Risk Management and Internal Control Framework

The Board has disclosed the features and effectiveness of the Group's risk management and internal control framework in the SORMIC of the Annual Report 2025. The Board approves the overall risk management strategies while delegating day-to-day risk oversight to the ARMC and ERM. Details of the Group's risk management and internal control framework are provided in the SORMIC, which has been reviewed by the Company's External Auditors to ensure transparency and reliability.

10.3 Risk Management Committee (Step Up)

The function of the Risk Management Committee is currently assumed by the ARMC via the ERM. The ERM, comprising the Executive Board, Risk Manager and cross-functional management team, reviews the risk management framework on a half-yearly basis and reports to the ARMC through the CFO, where the ARMC members reviewed the risk management framework, policies and risk report of the Group.

11.0 Effective Governance, Risk Management and Internal Control Framework

11.1 Internal Audit Function

11.2 Internal Audit Effectiveness Review

Greatech has outsourced its internal audit function to an independent professional service provider, Sterling, as Internal Auditors ("IA") to assist the ARMC and the Board in discharging their responsibilities. The IA provides independent and objective assurance and advisory services to enhance the efficiency and effectiveness of the Group's operational and internal control systems.

The IA perform audit engagements according to the annual audit plan for FY2025 as approved by the ARMC, covering the conduct of audit planning, execution, documentation, communication of findings, consultations and follow-up on action items with key stakeholders, in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors. The IA have unrestricted access to information, records, personnel and properties to perform their responsibilities. They report directly to the ARMC.

During FY2025, the ARMC assessed the performance of the Internal Audit function and was satisfied that it had adequate resources, is staffed by suitably qualified and experienced personnel, and that the IA remain free from any relationships or COI that could impair their objectivity and independence.

The internal audit work is conducted in accordance with the International Standards for the Professional Practice of Internal Auditing and adopts the Committee of Sponsoring Organisations of the Treadway Commission ("COSO") Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the Group's internal control system. Sterling is a corporate member of the Institute of Internal Auditors Malaysia ("IIAM"). For FY2025, depending on the scope of review, two (2) to three (3) IA are typically deployed for each Internal Audit review.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

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

11.2 Internal Audit Effectiveness Review (Cont'd)

An overview of the Group's risk management and internal controls is set out in the SORMIC of this Annual Report.

The Board concluded that the risk management and internal control framework of the Group is adequate and effective for FY2025.

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

I. ENGAGEMENT WITH STAKEHOLDERS

12.0 Communication with Stakeholders

12.1 Effective, Transparent and Regular Communication with its Stakeholders

The Board recognises the importance of effective, transparent and timely communication with stakeholders as a key component of good corporate governance. The Company is committed to ensuring that shareholders, investors and other stakeholders have access to relevant, accurate and timely information to facilitate informed decision-making and to build trust and confidence in the Group.

Shareholders, Investors and the Financial Community

The Group has established an Investor Relations ("IR") Policy which sets out the principles and practices governing the Company's engagement with shareholders, prospective investors and the financial community. The IR Policy outlines the Company's approach to the timely dissemination of material information, management of market rumours, closed period communications and compliance with insider trading restrictions in accordance with Chapter 9 of the MMLR. The Company manages its IR function internally, led by the Group CEO, with support from the CFO and Corporate Affairs Manager.

During FY2025, the senior management team maintained regular engagement with shareholders, analysts, fund managers and the media through various platforms, including analyst briefings and conference calls; investor and analyst meetings, including one-to-one and small group sessions; shareholders' briefing and engagement during the AGM; ad-hoc meetings and site visits. The Chairman and INEDs are also available to engage with investors when appropriate.

The outcomes of these engagements, including stakeholder feedback and concerns, are communicated to the Board and relevant Board Committees to facilitate informed decision-making. Analyst reports relating to the Company are also shared with the Board periodically.

The AGM serves as an important platform for shareholders to engage directly with the Board and Management. In 2025, the Company held a physical AGM, where shareholders were also provided the opportunity to submit questions via email prior to the meeting.

The Company's corporate website serves as an important communication platform and information resource for stakeholders. The website includes a dedicated Investor Relations section, where stakeholders can access corporate announcements, quarterly and annual financial results, annual reports and other relevant information released to Bursa Securities. The Board reviews and approves all material disclosures and communications to investors, including financial results announcements, the Annual Report and announcements on significant corporate developments.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

I. ENGAGEMENT WITH STAKEHOLDERS (Cont'd)

12.1 Effective, Transparent and Regular Communication with its Stakeholders (Cont'd)

Employees

The Group promotes open and transparent communication with employees through various engagement platforms. The CEO regularly conducts town hall sessions, while employees are also encouraged to provide feedback through performance reviews, line management channels, human resources engagement and internal communication platforms. During FY2025, the Group conducted a company-wide employee engagement survey to better understand employee satisfaction and engagement levels. Findings and employee feedback were shared with Management and reported to the Board.

Other Stakeholders

The Board recognises the importance of maintaining constructive relationships with other stakeholders, including customers, suppliers, regulators and the wider community. The Group's approach to stakeholder engagement and interaction with key stakeholder groups is further outlined in the Sustainability Report within the Annual Report 2025.

12.2 Integrated Reporting

The Company has not yet adopted integrated reporting based on a globally recognised framework as recommended under the MCCG. Nevertheless, the Board acknowledges that integrated reporting enhances the quality of disclosures, providing greater transparency, accountability and value to stakeholders.

The Annual Report 2025 already incorporates comprehensive financial and non-financial information of the Group, including Management Discussion and Analysis, Corporate Governance Overview Statement, Sustainability Report and SORMIC, which collectively reflect key elements of integrated reporting. In addition, the Sustainability Report provides a detailed overview of the Group's governance practices and stakeholder initiatives, while the Climate Report has been aligned with the IFRS S2 Sustainability Disclosure Standards.

The Board recognises that transitioning to integrated reporting is a progressive process requiring cross-functional alignment, and the Company will continue to enhance its internal processes and systems in this direction. The Company will progressively evaluate and strengthen its reporting framework and will consider adopting integrated reporting when the Board opines that the benefits of such adoption outweigh the associated costs and implementation requirements.

II. CONDUCT OF GENERAL MEETINGS

13.0 Engagement with Shareholders

13.1 Notice of Annual General Meeting

The AGM serves as the principal platform for dialogue and engagement between the Board and shareholders, where the Group's performance and strategic direction are communicated. For the 7th AGM held on 28 May 2025, the Notice of AGM, Annual Report 2024 and Share Buy-Back Statement were issued on 29 April 2025, providing shareholders with at least 28 days' notice. This exceeds the minimum 21-day requirement under the CA 2016 and aligns with the 28-day notice period recommended under the MCCG, thereby allowing shareholders sufficient time to consider the proposed resolutions.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

II. CONDUCT OF GENERAL MEETINGS (Cont'd)

13.1 Notice of Annual General Meeting (Cont'd)

Shareholders who are unable to attend the AGM may appoint proxies to participate, vote and raise questions on their behalf. The Company adopts electronic communication by publishing the Annual Report and Notice of AGM on the Company's website: <https://greatech-group.com/en/investor-relations/shareholders-meeting/> and the Bursa Securities' website: <https://www.bursamalaysia.com>, while also providing hard copies to shareholders upon request. In addition, the Notice of AGM is published in a nationally circulated daily newspaper within the prescribed timeframe.

The Notice of AGM includes explanatory notes and relevant background information for each proposed resolution to facilitate informed decision-making by shareholders. It also outlines alternative participation arrangements, including submission of questions in advance and voting by appointing the Chairman of the meeting as proxy.

13.2 Directors' Participation at General Meetings

The Board views the AGM or other general meetings as an important platform for direct engagement with shareholders and encourages active participation. At the 7th AGM held on 28 May 2025, all Directors were in attendance, together with the Company Secretary, External Auditors and the Senior Management. The meeting included presentations by the Group CEO and CFO on the Group's performance, key developments and financial results and outlook, followed by a Q&A session where shareholders were invited to raise questions prior to the tabling of resolutions.

The Chair of the respective Board Committees, Directors, Company Secretary, CFO and the Group's External Auditors were available to provide meaningful and relevant responses to shareholders' queries. The results of all resolutions were announced to Bursa Securities immediately after the AGM, while the minutes of the AGM, including Directors' attendance, key questions raised and responses provided, as well as voting outcomes, are published on both the Company's website and Bursa Securities' website for public access.

During FY2025, there were no significant contentious issues raised by shareholders.

13.3 Voting

The Company leveraged technology to enhance the efficiency and integrity of the voting process at the 7th AGM. All resolutions were conducted via electronic poll voting, enabling accurate and transparent tabulation of results. An independent scrutineer was appointed to validate the voting outcomes, which were displayed in real time during the meeting and confirmed by the Chairman. Subsequently, the poll results were announced via Bursa LINK on the same day.

The 7th AGM recorded a strong shareholder participation rate, with approximately 73.9% of the Company's total issued share capital represented, reflecting a high level of shareholding engagement.

The Company will continue to assess the adoption of hybrid general meetings to facilitate remote shareholder participation and voting in absentia, taking into consideration cost, operational readiness and the overall effectiveness of such arrangements, and will ensure that appropriate cyber security and data protection measures are in place to support any future digitalisation of general meeting processes.

13.4 Interaction with Shareholders in General Meetings

The AGM serves as an important platform for meaningful engagement between the Board, Senior Management and shareholders.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

II. CONDUCT OF GENERAL MEETINGS (Cont'd)

13.4 Interaction with Shareholders in General Meetings (Cont'd)

The Chairman of the 7th AGM ensured that the meeting was conducted in an interactive manner, with sufficient time allocated for shareholders to raise questions and engage in constructive dialogue. Shareholders were encouraged to submit questions in advance via a dedicated email address (enquiry@greatech-group.com), as well as to raise questions during the meeting.

At the 7th AGM, the Group CEO and CFO presented an overview of the Group's business, financial performance for FY2024, key developments and future strategies. The questions raised by shareholders covered both financial and non-financial matters, including the Group's operations and ongoing business development. The Chairman, together with the Board, CEO and CFO, ensured that all questions received were addressed with clear and meaningful responses. In addition, written queries from the Minority Shareholders Watch Group were presented during the AGM along with the Company's responses, further enhancing transparency and shareholder engagement.

The Board is satisfied that the AGM was conducted in a manner that facilitated effective communication and active participation from shareholders.

13.5 Minutes of the General Meeting

The Minutes of the 7th AGM, which record the proceedings of the meeting including key matters discussed, questions raised by shareholders and the Company's responses, were made available on the Company's website: <https://greatech-group.com/en/investor-relations/shareholders-meeting/> within 30 business days after the conclusion of the AGM.

This timely disclosure ensures that shareholders and investors, including those who were unable to attend the meeting, are kept informed of the discussions and outcomes of the AGM.

This Statement is made in accordance with a resolution of the Board of the Directors.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors ("Board") of Greatech Technology Berhad ("Greatech" or "Company") is pleased to present the Audit and Risk Management Committee ("ARMC") Report, providing insights into the ARMC's functions for the Company and its subsidiaries ("Group") for the financial year ended 31 December 2025 ("FY2025").

INTRODUCTION

The ARMC was established by the Board of the Company on 20 August 2018. Its primary role is to assist the Board in discharging its statutory duties and responsibilities relating to the accounting and financial reporting practices of the Group. The ARMC also focuses on monitoring the management of risk and the system of internal control, overseeing the external and internal audit processes, ensuring compliance with legal and regulatory matters and addressing other specific matters delegated to the ARMC by the Board.

The ARMC operates under its Terms of Reference ("TOR") which outline its authority, duties and functions. The TOR is periodically assessed, reviewed and updated by the ARMC members to align with changes in regulatory requirements, direction or strategies of the Company. Any recommended changes are subject to the Board approval.

The TOR of the ARMC, which was updated in 26 February 2026, is accessible on the Company's website: <https://greatech-group.com/en/investor-relations/corporate-governance/>.

COMPOSITION

As of FY2025, the ARMC comprises four (4) members of the Board, all of whom are Independent Non-Executive Directors ("INEDs"), as follows:

Dato' Ooi Hooi Kiang	- Chairman/INED
Dr. Kong Siew Mui	- Member/INED
Dr. Michael Dominic Kirk	- Member/INED
Mr Lim Chien Ch'eng (<i>Appointed as member of ARMC w.e.f. 1 June 2025</i>)	- Member/INED

The above composition aligns with Paragraphs 15.09(1) and (2) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and Step-Up Practice 9.4 of the latest Malaysian Code on Corporate Governance ("MCCG"), in achieving good corporate governance by having an Audit Committee solely composed of Independent Directors.

The Chairman of the ARMC, Dato' Ooi Hooi Kiang is not the Chairman of the Board, which is in line with Practice 9.1 of the MCCG. Dato' Ooi Hooi Kiang is a member of the Malaysian Institute of Accountants ("MIA"). As such, the composition of ARMC meets the requirement of Paragraph 15.09(1)(c)(i) of the MMLR, which mandates that at least one member of the ARMC must be a member of MIA.

All ARMC members possess financial literacy and bring diverse backgrounds, experiences and knowledge in areas such as accountancy, finance, commercial activities, corporate services, mergers and acquisitions and investment. The Nominating Committee ("NC") conducted a performance review of the ARMC members for FY2025 on 23 February 2026. Based on the review results, the NC expressed satisfaction that the ARMC and its members effectively discharged their functions, duties and responsibilities in accordance with the ARMC's TOR. The ARMC has consistently supported the Board in upholding appropriate corporate governance standards within the Group.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

MEETINGS

The ARMC held four (4) meetings during FY2025 and the attendance record of the ARMC is tabulated below:

Designation	Directors	Attendance
Chairman	Dato' Ooi Hooi Kiang	4/4
Members	Dr. Kong Siew Mui	4/4
	Dr. Michael Dominic Kirk	4/4
	Mr Lim Chien Ch'eng	2/2
	Dato' Seri Wong Siew Hai (<i>Retired w.e.f. 28 May 2025</i>)	2/2

The ARMC meetings were structured through the use of agendas and relevant meeting papers which were distributed to the ARMC ahead of scheduled meetings. These meetings were of sufficient duration to enable the ARMC to effectively address its agenda, allowing ample time for discussion on emerging issues.

The ARMC meetings were conducted openly and constructively, fostering focused discussion, encouraging questions and accommodating expressions of differing opinions. During the year, the ARMC Chairman invited the Directors who are holding key positions, including the Chief Executive Officer ("CEO"), Chief Project Officer ("CPO"), Chief Financial Officer ("CFO") and finance team to attend regular meetings. Additionally, other pertinent key personnels from the Group were also invited, as needed to provide deeper insights into key issues.

The Committee further noted the retirement of the CPO as of 31 December 2025. Following this transition, the CEO assumed the responsibilities previously held by the CPO to ensure continuity in leadership and oversight of operational and project management functions.

The finance team presented unaudited quarterly financial statements and other financial reporting matters for the ARMC's consideration and subsequent recommendation to the Board for approval, where necessary. The ARMC Chairman reported and highlighted key issues discussed at each ARMC meeting to the Board.

The ARMC Chairman invites the representatives from the Internal Auditors and External Auditors to assist in the ARMC's discussions and consideration of the reports or any outstanding matters or specific issues that require the ARMC's attention in relation to the internal and external audit reviews, improvement recommendations, and to answer questions raised by ARMC members.

Minutes of each ARMC meeting were duly noted by the Board, with the minutes being presented in subsequent Board meetings following the ARMC meeting, ensuring transparency and accountability in the governance process.

ROLES AND RESPONSIBILITIES

ARMC has been entrusted by the Board with the governance and oversight responsibilities pertaining to internal control and risk management systems, as well as ensuring the integrity of financial reporting within the Group. Additionally, the ARMC is tasked with overseeing the Group's internal audit function, managing the relationship with the Group's External Auditor and reporting on its activities to shareholders.

ARMC deliberates the Summary of Internal Audit Reports and the External Auditors' reports, encompassing financial, operational, governance, risk management and control matters during its meeting. The ARMC closely monitors the status of preventive and corrective actions for issues to ensure effective follow-up and resolution.

The system of internal control therefore provides only reasonable, not absolute, assurance against material misstatement or loss.

The system of internal control does, however, provide reasonable assurance that potential issues can be identified promptly and appropriate remedial action taken.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES

In line with its responsibilities outlined in its TOR, the ARMC discharged its functions and duties for FY2025 through the completion of the following activities:

(I) FINANCIAL PERFORMANCE AND REPORTING

- reviewed the four (4) unaudited quarterly consolidated financial results, as well as the year-end financial statements of the Group. During the review, the CFO and Finance Manager were invited to present and address queries from the ARMC, focusing particularly on changes in the accounting policies and related disclosures, significant and unusual events identified during the audit, the going concern assumption, compliance with financial reporting standards and legal requirements, significant matters highlighted in the financial statements and significant judgements made by Management.
- recommended the financial results to the Board for consideration and approval after being satisfied with the clarification and justification provided by the Management.
- discussed with Management critical accounting principles and standards applied, emphasis on accounting estimates and deliberated on taxation issues that could impact the financial results.
- reviewed and approved Management's assessment of the Group's prospects and longer-term visibility as presented in the quarterly unaudited consolidated financial results and Annual Report.
- confirmed with Management and External Auditors that the Group's and the Company's audited financial statements were prepared in compliance with applicable Financial Reporting Standards.
- reported findings on the financial performance, Management's performance and other significant matters to the Board for their consideration.

(II) OVERSIGHT OF EXTERNAL AUDITORS

- reviewed the external audit reports and assessed the auditor's findings, along with Management's responses, regarding the audit for FY2025.
- reviewed and approved the External Auditors' Audit Planning Memorandum for FY2025 outlining materiality, scope of work including audit risk areas, audit approach, audit focus area and timeline for interim review and year-end audit, as well as the audit fees at the meeting held on 20 November 2025. The ARMC considered and agreed the scope and materiality to be applied to the Group audit and its components. Key audit matters and the audit approach to these matters are discussed in the Independent Auditor's Report of this Annual Report, which also highlights the other significant matters that the External Auditors drew to the ARMC's attention. The ARMC also noted the External Auditors' independence check and confirmation procedures carried out in the firm as well as no conflict of interest for rendering their non-audit services to the Group.
- reviewed non-audit fees and assessed the level of non-audit services provided by the External Auditors to ensure independence and absence of conflict of interest. The ARMC having considered the nature, scope and amount of non-audit fees, was satisfied that there was no conflict of interest and that the non-audit services would not impair the independence of the External Auditors.
- discussed with External Auditors the applicability and the impact of new and revised accounting standards and financial reporting regimes issued by the Malaysian Accounting Standards Board.
- held 2 private sessions with External Auditors on 14 February 2025 and 20 November 2025, facilitating discussions on key audit challenges without the presence of Executive Board members and Management.
- evaluated External Auditors' suitability, objectivity and independence, considering technical competencies, audit quality and manpower resource sufficiency to perform the audit of the Group. The evaluation was carried out with reference to the Annual Transparency Report issued by the audit firm. Also reviewed the reasonableness of the audit fees charged against the size and complexity of the Group.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES (Cont'd)

In line with its responsibilities outlined in its TOR, the ARMC discharged its functions and duties for FY2025 through the completion of the following activities: (Cont'd)

(II) OVERSIGHT OF EXTERNAL AUDITORS (Cont'd)

- recommended to the Board the re-appointment of External Auditors to shareholders at the Annual General Meeting of the Company based on the evaluation of their performance and independence.

(III) OVERSIGHT OF INTERNAL AUDIT ("IA")

- reviewed and approved the IA plan for FY2025, ensuring alignment with the Group's strategic objectives and risks. The plan's scope and areas of focus were thoroughly discussed and challenged to provide adequate coverage deemed appropriate by the ARMC. Make enquiries as to the Internal Auditors' resources, expertise, professionalism and independence to meet planned audit activities across the Group.
- reviewed all IA reports issued by the Internal Auditors, acknowledging observations, recommendations and Management's responses.
- engaged in discussions during ARMC meetings on significant reported matters with Management and Internal Auditors to establish a common understanding of issues and Management's commitment to enhancing the current system of internal control. Significant internal control matters were reported to the Board.
- reviewed the implementation status of corrective action resulting from audit recommendations, ensuring timely resolution of identified key risks and control lapses. The ARMC closely monitored the status of corrective actions until completion.
- evaluated the adequacy of the scope, functions, competency and performance of the IA function, assessing the comprehensiveness of its coverage across Group activities.

(IV) Related Party Transactions

- reviewed and confirmed with the Management on a quarterly basis if any related party transaction or recurrent related party transaction entered by the Group which are required to be transacted at an arm's length basis and on terms not more favourable than those generally available to the public and are in the best interest of the Group; are fair, reasonable and on normal commercial terms; and are not detrimental to the interests of the minority shareholders of the Company.

(V) Oversight of Internal Control and Corporate Governance Matters

- reviewed and confirmed the accuracy of ARMC Meeting minutes.
- reviewed the impact of regulatory changes and ensured Company and Group compliance.
- received updates on the Group's readiness and preparations for corporate sustainability reporting including regulatory developments and implementation plans.
- received an annual briefing from Management on the Group's taxation matters, covering tax compliance status, relevant regulatory and external developments and material tax-related projects.
- reviewed the proposed extension of the Group's Property Valuation.
- reviewed the Foreign Exchange Risk Management and Hedging Policy.
- reviewed and recommended the ARMC Report and Statement on Risk Management and Internal Control ("SORMIC") to the Board for approval and inclusion in the Annual Report 2024.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY OF ACTIVITIES (Cont'd)

In line with its responsibilities outlined in its TOR, the ARMC discharged its functions and duties for FY2025 through the completion of the following activities: (Cont'd)

(VI) Risk Management and Internal Control

- reviewed the adequacy and effectiveness of risk management and internal control systems implemented within the Group.
- received updates from the consultant, YNC Business Consulting Sdn Bhd:
 - i. on 14 February 2025 and 20 August 2025, the ARMC deliberated on the assessment of climate change-related risks and opportunities affecting the Group's business operations, as well as the Enterprise Risk Management principal risk findings. These assessments are pivotal in identifying and prioritising management actions within the loss prevention programme, including the adoption of relevant corrective measures and strategic investments in resilience initiatives to effectively manage and navigate the potential impacts arising from climate-related and enterprise risks.
 - ii. on 20 November 2025, regarding the Corruption Risk Management Assessment, evaluating the adequacy of existing anti-corruption controls and identifying potential areas of exposure. This evaluation is essential for reinforcing the organisation's integrity framework, ensuring the implementation of risk-based mitigation strategies to safeguard against legal liabilities and reputational risks.

(VII) Review of Conflict of Interest ("COI") situations

An updated COI Policy which sets out the processes and disclosure obligations to assist the Directors and key senior management of the Group in identifying, disclosing and managing any potential, actual or perceived COI situation has been reviewed by the ARMC and adopted by the Board in August 2023.

In managing COI, the ARMC reviewed the COI situations on a quarterly basis. During the financial year under review, the ARMC reviewed all COI declarations/confirmations received from the Directors of the Company, and the measures taken to resolve, eliminate or mitigate such conflicts and recommended to the Board for approval.

Details of the COI situations, together with the measures taken to address the COI, are disclosed below:

During the financial year, the ARMC reviewed a potential COI arising from the Group CEO's 17.97% minority shareholding in Manz AG. The Group CEO duly declared his interest and abstained from all deliberations. The ARMC noted that the transaction was negotiated and executed with a court-appointed insolvency administrator, who was entirely independent of the Manz AG Board of Directors. Following its assessment, the ARMC determined that the transaction was conducted on an arm's length basis and on normal commercial terms, and concluded that the transaction was fair, reasonable and not detrimental to the interests of the Group or its minority shareholders.

In June 2025, the Company appointed Mr Lim Chien Ch'eng as an Independent Non-Executive Director. Prior to this appointment, the Board and ARMC considered potential COI matters arising from the Company's strategic entry into the contract manufacturing segment, weighted against Mr Lim's existing association with an organisation within the broader manufacturing ecosystem. Following a detailed assessment of the respective market segments and service portfolios, it was concluded that there was no direct business overlap between the two entities. Nevertheless, appropriate safeguards were established, including formal declaration of interests. The ARMC is satisfied that all potential COIs are being appropriately managed in accordance with the Group's COI Policy.

During FY2025, the ARMC was adequately resourced to fulfil its responsibilities effectively. The ARMC had access to all necessary information required to carry out its duties and possessed the authority to seek independent advice as needed. Additionally, the ARMC had the power to investigate any matter falling within its purview. This ensured that the ARMC could operate with autonomy and thoroughness in overseeing governance, risk management and internal control matters within the Group.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Evaluation of the ARMC

The term of office and performance of the ARMC and each of its members are assessed annually by the NC. The NC reports the outcome of its assessment to the Board. For FY2025, the Board was satisfied that the ARMC has discharged its duties and responsibilities in accordance with the TOR of the ARMC.

Internal Audit ("IA") Function

The IA function of the Group is outsourced to assist the ARMC in fulfilling its duties and responsibilities. The role of the Internal Auditors is to provide independent assessment of the adequacy of the internal control system, ensuring compliance with policies and procedures, involvement in risk management, risk evaluation and recommendation of control activities.

The Group has appointed Messrs. Sterling Business Alignment Consulting Sdn Bhd ("Sterling") as its Internal Auditors since FY2019. Sterling, a professional firm, reports directly to the ARMC, providing the Board with reasonable assurance of adequacy of the IA function's scope, functions and resources.

During FY2025, the work conducted by the Internal Auditors included:

- preparation of the IA Plan based on the direction of the ARMC by taking into consideration the latest developments surrounding the business operating environment and the needs to address concerns arising from the current audits.
- reviewed the internal control system based on the approved IA Plan. Sterling has reviewed critical business processes, identified risks and internal control gaps, assessed the effectiveness and adequacy of the existing state of internal control of the Group and recommended possible improvements to the existing system of internal control.
- presentation of IA Reports incorporating the audit observations, recommendations and management action plans, for review and approval by the ARMC.
- conducting follow-ups on previously issued audit recommendations to ensure implementation of recommendations and management action plans.
- review of Enterprise Risk Management Report and regularly follows up the implementation of different risk management programs.
- review of the sustainability data for the Annual Report 2024.

The total costs incurred for maintaining the IA function of the Group for FY2025 was RM47,570 (FY2024: RM43,213).

The ARMC and Board expressed satisfaction with the performance of the Internal Auditors for FY2025 and have decided to continue outsourcing the IA function for greater independence and continuity.

This ARMC Report is issued in accordance with a resolution of the Board of Directors.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("Board") is pleased to present the Statement on Risk Management and Internal Control ("Statement") of Greatech Technology Berhad ("Greatech" or "Company"), along with its subsidiaries ("Group"), for the financial year ended 31 December 2025 ("FY2025"). This Statement is in line with Paragraph 15.26(b) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and Principle B of the Malaysian Code on Corporate Governance ("MCCG"), with guidance from the Statement on Risk Management and Internal Control ("SORMIC") Guide 2025.

The Board recognises the importance of risk management and internal control framework in achieving its objective and sustaining success.

BOARD RESPONSIBILITY

The Board acknowledges its overarching responsibility for establishing and maintaining a system of risk management and internal control, aimed at safeguarding shareholders' interests and protecting the assets of the Group.

The governance structure has been established by the Board to ensure the effective stewardship of risk management and internal control within the Group at all levels. This includes fraud risk, corruption risk and climate-related risks and opportunities. The Board is assisted by the Audit and Risk Management Committee ("ARMC"), which is empowered by its terms of reference to ensure independent oversight of internal control and risk management.

During 2025, the ARMC conducted reviews of internal controls based on internal audits performed by the Internal Auditors. All audit issues, recommendations and Management's actions in response were deliberated thoroughly during the ARMC meetings, with minutes subsequently presented to the Board. The ARMC has also evaluated the effectiveness of controls and action plans to monitor, mitigate and manage overall risk exposure across the Group.

The system of risk management and internal controls encompasses various aspects including financial, governance, risk management, strategy, organisational, operational, regulatory and compliance matters. Given the inherent limitations in the risk management and internal control system, such a system put into effect by the Board is designed to manage rather than eliminate risks that may impede the achievement of the Group's business objectives. Therefore, such a system can only provide reasonable and not absolute assurance against any material misstatement or loss, contingencies, fraud or irregularities. The Board continuously enhanced and embedded controls throughout the Group, by conducting half-yearly reviews of the effectiveness of the internal control and risk management framework to ensure its continued relevance and suitability.

MANAGEMENT RESPONSIBILITY

The Management assists the Board in the implementation of the Group's policies and procedures on risk management and internal control by identifying, evaluating, measuring, monitoring and reporting risks as well as any deficiencies and non-compliance, with timely and proper remedial actions taken as and when required.

RISK MANAGEMENT FRAMEWORK

The Board fully endorses the principles outlined in Practices 10.1 and 10.2 of the MCCG, emphasising the necessity of establishing an effective risk management and internal control framework and the disclosure thereof. In alignment with these principles, the Board has implemented an Enterprise Risk Management ("ERM") Framework within the Group, which is incorporated into the Risk Management Policy approved by the Board, and serves as an ongoing process to identify, assess and manage principal risks and uncertainties faced by the Group.

The ERM Framework, aligned with ISO31000:2018 Risk Management Standards, operates as a holistic and structured process, effected top-down from the Board to Management and employees across the Group. It addresses uncertainties surrounding potential events that may affect the Group, determining appropriate control and monitoring measures. The framework is subject to continuous review and improvement, in response to changes in the risk profiles while remaining aligned with the Group's overall business strategy.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT FRAMEWORK (Cont'd)

The ERM Framework aims to align the processes, people and technology to manage risks in accordance with the Group's risk appetite and tolerance, thus ensuring sustainable value to stakeholders while minimising surprises and optimising opportunities.

In this context, the ERM Framework that the Company adopts consists of seven (7) elements, which is in line with globally accepted risk management standards:

Framework Element	Description
Risk strategy and appetite	Alignment/conscious decision to use risk management for the achievement of business decisions and strategic objectives
Risk governance	Establish an approach to developing, supporting and embedding the risk strategies and accountabilities
Risk culture	Embed values and behaviours that shape risk decisions
Risk assessment and measurement	Identify, assess, categorise and measure risks across the Group
Risk management and monitoring	Manage, mitigate and accept risks
Risk reporting and insight	Report and conduct activities to provide insight on risk management, strengths and weaknesses
Data and technology	Use risk and control information to improve performance

Recognising the pivotal role of ERM in achieving sustainable growth and optimising shareholder value, the Board has established an ARMC entirely composed of Independent Non-Executive Directors. The ARMC supports the Board in reviewing the risk management methodology, assessing the effectiveness of internal control systems, ensuring compliance with relevant legislation and regulations and regularly evaluating the Group's risk exposures.

Risks are categorised according to strategic, operational, financial and compliance matters based on the Group's business objectives. The Group has embedded the Corruption Risk Management ("CRM") Framework into the ERM Framework to address corruption risks effectively. Additionally, an Anti-Fraud Policy has been established to facilitate the development of controls, which will aid in the detection and prevention of fraud. It is the intent of the Company to promote consistent organisational behaviour by providing guidelines and assigning responsibilities for the development of controls and conduct of investigations.

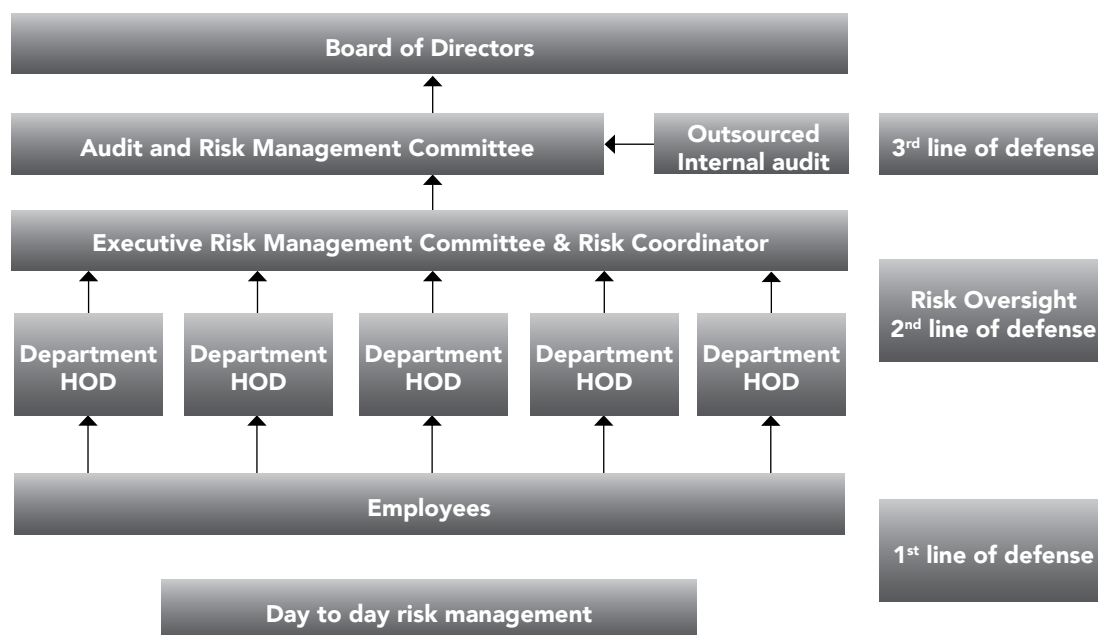
The Board emphasises the integration of risk management into the Group's culture and day-to-day operations, emphasising its application in decision-making and strategic planning. The Executive Risk Management Committee ("ERMC"), led by the Chief Project Officer ("CPO") oversees the comprehensive implementation and maintenance of ERM Framework. Risks are systematically identified, evaluated, managed, monitored and reported, with key risk exposures and activities escalated to decision makers and, when necessary, to the Board.

While the Task Force on Climate-related Financial Disclosures ("TCFD") has been superseded by the IFRS Sustainability Disclosure Standards, the Board remains steadfast in integrating climate-related risks and opportunities into the Group's ERM Framework. This year, the Group has successfully aligned its disclosures with IFRS S2, which build upon and enhance the TCFD's original recommendations. By adopting this global baseline, the Board ensures that climate resilience is no longer an evolving project but a component of our strategy for long-term sustainability.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management Oversight

The Group's risk organisational structure as illustrated below is established for effective risk management:



Risk Management Process

The risk management framework establishes the context of risk in relation to the Group's business and sets out the process for risk identification, assessment and management with continuous monitoring, review and communication. A risk template capturing all key risks identified with detailed assessments and respective mitigating controls to be implemented, or already implemented, is reviewed by the heads of business units and support units, to manage these risks.

The Group's management assesses the likelihood and potential impact of identified risks on financial and non-financial parameters, determining residual risk ratings and expected risk values for reporting and monitoring purposes. Emerging risks are also proactively addressed through regular risk reporting and reviewing processes, with designated risk owners monitoring risk evolution and developing mitigation plans.

The Risk Manager coordinates the risk management system and summarises the critical risks identified in a risk report, which is then presented and reviewed half yearly by the ERM and the Executive Directors. Internal risk reporting mechanism provides the Executive Directors and the Management with regular and detailed information on the current risk landscape. This allows decision-makers to stay informed about emerging risks, negative trends and potential threats to the Group. By having access to timely and accurate risk information, the Management can take proactive measures to address and mitigate risks before they escalate into significant issues. Risks are identified in sufficient time for countermeasures to be taken. The risk report is not only reviewed by the ERM and the Executive Directors but also presented to and reviewed by the ARMC.

The ARMC also conducts thorough reviews of risk mitigation measures, assesses reported risks' reasonableness and determines strategies to avoid similar risks in the future.

Risk Appetite and Risk Parameter

The appropriate risk appetite and corresponding risk parameters of the Group are established by the Board via the ARMC. Integral to the ERM Framework, risk appetite sets the tone for risk taking in general and provides direction in assessing whether the Group is operating within acceptable limits in achieving its strategic objectives.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Risk Appetite and Risk Parameter (Cont'd)

Defined risk parameters, aligned to the Group's risk appetite, provide a guide for consistent evaluation of risks and prioritise risk mitigation actions. Both financial and non-financial risk parameters are reviewed by the Management and ERM as the need arises, ensuring that the risk parameters reflect changes in risk appetite or circumstances in a fair and timely manner.

Based on the ERM Framework established, the Board is of the view that there is an ongoing risk management process to support the delivery of the Board's strategy and manage the risk of failing to achieve the Group's business objectives. The Board, with the ARMC's concurrence, is satisfied that the risk management systems in place are adequate and effective throughout the financial year and up to the date of approval of the Annual Report.

INTERNAL AUDIT ("IA") FUNCTION

The Group's IA function is outsourced to an external independent professional consulting firm, Messrs. Sterling Business Alignment Consulting Sdn Bhd. The IA function reports administratively to the Chief Financial Officer ("CFO") but functionally to the ARMC to maintain its objectivity. The firm is free from any relationships or conflicts of interest ("COI"), which could impair its objectivity and independence of the IA function. The firm does not have any direct operational responsibility or authority over any of the activities audited.

The ARMC relies on the independent assurance provided by the IA function regarding risk management and the system of internal control. The ARMC is of the opinion that the IA function is independent and adequately resourced to fulfil its duties effectively within the Group.

Depending on the scope of review, two (2) to three (3) internal auditors are typically deployed for each IA review. The IA assignments were led by Dr. So Hsien Ying, a Certified Internal Control Professional with more than 30 years of experience in internal audit, internal control and risk management, and Mr Cheng Chean, a Chartered Member of the Institute of Internal Auditors Malaysia and Fellow Member of the Association of Chartered Certified Accountants with over 20 years of experience in external and internal audit. For further details on their qualifications, please refer to Corporate Governance Report, Practice 11.2.

The internal auditors use the Committee of Sponsoring Organizations of the Treadway Commission ("COSO") Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the internal control systems. Their reviews, conducted according to the approved IA plan, focus on financial, operational, compliance and information technology risks. These reviews also address critical business processes and internal control gaps, recommending improvements to the internal control process. The IA plan is reviewed and approved by the ARMC to ensure the continued satisfactory operation of the system.

During FY2025, the internal auditors conducted two (2) reviews and two (2) follow-up reviews for the following subsidiary of the Group, as per the risk-based IA plan approved by the ARMC. These reviews involve assessing the adequacy and effectiveness of internal controls through interviews, discussions with ERM, review of policies and procedures and testing of internal controls on a sample basis. The outcomes of these IA reviews include action plans to address identified weaknesses, with enhancement opportunities reported to the ARMC, which in turn reports to the Board. The ARMC closely follows up on highlighted issues to ensure the implementation of recommended action by Management.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT ("IA") FUNCTION (Cont'd)

Audit for the period	Reporting Month	Name of Entity Audited	Audited Areas
1 st Quarter (January - March 2025)	May 2025	Greatech Integration (M) Sdn Bhd	• Compliance status on regulatory requirements related to specific corporate policies • Physical Control Policies Follow up on: • Facility Management • Finance and Accounts • Supply Chain Management
3 rd Quarter (July - September 2025)	November 2025	Greatech Integration (M) Sdn Bhd	• Cybersecurity and Data Privacy Follow up on: • Compliance status on regulatory requirements related to specific corporate policies • Finance and Accounts • Physical Control Policies

The results of the IA reviews, including any recommendations for improvement, were presented at the scheduled ARMC meetings. Follow-up audits were also conducted by the IA function to verify the implementation of corrective actions aimed at addressing the identified control gaps. Based on the IA reviews conducted during FY2025, no significant control deficiencies were found that would result in material losses, contingencies or uncertainties requiring separate disclosure in this Annual Report.

The total cost incurred for the IA function for FY2025 amounted to RM47,570.

INTERNAL CONTROL FRAMEWORK

The Board recognises that a sound system of internal control reduces, but not eliminates, the possibility of poor judgment in decision-making, human error, control processes being deliberately circumvented by employees, management overriding controls, and the occurrence of unforeseeable circumstances.

The Group's ERM receives and reviews regular reports on key financial data, performance indicators and regulatory matters. This is to ensure that matters requiring the Board's attention are highlighted for review, deliberation and decision making on a timely basis. The Board will approve the appropriate responses or amendments to the Group's policies based on the latest regulatory requirements and updates.

The internal control matters were reviewed and the Board is updated on significant control gaps, if any, for the Board's attention and action. Issues relating to the business operations are also highlighted to the Board's attention during Board meetings and any significant fluctuation or exceptional notes will be analysed and acted in a timely manner.

Other key elements of the Group's internal control systems are as follows:

- Clearly defined Terms of Reference ("TOR"), authorities and responsibilities of the various Board Committees and Sub-Committees which include the ARMC, Nominating Committee, Remuneration Committee and Long-Term Incentive Plan Committee;
- Well-defined organisational structure with clear lines of authority and reporting, accountability and responsibilities of respective functions within the Group;
- Regular risk report from principal risk owner to identify and address significant risk;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL FRAMEWORK (Cont'd)

- d) Comprehensive planning, budgeting, reporting and monitoring of performance and forecast. Monthly reviews of business development, financial performance against budget, health and safety and capital expenditure proposals and all other aspects of business attended by Executive Directors and Management as appropriate;
- e) Elements of internal control have been embedded and documented in the form of operating procedures and policies such as Code of Conduct & Ethics ("Code"), Remuneration Policy, Whistleblowing Policy, COI Policy and Anti-Bribery and Anti-Corruption ("ABAC") Policy, which are continually reviewed and updated to reflect changes in the business environment. Accountability and responsibility for key processes have been established in standard operating procedures;
- f) Declaration of COI and adherence to the Code by Directors and employees of the Group;
- g) Regular reporting of operational and financial performance for review by the Executive Directors and/or the ARMC;
- h) Management meetings are conducted to review financial performance, health and safety, operational efficiency, quality performance, business development, capital expenditure proposals, risk assessment and all other aspects of business;
- i) The Group establishes a Performance Management System with core competencies assessment and key performance indicators to review and assess employees' performance and competency;
- j) The Group establishes a Code which sets out the principles and standards of business conduct and ethics of the Group in relation to integrity, responsibility and corporate social responsibility, apply to all Directors, Management and employees, on full-time or part-time employment with Greatech, and is to be read in conjunction with the Employee Handbook. The Code, last updated on 25 November 2025, is reviewed as and when necessary to remain relevant in addressing any ethical issues that may arise within the organisation.

All employees are required to acknowledge that they have read and understood the Code upon commencement of employment and subsequently on an annual basis;

- k) The Group establishes a Cyber Security Policy to ensure that access to information systems and confidential information is adequately controlled and monitored. The cyber security posture of the Group was further enhanced to improve data encryption practices and data backup solution started in FY2024;
- l) The Group upholds a zero-tolerance stance towards bribery and corruption in any forms and is committed to conducting business with the highest standards of ethics and integrity. The Group adopted its ABAC Policy in line with the introduction of Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The Group has made it mandatory for all employees to read the ABAC Policy and undertake an annual online assessment test to gauge their understanding of the subject matter. The ABAC Policy is reviewed periodically and updated to reflect changes in the organisation and evolving best practices. The Policy was last revised on 25 November 2025.

In addition, the Group also establishes a Greatech Business Partner Anti-Corruption Policy where the Group requires its suppliers, contractors, integrators, business contacts, consultants, professional advisors, joint venture partners, freight forwarders, agents and any other parties with whom Greatech does business to act lawfully, ethically and with integrity at all times in carrying out their services and contractual obligations to Greatech or on Greatech's behalf to a Greatech customer or any other third party. All business partners including consultants and contractors are required to acknowledge and comply with the Policy;

- m) Undertaken an external review of the Group's ABAC governance and adoption of group-wide Corruption Risk Management which is adaptable to ERM Framework relevant to the prevention of bribery and corruption;
- n) The Group conducts a risk assessment of bribery and corruption existing controls and vulnerable areas to identify key gaps and improvement opportunities;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL CONTROL FRAMEWORK (Cont'd)

- o) The Group established a Whistleblowing Policy which outlines the Group's commitment to allow, support and encourage employees and other stakeholders to report concerns in a responsible, transparent and confidential manner without being subject to victimisation or discriminatory treatment. These concerns entail any wrongdoings, malpractices or illegal activities within the Group;
- p) The Group conducts quarterly results briefings following the release of its financial results and holds regular meetings to provide corporate updates to the investment and financial communities. These meetings provide an opportunity for fund managers, investment analysts and bankers to seek clarification from Senior Management;
- q) The Group has established a Delegation of Authority ("DOA") Policy to provide a well-defined framework of authority and accountability assigned and delegated to each approving authority within the organisation;
- r) The Group manages its capital expenditure ("CAPEX") by establishing annual CAPEX budget at the start of each financial year to track and assess actual CAPEX incurred against the set budget;
- s) The Group is committed towards the well-being of its workforce by upholding high standards of occupational safety and health at all production areas and at all business premises. The Group upholds well-defined health and safety policies and procedures, and constantly raises awareness on health and safety through training initiatives. Regular building maintenance and physical checks on Group facilities are also performed at all offices and production areas to ensure the safety of employees and visitors. The Group establishes Safety, Health and Environment Policy which aims to achieve these goals;
- t) The Group's Sustainability Working Group ("SWG"), established in 2019, comprises the CFO as the officer in charge of sustainability related matters and a cross functional management team, and is chaired by the Chief Executive Officer ("CEO"). The SWG supports the integration of ESG practices into the Group's strategies and operations.

Since 2024, the ARMC has been overseeing climate-related risk and opportunities matters through the Group's ERM Framework. This oversight was formalised following the update to the ARMC's TOR on 26 February 2026. The SWG provides regular reports to the ARMC and the Board on the Group's sustainability initiatives, including the identification and management of material sustainability risks and opportunities;
- u) The Group establishes a Business Continuity Policy and develops its Business Continuity Plan that outlines its strategy and best practices to safeguard the availability of Greatech Group's essential services in the event of a business disruption, emergency or disaster. It provides guidance for mobilising the Crisis Management Team and implementing practical measures in response to an unexpected occurrence or unplanned event that affects the Group;
- v) The Group conducts the review of corporate policies regularly to ensure alignment with evolving regulatory standards, industry best practices and the Group's strategic objectives. The comprehensive review of all the corporate policies was performed in 2025 and changes were approved by the Board on 25 November 2025; and
- w) Adoption of group-wide framework on corporate governance according to guidelines issued by the Securities Commission Malaysia on 28 April 2021.

The Group will continue to foster risk-awareness and internal control awareness in all decision making and manage all risks in a proactive and effective manner. This is to enable the Group to respond effectively to the changing business and competitive environment.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

ASSURANCE

The Board regularly receives and reviews the reports on the effectiveness of the risk management and internal control and is of the view that it is sound and adequate to safeguard the Group's assets, the shareholders' investments, the interests of customers, regulators, employees and other stakeholders. The role of the Management is to implement the Board's policies and guidelines on risks and controls, to identify and evaluate the risks faced and to operate a suitable system of internal controls to manage these risks.

The Board has received assurance from the CEO and CFO that the Group's system of risk management and internal control is operating adequately and effectively for the financial year under review and up to date as of this Statement. Taking this assurance into consideration and input from relevant parties like the IA function and feedback from the external auditors on any control failings, the Board is of the view that the system of risk management and internal control is adequate and operating effectively to achieve objectives and has not resulted in any material losses or contingencies that would require disclosure in the Group's Annual Report. The Board remains committed towards establishing a system of risk management and internal control, where improvements are made as considered appropriate.

REVIEW OF THIS STATEMENT BY THE EXTERNAL AUDITORS

As required under Paragraph 15.23 of the MMLR of Bursa Securities, the external auditors have reviewed this Statement for inclusion in this Annual Report.

The review of this Statement by the external auditors was performed in accordance with the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by Malaysian Institute of Accountants ("MIA").

The external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is inconsistent with their understanding of the processes adopted by the Board in reviewing the adequacy and integrity of the systems of risk management and internal controls of the Group, has not been prepared in accordance with the disclosures required by Section 7 of SORMIC Guide 2025, or is factually inaccurate.

CONCLUSION

The Board is of the view that the Group's system of risk management and internal control is sound and adequate to safeguard shareholders' investments and the Group's assets. However, the Board is also cognisant of the fact that the Group's system of risk management and internal controls practices must continuously evolve to meet the changing and challenging business environment. Therefore, the Board will, when necessary, put in place appropriate action plans to further enhance the Group's system of risk management and internal controls.

This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board of Directors.

ADDITIONAL COMPLIANCE INFORMATION

1. AUDIT AND NON-AUDIT FEES

The amounts of audit and non-audit fees paid and payable for services rendered to the Company and the Group for the financial year ended 31 December 2025 ("FY2025") by the Company's external auditors, or a firm or corporation affiliated to the external auditors, are as follows:

	Group RM	Company RM
Audit Fees	514,733	90,000
Non-audit Fees*	156,480	37,300
Total	671,213	127,300

* The non-audit services rendered by external auditors and its affiliates mainly consist of fees payable for the review of the Statement on Risk Management and Internal Control, transfer pricing documentation and other compliance-related information.

2. MATERIAL CONTRACTS INVOLVING THE INTERESTS OF THE DIRECTORS AND CHIEF EXECUTIVE WHO IS NOT A DIRECTOR AND MAJOR SHAREHOLDERS

There were no material contracts entered into by the Company and its subsidiaries involving the interests of the Directors, Chief Executive who is not a Director and major shareholders, either still subsisting as at 31 December 2025 or entered into since the end of the previous financial year.

3. LONG TERM INCENTIVE PLAN ("LTIP")

The LTIP of the Company comprising employees' Share Option Plan ("SOP") and Share Grant Plan ("SGP"), is governed by the By-Laws approved by the shareholders during the Company's Extraordinary General Meeting held on 27 November 2020.

The effective date of implementation of the LTIP is 11 January 2021, which will be in force for a period of five (5) years from 11 January 2021.

On 10 December 2025, the Company announced the extension of the existing LTIP, which was due to expire on 10 January 2026. The LTIP has been extended for a further period of five (5) years, effective from 11 January 2026 to 10 January 2031. The LTIP continues to be implemented in accordance with the same terms and conditions as stipulated in the LTIP By-Laws.

The details of LTIP are set out in Note 30 to the financial statements of this Annual Report.

i) SOP

During FY2025, the Company has no outstanding shares options offered to eligible employees.

ii) SGP

During FY2025, the Company has not granted any shares to eligible employees.

ADDITIONAL COMPLIANCE INFORMATION

3. LONG TERM INCENTIVE PLAN ("LTIP") (Cont'd)

ii) SGP (Cont'd)

The information in relation to SGP as at 31 December 2025 is as follows:

	Total Number
Granted ^(a)	6,500,000
Bonus Issue	2,690,700
Lapsed ^(b)	(1,648,100)
Vested	(7,542,600)
Total shares outstanding as at 31 December 2025	0

Note:

^(a) 84,000 ordinary shares were granted to the senior management of the Group as at 31 December 2025.

^(b) The outstanding of 1,648,100 shares granted have lapsed due to shares were granted to employees who resigned subsequent to the grant date as at 31 December 2025.

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

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

(a) Group Total Income and Total Assets

	Group	
	2025 RM	2024 RM
Total Income		
Revenue	771,477,849	752,373,319
Other income	3,070,269	6,412,382
Dividend income	924,892	293,583
Interest/Finance income	7,524,732	7,688,388
Total	782,997,742	766,767,672
Total Assets	1,196,540,871	1,112,267,216

(b) Business Activities

		Group	
		2025 RM	2024 RM
Shariah Non-Compliant Activities	Remarks		
Dividend income received from conventional instruments	Short Term Funds	854,116	457
Interest/Finance income	Conventional Banks	280,035	478,342
Total		1,134,151	478,799

ADDITIONAL COMPLIANCE INFORMATION

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (Cont'd)

(c) Component of Financial Position

i. Cash Component

		Group	
		2025 RM	2024 RM
Islamic Account/Instruments			
Cash and bank balances (exclude cash in hand)		209,505,918	179,553,535
Deposits with licensed bank		5,000,000	0
Short term funds		11,882,858	40,228,669
Total Cash		226,388,776	219,782,204

		Group	
		2025 RM	2024 RM
Conventional Account/ Instruments	Remarks		
Cash and bank balances (exclude cash in hand)		12,641,455	12,626,567
Other cash equivalents	Cash in hand	15,269	0
Short term funds		42,135,815	413,731
Total Cash		54,792,539	13,040,298

ii. Debt component

		Group	
		2025 RM	2024 RM
Islamic Financing			
Current			
Term loans		1,100,004	1,100,004
Non-Current			
Term loans		10,616,646	11,716,650
Total Financing		11,716,650	12,816,654

ADDITIONAL COMPLIANCE INFORMATION

4. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (Cont'd)

(c) Component of Financial Position (Cont'd)

ii. Debt component (Cont'd)

	Group	
	2025 RM	2024 RM
Conventional Borrowing		
Current		
Bank overdraft	33,277,546	0
Hire purchase payable	0	46,341
Total Debt	33,277,546	46,341

STATEMENT OF DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

The Board of Directors ("Board") is responsible for ensuring that the financial statements of Greatech Technology Berhad ("Company") and its subsidiaries ("Group") are properly prepared in accordance with the applicable approved Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards, the provisions of the Companies Act 2016 in Malaysia ("CA 2016") and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Board is also responsible for ensuring that the financial statements of the Group and the Company are prepared with reasonable accuracy from the accounting records of the Group and the Company so as to give a true and fair view of the state of affairs of the Group and the Company as at 31 December 2025, and of the results of their operations and cash flows for the financial year then ended.

The Group's consolidated annual audited financial statements for the financial year ended 31 December 2025 ("FY2025") have been prepared in accordance with the applicable approved accounting standards in Malaysia and the CA 2016. The Statement by Directors pursuant to Section 251(2) of the CA 2016 is set out in the section titled "Statement by Directors" of the Directors' Report enclosed with the Group's consolidated annual audited financial statements for FY2025.

In preparing the financial statements for FY2025, the Board has ensured that:

- (i) all applicable approved accounting standards in Malaysia, such as MFRSs and IFRS Accounting Standards have been followed;
- (ii) appropriate accounting policies have been adopted and consistently applied;
- (iii) reasonable and prudent judgments and estimates have been made; and
- (iv) the financial statements have been prepared on a going concern basis as the Board has a reasonable expectation, having made appropriate enquiries, that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future.

The Board has ensured that the Group and the Company maintain proper accounting records which disclose with reasonable accuracy the financial position of the Group and the Company, and which enable them to ensure that the financial statements comply with regulatory requirements and applicable approved accounting standards in Malaysia.

The Board has also ensured that the quarterly reports and annual audited financial statements of the Group are submitted to Bursa Malaysia Securities Berhad in a timely manner to keep the investing public informed of the Group's latest performance and developments.

The Board has taken appropriate measures reasonably available to them to safeguard the assets of the Group and of the Company, and to prevent and detect fraud and other irregularities.

This Statement of Directors' Responsibility in relation to the Financial Statements is issued in accordance with a resolution of the Board of Directors.

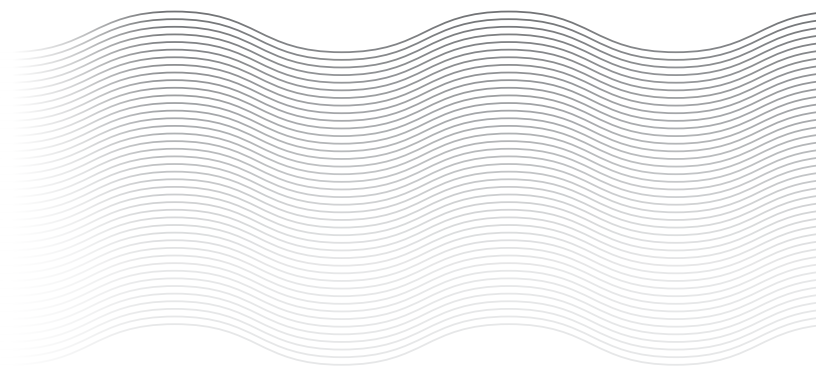
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DIRECTORS' REPORT

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

PRINCIPAL ACTIVITIES

The principal activities of the Company is investment holding and provision of management services. The principal activities of the subsidiaries are mainly sale of automated equipment together with provision of parts and services, contract manufacturing and original design manufacturer.

There have been no significant changes in the nature of these activities of the Company and its subsidiaries during the financial year.

RESULTS

	Group RM	Company RM
Profit/(Loss) for the financial year	<u>86,885,481</u>	<u>(3,508)</u>
Attributable to:		
Owners of the parent	<u>86,885,481</u>	<u>(3,508)</u>

DIVIDEND

No dividend has been proposed, declared or paid by the Company since the end of the previous financial year. The Directors do not recommend any payment of dividend for the current financial year.

RESERVES AND PROVISIONS

Material transfers to or from reserves or provisions during the financial year include the following:

	Group and Company RM
Ordinary shares issued pursuant to Share Grant Plan ('SGP')	(6,865,892)
SGP expenses	<u>871,546</u>

ISSUE OF SHARES AND DEBENTURES

During the financial year, the issued and fully paid-up ordinary shares of the Company was increased from 2,511,422,900 ordinary shares to 2,514,543,900 ordinary shares by way of issuance of 3,121,000 new ordinary shares pursuant to SGP at weighted average share price of RM2.20.

The newly issued ordinary shares rank pari passu in all respects with the existing ordinary shares of the Company. There were no other issuance of shares during the financial year.

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

DIRECTORS' REPORT

OPTIONS GRANTED OVER UNISSUED SHARES

At an Extraordinary General Meeting held on 27 November 2020, the shareholders of the Company approved the establishment of Long Term Incentive Plan ('LTIP') of up to 10% of the issued share capital of the Company which consist of Share Option Plan ('SOP') and SGP, to eligible Executive Directors and employees of the Group. The LTIP came into effect on 11 January 2021 and will continue to be in force for a period of five (5) years. During the financial year, the Board of Directors approved the extension of the Company's existing LTIP for a further period of 5 years, effective from 11 January 2026 to 10 January 2031.

Salient features of the LTIP are as follows:

- (a) The maximum number of shares which may be made available under the LTIP shall not in aggregate exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point of time during the duration of the LTIP.
- (b) The maximum number of shares to be awarded to an eligible person under the LTIP at any point of time in each LTIP Award shall be at the sole and absolute discretion of the LTIP Committee, and subject to the following conditions:
 - (i) not more than ten percent (10%) of the total number of issued shares of the Company made available under the Proposed LTIP shall be allocated to any eligible person who, either singly or collectively through persons connected with the eligible person, holds twenty percent (20%) or more of the total number of issued shares of the Company (excluding treasury shares, if any); and
 - (ii) up to fifty percent (50%) of the total number of shares which may be made available under LTIP could be allocated, in aggregate, to the Executive Directors and senior management of the Company who are eligible persons.
- (c) Any employee of the Group who fulfill the following conditions shall be eligible to participate in the LTIP as at the date of award, the employee:
 - (i) is at least eighteen (18) years of age and is not an undischarged bankrupt nor subject to any bankruptcy proceedings;
 - (ii) is employed by the Group on a full-time basis or serving in a specific designation under an employment contract with the Group for a fixed duration and is on the payroll of any company within the Group and has not served a notice of resignation or received notice of termination;
 - (iii) must have been in employment of the Group for a period of at least six (6) months prior to the LTIP award date; and
 - (iv) is confirmed in writing as a full time employee of the Group prior to and up to the LTIP award date.
- (d) The Executive Director of the Group shall be eligible to participate in the LTIP as at the date of award, the Executive Director:
 - (i) is at least eighteen (18) years of age and is not an undischarged bankrupt nor subject to any bankruptcy proceedings; and
 - (ii) is appointed as an Executive Director of the Company or any company within the Group prior to and up to the LTIP award date.
- (e) The shares to be issued upon vesting of SGP will not be subjected to any retention period or restriction on transfer.
- (f) The shares to be allotted and issued upon vest of SGP will, upon such allotment and issuance, rank equally, in all respects with the existing shares in the Company, save and except that the new shares allotted and issued will not be entitled to any dividends, rights, allotments and/or other distributions.

The SOP has lapsed in the previous financial years.

DIRECTORS' REPORT

OPTIONS GRANTED OVER UNISSUED SHARES (Cont'd)

The following table illustrates the movement of shares under the SGP during the financial year:

Date of grant	[-----Number of ordinary shares granted under SGP-----]			
	Balance as at 1.1.2025	Vested	Forfeited*	Outstanding as at 31.12.2025
17 January 2022	816,400	(720,800)	(95,600)	0
26 January 2022	879,000	(823,200)	(55,800)	0
24 November 2022	1,706,600	(1,577,000)	(129,600)	0
	<u>3,402,000</u>	<u>(3,121,000)</u>	<u>(281,000)</u>	<u>0</u>

* Due to resignation.

DIRECTORS

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

Greatech Technology Berhad

Dato' Seri Tan Eng Kee
 Khor Lean Heng
 Dato' Ooi Hooi Kiang
 Dr. Michael Dominic Kirk
 Dato' Ooi Boon Chye
 Dr. Kong Siew Mui
 Lim Chien Ch'eng (Appointed on 1 June 2025)
 Dato' Seri Wong Siew Hai (Retired on 28 May 2025)

Subsidiaries of Greatech Technology Berhad

Dato' Seri Tan Eng Kee
 Dermot Martin O'Brien
 Wong Kit Wah
 Ulrich Frickmann (Appointed on 17 December 2025)
 Richard Seris (Resigned on 16 December 2025)
 Khor Lean Heng (Resigned on 31 December 2025)

DIRECTORS' REPORT

DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in ordinary shares of the Company and of its related corporations during the financial year ended 31 December 2025 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

[----- Number of ordinary shares -----]					
	Balance as at 1.1.2025	Inward transferred	Bought	Sold	Balance as at 31.12.2025

Shares in the Company

Direct interests:

Dato' Seri Tan Eng Kee	9,872,600	1,303,900,740	2,339,200	0	1,316,112,540
Khor Lean Heng	2,947,000	144,877,860	283,000	0	148,107,860
Dato' Ooi Hooi Kiang	3,083,200	0	0	(1,598,000)	1,485,200
Dato' Ooi Boon Chye	715,800	0	250,000	0	965,800

	[----- Number of ordinary shares -----]			
	Balance as at 1.1.2025	Outward transferred	SGP	Balance as at 31.12.2025

Shares in the Company

Indirect interest:

Dato' Seri Tan Eng Kee#	1,448,821,400	(1,448,778,600)	21,800	64,600
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Deemed interest by virtue of Section 59(11)(c) of the Companies Act 2016 in Malaysia held through children.

By virtue of Dato' Seri Tan Eng Kee's substantial interest in the shares of the Company, he is also deemed to have interest in the shares of all the subsidiaries to the extent that the Company has an interest.

DIRECTORS' BENEFITS

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

DIRECTORS' REPORT

DIRECTORS' BENEFITS (Cont'd)

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

DIRECTORS' REMUNERATION

The fees and other benefits of the Directors who held office during the financial year ended 31 December 2025 are as follows:

	Group RM	Company RM
Fees	671,226	671,226
Short term employee benefits	4,564,896	41,000
Contributions to defined contribution plan	518,216	0
Benefits-in-kind	37,900	0
	<u>5,792,238</u>	<u>712,226</u>

INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The Group and the Company effected Directors' and Officers' liability insurance during the financial year to protect the Directors and Officers of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors and Officers.

During the financial year, the total amount of insurance premium paid for the Directors and the Officers of the Group and of the Company were RM27,300.

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

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that there were no known bad debts to be written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

DIRECTORS' REPORT

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY (Cont'd)

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

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

(III) AS AT THE DATE OF THIS REPORT

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

SIGNIFICANT EVENTS SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- (a) On 9 March 2026, the Company incorporated a wholly-owned subsidiary, Greotech Integration (Canada) Ltd. in Canada for a cash consideration of CAD100 (equivalent to RM293) comprising of 100 common shares.
- (b) Ongoing geopolitical tensions in the Middle East have contributed to elevated energy prices, intermittent global supply chain disruptions, and increased volatility in global currency movements. These factors may, if prolonged, place indirect pressure on input costs and consumer sentiment.

Given that the geopolitical situation in the Middle East remains uncertain, and as at the date of this report, the Group has not experienced any material adverse impact on its operations or financial position arising directly from these developments. Nevertheless, the Group will continue to monitor developments and assess the potential operational and financial implications of the conflict.

DIRECTORS' REPORT

SUBSIDIARIES

The details of the subsidiaries are as follows:

Name of company	Country of incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2025	2024	
Greatech Integration (M) Sdn. Bhd.	Malaysia	100%	100%	Designing and manufacturing of single automated equipment, production line system and provision of related components and engineering services.
Greatech Integration (Ireland) Limited	Ireland	100%	100%	Development, design and precision engineering of custom automated equipment.
Greatech Mechatronics (M) Sdn. Bhd.	Malaysia	100%	0%	Provision of engineering services and contract manufacturing.
Greatech Mechatronics (Slovakia) s.r.o.	Slovakia	100%	0%	Contract manufacturing and original design manufacturer.

Subsidiaries of Greatech Integration (M) Sdn. Bhd.

Greatech Integration (Shanghai) Limited	People's Republic of China	100%	100%	Wholesale, import and export, commission agency (except for auction) and related supporting services in automation equipment and accessories, machinery and equipment, electromechanical equipment, hardware and electrical equipment, and electric tools. Engaged in technical development, technical consultation, technology transfer and technical services in the field of automation technology. Business information consulting. Currently, it has not commenced operations.
Greatech Integration (USA) Inc.	United States of America	100%	100%	Design, development and production of system, machinery and equipment and related components and engineering services.

DIRECTORS' REPORT

SUBSIDIARIES (Cont'd)

The details of the subsidiaries are as follows: (Cont'd)

Name of company	Country of incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2025	2024	
<u>Subsidiaries of Greatech Integration (M) Sdn. Bhd.</u> (Cont'd)				
GT Integration (Philippines) Inc.	Philippines	100%	100%	To act as a design support centre for holding company, an automation solution provider for all kinds of automated products ranging from single automated machines to production line systems; to hire qualified professionals to provide such designs, drawings and plans; to procure parts and components for machines and equipment; to commission and install machine and equipments for its holding company. Currently, it has not commenced operations.
Greatech Integration (S) Pte. Ltd.	Singapore	100%	100%	To act as an engineering design and consultancy centre for all kinds of automated products.

DIRECTORS' REPORT

AUDITORS

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

AUDITORS' REMUNERATION

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

	Group RM	Company RM
Statutory audit	532,549	90,000
Other services	6,000	6,000
	<u>538,549</u>	<u>96,000</u>

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

Dato' Seri Tan Eng Kee
Director

Khor Lean Heng
Director

Penang
27 April 2026

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 180 to 249 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 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,

Dato' Seri Tan Eng Kee
Director

Khor Lean Heng
Director

Penang
27 April 2026

STATUTORY DECLARATION

I, Koay Lin Lin (CA 16631), being the officer primarily responsible for the financial management of Greatech Technology Berhad, do solemnly and sincerely declare that the financial statements set out on pages 180 to 249 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by
the abovenamed at Georgetown in the
State of Penang this 27 April 2026

Koay Lin Lin
Chief Financial Officer

Before me,

Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

To The Members of Greatech Technology Berhad

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Greatech Technology Berhad, which comprise the statements of financial position as at 31 December 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 180 to 249.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and 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'), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

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

Key Audit Matters of the Group

(a) Revenue recognition for construction contracts

Revenue from construction contracts during the financial year as disclosed in Note 24 to the financial statements amounted to RM681,295,915.

We determined this to be a key audit matter because it requires management to exercise significant judgements and estimates in determining the satisfaction of performance obligations as stated in the contracts with customers and costs in applying the input method to recognise revenue over time.

The Group estimates total contract costs in applying the input method to recognise revenue over time. In estimating the total costs to complete, the Group considers the completeness and accuracy of its costs estimation, including its obligations to contract variations and claims.

Audit response

Our audit procedures included the following:

- (i) assessed estimated total costs to complete through inquiries with operational and financial personnel of the Group;

INDEPENDENT AUDITORS' REPORT

To The Members of Greatech Technology Berhad

Key Audit Matters of the Group (Cont'd)

(a) *Revenue recognition for construction contracts (Cont'd)*

Audit response (Cont'd)

Our audit procedures included the following: (Cont'd)

- (ii) inspected documentation to support cost estimates made including contract variations;
- (iii) compared contract budgets to actual outcomes to assess reliability of management budgeting process and controls; and
- (iv) recomputed the results of the input method determined by management for revenue recognition based on verified actual costs incurred to-date and budgeted costs.

(b) *Adequacy of provision for warranties*

We refer to Note 21 to the financial statements on the provision for warranties which amounted RM15,561,232.

We determined this to be a key audit matter because it requires management to exercise significant judgements and estimates on the expectation of the level of repair and replacement as well as probability of claims in determining the provision for warranties.

Audit response

Our audit procedures included the following:

- (i) tested the relevant internal control in place on the completeness of warranty provision and assessed the valuation of provision;
- (ii) evaluated the basis and assumptions underlying the basis of provisions by checking and verifying the inputs used to calculate the provisions, including interviewing project managers, sales managers and management;
- (iii) assessed the level of historical warranty claims to determine whether the total provision for warranties held at year-end were sufficient to cover the expected warranty claims in light of known and expected cases and standard warranty periods provided; and
- (iv) recomputed the provision for warranties based on the basis of provisions provided by the management.

(c) *Impairment assessment of the carrying amount of goodwill*

We refer to Note 9 to the financial statements on the carrying amount of goodwill arising on consolidation which amounted RM15,361,319.

We determined this to be a key audit matter because it requires significant judgements and estimates about the future results and key assumptions applied to cash flow projections of the cash generating units ('CGU') in determining the recoverable amount. These key assumptions include projected growth in future revenues and profit margins, as well as determining the appropriate pre-tax discount rate and growth rates.

Audit response

Our audit procedures included the following:

- (i) compared cash flow projections against recent performance and historical accuracy of forecasts and assessed key assumptions used in projections to available sources of data, where applicable;

INDEPENDENT AUDITORS' REPORT

To The Members of Greatech Technology Berhad

Key Audit Matters of the Group (Cont'd)

(c) *Impairment assessment of the carrying amount of goodwill (Cont'd)*

Audit response (Cont'd)

Our audit procedures included the following: (Cont'd)

- (ii) evaluated the reasonableness of projected profit margins and growth rates by assessing evidence available to support these assumptions;
- (iii) evaluated the reasonableness of the pre-tax discount rate used by management by comparing to market data as well as weighted average cost of capital of the industry and relevant risk factors; and
- (iv) assessed and evaluated sensitivity analysis performed by management on the cash flow projections to evaluate the impact on the impairment assessment.

Key Audit Matters of the Company

(a) *Impairment assessment of the carrying amount of investments in subsidiaries*

We refer to Note 7 to the financial statements on the carrying amount of investments in subsidiaries which amounted RM134,325,749.

We determined this to be a key audit matter because it requires management to exercise significant judgements and estimates in determining the recoverable amounts of the investments in subsidiaries. The recoverable amounts of the investments in subsidiaries are determined based on discounted future cash flow projections, which require judgement on the part of management estimation of the future financial performance and key assumptions used, in particular projected growth in future revenues, profit margins and pre-tax discount rates.

Audit response

Our audit procedures included the following:

- (i) compared cash flow projections against recent performance and historical accuracy of forecasts and assessed key assumptions used in projections to available sources of data, where applicable;
- (ii) evaluated the reasonableness of projected profit margins and growth rates by assessing evidence available to support these assumptions;
- (iii) evaluated the reasonableness of the pre-tax discount rate used by management by comparing to market data as well as weighted average cost of capital of the industry and relevant risk factors; and
- (iv) assessed and evaluated sensitivity analysis performed by management on the cash flow projections to evaluate the impact on the impairment assessment.

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.

INDEPENDENT AUDITORS' REPORT

To The Members of Greatech Technology Berhad

Information Other than the Financial Statements and Auditors' Report Thereon (Cont'd)

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

INDEPENDENT AUDITORS' REPORT

To The Members of Greatech Technology Berhad

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

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

- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 7 to the financial statements.

Other Matters

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

BDO PLT

201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Penang
27 April 2026

Lee Beng Tuan

03271/07/2026 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

As At 31 December 2025

			Group		Company
	Note	2025 RM	2024 RM	2025 RM	2024 RM
ASSETS					
Non-current assets					
Property, plant and equipment	5	428,629,432	387,223,803	0	0
Right-of-use assets	6	102,640,380	98,555,565	0	0
Investments in subsidiaries	7	0	0	134,325,749	84,390,214
Intangible asset	8	1,379,794	1,809,654	0	0
Goodwill on consolidation	9	15,361,319	8,436,536	0	0
		548,010,925	496,025,558	134,325,749	84,390,214
Current assets					
Inventories	10	38,011,863	68,918,787	0	0
Trade and other receivables	11	106,878,335	151,360,075	799,320	992,691
Contract assets	12	220,343,974	162,457,440	0	0
Current tax assets		2,114,459	682,854	61,091	70,300
Short term funds	13	54,018,673	40,642,400	11,806,557	40,154,942
Cash and bank balances	14	227,162,642	192,180,102	2,125,547	22,584,085
		648,529,946	616,241,658	14,792,515	63,802,018
TOTAL ASSETS		1,196,540,871	1,112,267,216	149,118,264	148,192,232
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Share capital	15	136,150,275	129,284,383	136,150,275	129,284,383
Reserves	16	866,527,503	780,005,889	12,858,974	18,856,828
TOTAL EQUITY		1,002,677,778	909,290,272	149,009,249	148,141,211

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

STATEMENTS OF FINANCIAL POSITION

As At 31 December 2025

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
LIABILITIES					
Non-current liabilities					
Borrowings	17	10,616,646	11,716,650	0	0
Lease liabilities	6	4,008,889	5,706,153	0	0
Deferred tax liabilities	18	24,747,650	13,973,459	0	0
Government grants	19	15,801	72,088	0	0
		39,388,986	31,468,350	0	0
Current liabilities					
Trade and other payables	20	62,700,905	85,709,804	109,015	51,021
Contract liabilities	12	34,463,519	64,618,839	0	0
Provision for warranties	21	15,561,232	14,962,426	0	0
Borrowings	17	34,377,550	1,100,004	0	0
Lease liabilities	6	1,931,856	1,837,495	0	0
Government grants	19	56,287	56,287	0	0
Current tax liabilities		5,382,758	3,223,739	0	0
		154,474,107	171,508,594	109,015	51,021
TOTAL LIABILITIES		193,863,093	202,976,944	109,015	51,021
TOTAL EQUITY AND LIABILITIES		1,196,540,871	1,112,267,216	149,118,264	148,192,232

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Financial Year Ended 31 December 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	24	771,477,849	752,373,319	0	0
Cost of sales		(551,360,924)	(516,347,689)	0	0
Gross profit		220,116,925	236,025,630	0	0
Other income	25	11,519,893	14,394,353	1,846,604	2,028,530
Net (losses)/gains on impairment of financial assets		(1,648,042)	3,490,857	0	0
Administrative and marketing expenses		(122,463,827)	(73,336,364)	(1,848,265)	(2,634,401)
Finance costs	26	(2,326,247)	(1,016,465)	0	0
Profit/(Loss) before tax		105,198,702	179,558,011	(1,661)	(605,871)
Tax expense	27	(18,313,221)	(24,562,779)	(1,847)	(27,233)
Profit/(Loss) for the financial year		86,885,481	154,995,232	(3,508)	(633,104)
Other comprehensive income					
Item that may be reclassified subsequently to profit or loss					
Foreign currency translations		(377,579)	(1,679,560)	0	0

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Financial Year Ended 31 December 2025

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
Item that will not be reclassified subsequently to profit or loss					
Revaluation surplus on property, plant and equipment and right-of-use assets		<u>6,008,058</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total other comprehensive income/(loss) for the financial year, net of tax		<u>5,630,479</u>	<u>(1,679,560)</u>	<u>0</u>	<u>0</u>
Total comprehensive income/(loss) for the financial year		<u>92,515,960</u>	<u>153,315,672</u>	<u>(3,508)</u>	<u>(633,104)</u>
Profit/(Loss) attributable to owners of the parent		<u>86,885,481</u>	<u>154,995,232</u>	<u>(3,508)</u>	<u>(633,104)</u>
Total comprehensive income/(loss) attributable to owners of the parent		<u>92,515,960</u>	<u>153,315,672</u>	<u>(3,508)</u>	<u>(633,104)</u>
Earnings per ordinary share attributable to owners of the parent:					
Basic (sen)	31(a)	<u>3.46</u>	<u>6.18</u>		
Diluted (sen)	31(b)	<u>3.46</u>	<u>6.17</u>		

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For The Financial Year Ended 31 December 2025

Group	Note	Share capital RM	Exchange translation reserve RM	Reorganisation debit reserve RM	Revaluation reserve RM	Share grant reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 January 2025		129,284,383	(2,478,147)	(39,500,000)	24,120,820	5,994,346	791,868,870	909,290,272
Profit for the financial year		0	0	0	0	0	86,885,481	86,885,481
Gross revaluation increase of properties	16(c)	0	0	0	7,915,448	0	0	7,915,448
Deferred tax relating to revalued properties	16(c)	0	0	0	(1,907,390)	0	0	(1,907,390)
Foreign currency translations		0	(377,579)	0	0	0	0	(377,579)
Other comprehensive (loss)/income, net of tax		0	(377,579)	0	6,008,058	0	0	5,630,479
Total comprehensive (loss)/income		0	(377,579)	0	6,008,058	0	86,885,481	92,515,960
Realisation of revaluation surplus	16(c)	0	0	0	(600,741)	0	600,741	0
Transactions with owners:								
Issuance of ordinary shares pursuant to SGP	15	6,865,892	0	0	0	(6,865,892)	0	0
SGP expenses	30	0	0	0	0	871,546	0	871,546
Total transactions with owners		6,865,892	0	0	0	(5,994,346)	0	871,546
Balance as at 31 December 2025		136,150,275	(2,855,726)	(39,500,000)	29,528,137	0	879,355,092	1,002,677,778

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For The Financial Year Ended 31 December 2025

Group	Note	Share capital RM	Exchange translation reserve RM	Reorganisation debit reserve RM	Revaluation reserve RM	Share grant reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 January 2024		122,529,933	(798,587)	(39,500,000)	24,722,051	8,158,874	636,272,407	751,384,678
Profit for the financial year		0	0	0	0	0	154,995,232	154,995,232
Foreign currency translations		0	(1,679,560)	0	0	0	0	(1,679,560)
Other comprehensive loss, net of tax		0	(1,679,560)	0	0	0	0	(1,679,560)
Total comprehensive (loss)/income		0	(1,679,560)	0	0	0	154,995,232	153,315,672
Realisation of revaluation surplus	16(c)	0	0	0	(601,231)	0	601,231	0
Transactions with owners:								
Issuance of ordinary shares pursuant to SGP	15	6,754,450	0	0	0	(6,754,450)	0	0
SGP expenses	30	0	0	0	0	4,589,922	0	4,589,922
Total transactions with owners		6,754,450	0	0	0	(2,164,528)	0	4,589,922
Balance as at 31 December 2024		129,284,383	(2,478,147)	(39,500,000)	24,120,820	5,994,346	791,868,870	909,290,272

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

STATEMENT OF CHANGES IN EQUITY

For The Financial Year Ended 31 December 2025

Company	Note	Share capital RM	Share grant reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 January 2025		129,284,383	5,994,346	12,862,482	148,141,211
Loss for the financial year		0	0	(3,508)	(3,508)
Other comprehensive income, net of tax		0	0	0	0
Total comprehensive loss		0	0	(3,508)	(3,508)
Transactions with owners:					
Issuance of ordinary shares pursuant to SGP	15	6,865,892	(6,865,892)	0	0
SGP expenses	30	0	871,546	0	871,546
Total transactions with owners		6,865,892	(5,994,346)	0	871,546
Balance as at 31 December 2025		136,150,275	0	12,858,974	149,009,249

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

STATEMENT OF CHANGES IN EQUITY

For The Financial Year Ended 31 December 2025

Company	Note	Share capital RM	Share grant reserve RM	Retained earnings RM	Total equity RM
Balance as at 1 January 2024		122,529,933	8,158,874	13,495,586	144,184,393
Loss for the financial year		0	0	(633,104)	(633,104)
Other comprehensive income, net of tax		0	0	0	0
Total comprehensive loss		0	0	(633,104)	(633,104)
Transactions with owners:					
Issuance of ordinary shares pursuant to SGP	15	6,754,450	(6,754,450)	0	0
SGP expenses	30	0	4,589,922	0	4,589,922
Total transactions with owners		6,754,450	(2,164,528)	0	4,589,922
Balance as at 31 December 2024		129,284,383	5,994,346	12,862,482	148,141,211

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

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2025

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit/(Loss) before tax		105,198,702	179,558,011	(1,661)	(605,871)
Adjustments for:					
Amortisation of government grant	19	(56,287)	(132,592)	0	0
Amortisation of intangible asset	8	478,235	488,740	0	0
Depreciation of:					
- property, plant and equipment	5	28,219,852	18,405,664	0	0
- right-of-use assets	6	3,774,398	3,900,140	0	0
Fair value adjustment on derivatives		0	183,650	0	0
Gain on disposals of property, plant and equipment		(38,169)	(119,879)	0	0
Net impact on lease modification	6(f)	(17,100)	21,339	0	0
Impairment losses on:					
- contract assets	12(g)	720,642	53,454	0	0
- trade receivables	11(g)	1,590,518	609,664	0	0
Interest expense	26	2,326,247	1,016,465	0	0
Interest income	25	(7,524,732)	(7,688,388)	(237,167)	(462,525)
Inventories written down	10(b)	1,949,015	196	0	0
Inventories written off	10(b)	179	0	0	0
Property, plant and equipment written off		1,214	610	0	0
Provision for warranties	21(b)	6,864,943	5,971,603	0	0
Reversal of:					
- impairment losses on trade receivables	11(g)	(609,664)	(3,778,150)	0	0
- impairment losses on contract assets	12(g)	(53,454)	(375,825)	0	0
- unused provision for warranties	21(b)	(6,361,415)	(7,298,304)	0	0
Share grant expenses	30	871,546	4,589,922	0	0
Unrealised loss/(gain) on foreign exchange, net		18,918,347	(2,598,535)	34,951	779,490
Operating profit/(loss) before changes in working capital carried forward		156,253,017	192,807,785	(203,877)	(288,906)

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

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2025

		Group		Company	
Note	2025 RM	2024 RM	2025 RM	2024 RM	
CASH FLOWS FROM OPERATING ACTIVITIES (CONT'D)					
Operating profit/(loss) before changes in working capital brought forward	156,253,017	192,807,785	(203,877)	(288,906)	
Decrease/(Increase) in inventories	41,758,851	(15,929,716)	0	0	
Decrease in trade and other receivables	62,933,488	19,476,976	166,309	27,142,015	
Increase in contract assets	(58,509,984)	(24,178,524)	0	0	
(Decrease)/Increase in trade and other payables	(51,404,542)	(39,956,364)	57,994	(11,904)	
Decrease in contract liabilities	(37,837,717)	(11,534,240)	0	0	
Cash generated from operations	113,193,113	120,685,917	20,426	26,841,205	
Interest paid	(1,811,163)	(595,126)	0	0	
Interest received	7,524,732	7,688,388	237,167	462,525	
Tax paid	(15,124,197)	(19,912,425)	(30,278)	(49,302)	
Tax refunded	1,031,435	352,325	37,640	0	
Net cash from operating activities	104,813,920	108,219,079	264,955	27,254,428	

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

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2025

		Group		Company	
	Note	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM INVESTING ACTIVITIES					
Additional investments in subsidiaries		0	0	(49,063,989)	0
Net cash outflow on acquisition of a subsidiary	7(c)	(49,537,149)	0	0	0
Proceeds from disposal of property, plant and equipment		87,500	270,500	0	0
Purchase of property, plant and equipment	5(e)	(26,818,956)	(55,369,043)	0	0
Net cash used in investing activities		(76,268,605)	(55,098,543)	(49,063,989)	0
CASH FLOWS FROM FINANCING ACTIVITIES					
Payments of lease liabilities	6(g)	(2,477,606)	(2,377,903)	0	0
Repayments of term loans		(1,100,004)	(1,177,952)	0	0
Net cash used in financing activities		(3,577,610)	(3,555,855)	0	0
Net changes in cash and cash equivalents		24,967,705	49,564,681	(48,799,034)	27,254,428
Effects of exchange rate changes		(9,886,438)	(4,100,440)	(7,889)	(779,490)
Cash and cash equivalents at beginning of financial year		232,822,502	187,358,261	62,739,027	36,264,089
Cash and cash equivalents at end of financial year	14(c)	247,903,769	232,822,502	13,932,104	62,739,027

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

STATEMENTS OF CASH FLOWS

For The Financial Year Ended 31 December 2025

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Lease liabilities (Note 6) RM	Group Term loans (Note 17) RM
Balance as at 1 January 2025	7,543,648	12,816,654
Cash flows	(2,477,606)	(1,100,004)
Acquisition of a subsidiary	298,376	0
Non-cash flows:		
- addition of lease liabilities	278,825	0
- effects of lease modification	(75,788)	0
- accretion of interest	515,084	0
- exchange differences	(141,794)	0
Balance as at 31 December 2025	5,940,745	11,716,650
Balance as at 1 January 2024	7,377,727	13,994,606
Cash flows	(2,377,903)	(1,177,952)
Non-cash flows:		
- addition of lease liabilities	991,566	0
- effects of lease modification	1,586,269	0
- accretion of interest	421,339	0
- exchange differences	(455,350)	0
Balance as at 31 December 2024	7,543,648	12,816,654

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

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at Suite 18.05, MWE Plaza, No.8, Lebuhr Farquhar, 10200 Georgetown, Penang.

The principal place of business of the Company is located at Plot 287(A), Lengkok Kampung Jawa Satu, Bayan Lepas Free Industrial Zone, Phase 3, 11900 Bayan Lepas, Penang.

The consolidated financial statements for the financial year ended 31 December 2025 comprise the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia ('RM'), which is also the functional currency of the Company.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 27 April 2026.

2. PRINCIPAL ACTIVITIES

The principal activities of the Company is investment holding and provision of management services. The principal activities and details of the subsidiaries are set out in Note 7 to the financial statements.

There have been no significant changes in the nature of these activities of the Company and its subsidiaries during the financial year.

3. BASIS OF PREPARATION

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

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs and Amendments to MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 35.1 to the financial statements.

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

4. OPERATING SEGMENTS

Information about operating segments has not been reported separately as the Group's revenue, profit or loss, assets and liabilities are mainly confined to a single operating segment, namely the sale of automated equipment together with provision of parts and services.

No provision of parts and services segment information is presented as the Chief Executive Officer ('CEO') views the Group as a single reportable segment.

The Group evaluates performance on the basis of profit or loss from operations before tax not including non-recurring losses.

(a) Geographical information

In presenting the Group's information on the basis of geographical areas, segment revenue is based on the geographical location from which the sale transactions originated. Segment assets are based on the geographical location of the assets.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

4. OPERATING SEGMENTS (Cont'd)

(a) Geographical information (Cont'd)

	2025 RM	2024 RM
Non-current assets		
Malaysia	462,766,231	475,915,241
Ireland	29,577,382	16,034,678
Slovakia	51,755,147	0
Others	3,912,165	4,075,639
	548,010,925	496,025,558

	2025 RM	2024 RM
Revenue from external customers		
Germany	65,441,691	2,449,697
Hungary	8,343,521	0
India	8,437,621	39,291,872
Ireland	80,486,107	28,384,250
Lithuania	546,427	4,022,638
Malaysia	65,675,979	162,749,004
Netherlands	3,983	7,308,132
Poland	3,826,930	3,195,650
Singapore	1,261,240	858,363
Slovakia	800,160	0
Switzerland	5,538,464	6,208,001
Thailand	253,617	1,863,400
United States of America	518,697,484	490,508,062
Vietnam	10,626,815	5,373,323
Others	1,537,810	160,927
	771,477,849	752,373,319

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

4. OPERATING SEGMENTS (Cont'd)

(b) Major customers

The following are major customers with revenue equal or more than ten percent (10%) of revenue of the Group:

	2025 RM	2024 RM
Customer A	216,393,011	414,494,311
Customer B	270,066,219	*
Customer C	<u>*</u>	<u>89,884,395</u>

* Less than 10%

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

5. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land, at valuation RM	Leasehold land, at valuation RM	Buildings, at valuation RM	Plant and machinery RM	Furniture, fittings, office equipment and computer system RM	Motor vehicles RM	Electrical installation RM	Tools and equipment RM	Renovation RM	Total RM
31 December 2025										
At cost/At valuation										
Balance as at 1 January 2025	0	0	255,620,781	54,179,130	79,021,765	4,581,678	26,445,304	18,090,217	4,709,062	442,647,937
Acquisition of a subsidiary (Note 7(c))	20,745,609	0	22,814,603	5,603,893	8,319,559	0	0	0	0	57,483,664
Additions	0	2,046,758	13,296,753	86,100	3,169,546	0	3,780,137	520,864	257,687	23,157,845
Disposals	0	0	0	0	0	(103,978)	0	(64,000)	0	(167,978)
Written off	0	0	0	0	(55,579)	0	0	(6,200)	0	(61,779)
Reclassifications	0	0	(285,633)	0	0	0	0	285,633	0	0
Revaluation	0	0	(11,185,147)	0	0	0	0	0	0	(11,185,147)
Exchange differences	558,552	(22,100)	470,684	201,726	177,284	7,549	(51,423)	0	4,150	1,346,422
Balance as at 31 December 2025	21,304,161	2,024,658	280,732,041	60,070,849	90,632,575	4,485,249	30,174,018	18,826,514	4,970,899	513,220,964

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

Group	Freehold land, at valuation RM	Leasehold land, at valuation RM	Buildings, at valuation RM	Plant and machinery RM	Furniture, fittings, office equipment and computer system RM	Motor vehicles RM	Electrical installation RM	Tools and equipment RM	Renovation RM	Total RM
31 December 2025										
Accumulated depreciation										
Balance as at 1 January 2025	0	0	6,186,149	21,769,073	18,896,166	3,334,270	1,698,468	1,452,152	2,087,856	55,424,134
Acquisition of a subsidiary (Note 7(c))	0	0	0	4,596,173	7,822,481	0	0	0	0	12,418,654
Current charge	0	0	6,873,629	5,207,011	10,361,628	603,208	2,858,499	1,855,136	460,741	28,219,852
Disposals	0	0	0	0	0	(93,580)	0	(25,067)	0	(118,647)
Written off	0	0	0	0	(55,579)	0	0	(4,986)	0	(60,565)
Revaluation	0	0	(11,638,673)	0	0	0	0	0	0	(11,638,673)
Exchange differences	0	0	(15,345)	153,611	198,685	5,066	(3,297)	0	8,057	346,777
Balance as at 31 December 2025	0	0	1,405,760	31,725,868	37,223,381	3,848,964	4,553,670	3,277,235	2,556,654	84,591,532
Carrying amount										
Balance as at 31 December 2025	21,304,161	2,024,658	279,326,281	28,344,981	53,409,194	636,285	25,620,348	15,549,279	2,414,245	428,629,432

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

5. PROPERTY, PLANT AND EQUIPMENT(Cont'd)

Group	Buildings, at valuation RM	Plant and machinery RM	Furniture, fittings, office equipment and computer system RM	Motor vehicles RM	Electrical installation RM	Tools and equipment RM	Renovation RM	Construction in progress RM	Total RM
31 December 2024									
At cost/At valuation									
Balance as at 1 January 2024	122,750,000	51,872,441	39,261,376	4,572,077	3,974,644	4,092,538	4,503,944	150,274,951	381,301,971
Additions	481,927	2,501,948	8,788,520	417,596	201,660	1,629,942	315,437	47,987,000	62,324,030
Disposals	0	0	0	(378,900)	0	(124,000)	0	0	(502,900)
Written off	0	0	0	0	0	(2,360)	0	0	(2,360)
Reclassification	132,388,854	0	31,110,000	0	22,269,000	12,494,097	0	(198,261,951)	0
Exchange differences	0	(195,259)	(138,131)	(29,095)	0	0	(110,319)	0	(472,804)
Balance as at 31 December 2024	255,620,781	54,179,130	79,021,765	4,581,678	26,445,304	18,090,217	4,709,062	0	442,647,937

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

Group	Buildings, at valuation RM	Plant and machinery RM	Furniture, fittings, office equipment and computer system RM	Motor vehicles RM	Electrical installation RM	Tools and equipment RM	Renovation RM	Total RM
31 December 2024								
Accumulated depreciation								
Balance as at 1 January 2024	2,733,081	17,058,486	11,863,560	2,932,222	739,237	679,259	1,693,075	37,698,920
Current charge	3,453,068	4,839,375	7,154,758	749,853	959,231	799,160	450,219	18,405,664
Disposals	0	0	0	(327,762)	0	(24,517)	0	(352,279)
Written off	0	0	0	0	0	(1,750)	0	(1,750)
Exchange differences	0	(128,788)	(122,152)	(20,043)	0	0	(55,438)	(326,421)
Balance as at 31 December 2024	6,186,149	21,769,073	18,896,166	3,334,270	1,698,468	1,452,152	2,087,856	55,424,134
Carrying amount								
Balance as at 31 December 2024	249,434,632	32,410,057	60,125,599	1,247,408	24,746,836	16,638,065	2,621,206	387,223,803

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

- (a) All items of property, plant and equipment are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the asset.

After initial recognition, property, plant and equipment except for freehold land and buildings are stated at cost less any accumulated depreciation and any accumulated impairment losses. Freehold land and buildings are stated at valuation, which is the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The surplus arising from revaluations is credited to shareholders' equity as a revaluation reserve, net of deferred tax, if any, and any subsequent deficit is offset against such surplus to the extent of a previous increase for the same property. In all other cases, the deficit would be charged to profit or loss. For a revaluation increase subsequent to a revaluation deficit of the same asset, the surplus is recognised as income to the extent that it reverses the deficit previously recognised as an expense with the balance of increase credited to revaluation reserve.

Freehold land has unlimited useful life and is not depreciated. Leasehold land included in property, plant and equipment carries a lease tenure of 999 years which, in substance, is equivalent to freehold land and is not depreciated. Depreciation is calculated to write off the cost or valuation of the assets to their residual values on a straight-line basis over their estimated useful lives. The principal depreciation periods are as follows:

Buildings	30 - 50 years
Plant and machinery	10 years
Furniture, fittings, office equipment and computer system	3.3 - 10 years
Motor vehicles	5 years
Electrical installation	5 - 10 years
Tools and equipment	10 years
Renovation	10 years

Construction-in-progress represents building under construction and is stated at cost. Construction-in-progress is not depreciated until such time when the asset was available for use.

- (b) The freehold land, leasehold land and buildings of the Group were revalued on 31 December 2025.

Had the revalued assets been carried at historical cost less accumulated depreciation, the carrying amounts would have been:

	2025 RM	Group 2024 RM
Freehold land	21,304,161	0
Leasehold land	2,024,658	0
Buildings	262,821,748	232,799,854
	286,150,567	232,799,854

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

5. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

- (c) The fair value of freehold land, leasehold land and buildings (at valuation), of the Group are categorised as Level 3 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

- (i) The fair value of buildings (at valuation), which amounted to RM244,150,000 was determined by an external and independent property valuer, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued. The fair value of buildings were derived using depreciated replacement cost approach.

The depreciated replacement cost approach of valuation entails separate valuations of the buildings to arrive at the market value of the subject property. Completed buildings are valued by reference to the current estimates on construction costs to erect equivalent buildings, taking into consideration of similar accommodation in term of building differences, improvements and amenities, time element and other relevant characteristics. Appropriate adjustments are then made for the factors of obsolescences, optimisation and existing physical condition of the buildings. The estimated fair value would be higher if the estimated replacement cost is lower and vice versa. The significant unobservable input into this valuation method is the replacement cost for the properties based on the current condition.

- (ii) The fair value of freehold land, leasehold land and buildings (at valuation), which amounted to RM58,505,100 was determined based on Directors' estimation using the market comparison method by reference to market evidence of transaction prices of similar properties and recent experience in the location and category of the properties being valued. The estimated fair value would increase if the historical sales transaction prices were higher and vice versa. The significant unobservable input into this valuation method is price per square foot of comparable properties.

- (iii) The fair value measurements of the freehold land and buildings (at valuation) are based on the highest and best use which does not differ from their actual use.

- (d) As at the end of the reporting period, building with a total carrying amount of RM106,838,653 (2024: RM65,078,592) of the Group has been charged to banks for credit facilities granted to the Group as disclosed in Note 17(c) to the financial statements.

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

	Group	
	2025 RM	2024 RM
Purchase of property, plant and equipment	23,157,845	62,324,030
Unpaid and included under other payables	(2,404,692)	(6,954,987)
Advance payment on purchase of property, plant and equipment	6,065,803	0
Cash payments on purchase of property, plant and equipment	26,818,956	55,369,043

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group as lessee

Right-of-use assets

Group	Balance as at 1 January 2025 RM	Acquisition of a subsidiary (Note 7(c)) RM	Additions RM	Depreciation charge for the financial year RM	Effect of lease modification RM	Revaluation RM	Exchange differences RM	Balance as at 31 December 2025 RM
Carrying amount	90,534,651	0	0	(1,716,573)	0	7,461,922	0	96,280,000
Leasehold land, at valuation								
Hostels	144,686	0	73,947	(104,661)	(13,071)	0	0	100,901
Motor vehicles	115,342	287,224	204,878	(190,975)	0	0	10,339	426,808
Plant and machinery	1,158,757	0	0	(196,503)	0	0	29,790	992,044
Rented premises	6,602,129	0	0	(1,565,686)	(45,617)	0	(150,199)	4,840,627
	98,555,565	287,224	278,825	(3,774,398)	(58,688)	7,461,922	(110,070)	102,640,380

Group	Balance as at 1 January 2024 RM	Additions RM	Depreciation charge for the financial year RM	Effect of lease modification RM	Exchange differences RM	Balance as at 31 December 2024 RM
Carrying amount	92,609,288	0	(2,074,637)	0	0	90,534,651
Leasehold land, at valuation						
Hostels	105,488	147,894	(111,104)	2,408	0	144,686
Motor vehicles	209,683	0	(81,100)	0	(13,241)	115,342
Plant and machinery	1,472,702	0	(200,805)	0	(113,140)	1,158,757
Rented premises	6,006,707	843,672	(1,432,494)	1,562,522	(378,278)	6,602,129
	100,403,868	991,566	(3,900,140)	1,564,930	(504,659)	98,555,565

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)

The Group as lessee (Cont'd)

Lease liabilities

Group	Balance as at 1 January 2025 RM	Acquisition of a subsidiary (Note 7(c)) RM	Additions RM	Lease payments RM	Interest expense RM	Effects of lease modification RM	Exchange differences RM	Balance as at 31 December 2025 RM
Carrying amount								
Hostels	145,446	0	73,947	(109,972)	6,537	(13,071)	0	102,887
Motor vehicles	46,341	298,376	204,878	(216,990)	26,101	0	8,991	367,697
Plant and machinery	482,937	0	0	(373,073)	16,586	0	15,381	141,831
Rented premises	6,868,924	0	0	(1,777,571)	465,860	(62,717)	(166,166)	5,328,330
	7,543,648	298,376	278,825	(2,477,606)	515,084	(75,788)	(141,794)	5,940,745

Group	Balance as at 1 January 2024 RM	Additions RM	Lease payments RM	Interest expense RM	Effects of lease modification RM	Exchange differences RM	Balance as at 31 December 2024 RM
Carrying amount							
Hostels	108,303	147,894	(116,731)	3,074	2,906	0	145,446
Motor vehicles	149,244	0	(102,337)	6,792	0	(7,358)	46,341
Plant and machinery	960,888	0	(458,840)	38,926	0	(58,037)	482,937
Rented premises	6,159,292	843,672	(1,699,995)	372,547	1,583,363	(389,955)	6,868,924
	7,377,727	991,566	(2,377,903)	421,339	1,586,269	(455,350)	7,543,648

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)

The Group as lessee (Cont'd)

Lease liabilities (Cont'd)

	2025 RM	Group 2024 RM
Represented by:		
Current liabilities	1,931,856	1,837,495
Non-current liabilities	4,008,889	5,706,153
	5,940,745	7,543,648
Lease liabilities owing to a financial institution	0	46,341
Lease liabilities owing to non-financial institutions	5,940,745	7,497,307
	5,940,745	7,543,648

- (a) The right-of-use assets are recognised at the commencement date of the lease (i.e. the date the underlying asset is available for use) at cost initially. The cost of right-of-use assets comprise the initial amount of the lease liabilities, initial direct costs incurred adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets except for leasehold land are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities. Leasehold land is stated at valuation, which is the fair value at the date of revaluation less subsequent accumulated depreciation. The surplus arising from revaluations is credited to shareholders' equity as a revaluation reserve, net of deferred tax, if any, and any subsequent deficit is offset against such surplus to the extent of a previous increase for the same property. In all other cases, the deficit would be charged to profit or loss. For a revaluation increase subsequent to a revaluation deficit of the same asset, the surplus is recognised as income to the extent that it reverses the deficit previously recognised as an expense with the balance of increase credited to revaluation reserve.

The right-of-use assets are depreciated from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Leasehold land	30.4 - 60 years
Hostels	2 years
Motor vehicles	3 - 5 years
Plant and machinery	10 years
Rented premises	3 - 9 years

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)

- (b) The leasehold land of the Group was revalued on 31 December 2025 by the Directors based on a valuation exercise carried out in December 2025 by an independent professional valuer using the open market value basis.

Had the revalued assets been carried at historical cost less accumulated depreciation, the carrying amounts would have been:

	Group	
	2025 RM	2024 RM
Leasehold land	<u>70,720,774</u>	<u>72,202,975</u>

- (c) The fair value of leasehold land (at valuation) of the Group are categorised as Level 3 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

- (i) Level 3 fair value of leasehold land (at valuation) was determined by an external and independent property valuer, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued. The fair value of leasehold land was derived using comparison approach.

Under the comparison approach of valuation, the leasehold land is valued by reference to transactions of similar lands in close proximity with adjustments made for differences in location, size and other relevant characteristics. The estimated fair value would be higher if the differential rate is lower and vice versa. The significant unobservable input into this valuation method is adjustment factors to prices of comparable assets.

- (ii) The fair value measurements of the leasehold land (at valuation) are based on the highest and best use which does not differ from their actual use.

- (d) As at the end of the reporting period, leasehold land with a total carrying amount of RM32,700,000 (2024: RM30,869,742) of the Group has been charged to banks as securities for credit facilities granted to the Group as disclosed in Note 17(c) to the financial statements.

- (e) The Group has certain leases of hostel with lease term of twelve (12) months or less, and certain low-value leases of office equipment of RM20,000 and below. The Group applies the 'short-term leases' and 'lease of low-value assets' exemptions for these leases.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)

(f) The following are the amounts recognised in profit or loss:

	2025 RM	Group 2024 RM
Depreciation charge of right-of-use assets		
(included in cost of sales)	1,821,234	2,185,741
(included in administrative and marketing expenses)	1,953,164	1,714,399
Expenses relating to short-term leases		
(included in cost of sales)	324,955	342,774
Expenses relating to low-value assets		
(included in cost of sales)	84,425	93,563
Interest expense on lease liabilities		
(included in finance costs)	515,084	421,339
(Gain)/Loss on lease modification		
(included in administrative and marketing expenses)	(17,100)	21,339
	4,681,762	4,779,155

(g) The following are total cash outflows for leases as a lessee:

	2025 RM	Group 2024 RM
Included in net cash from operating activities:		
Payment relating to short-term leases and low value assets	409,380	436,337
Included in net cash from financing activities:		
Payment of lease liabilities	2,477,606	2,377,903
Total cash outflows for leases	2,886,986	2,814,240

(h) The Group leases several lease contracts that include extension and termination options. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations.

There are no potential future rental payments that are not included in the lease terms.

(j) Information on financial risks of lease liabilities is disclosed in Note 33 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

7. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025 RM	2024 RM
At cost		
Unquoted equity shares	109,728,449	60,664,460
Equity contributions in a subsidiary in respect of SOP and SGP	24,597,300	23,725,754
	134,325,749	84,390,214

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

Name of company	Country of incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2025	2024	
Greatech Integration (M) Sdn.Bhd.*	Malaysia	100%	100%	Designing and manufacturing of single automated equipment, production line system and provision of related components and engineering services.
Greatech Integration (Ireland) Limited*	Ireland	100%	100%	Development, design and precision engineering of custom automated equipment.
Greatech Mechatronics (M) Sdn.Bhd.*	Malaysia	100%	0%	Provision of engineering services and contract manufacturing.
Greatech Mechatronics (Slovakia) s.r.o.*	Slovakia	100%	0%	Contract manufacturing and original design manufacturer.
<u>Subsidiaries of Greatech Integration (M) Sdn. Bhd.</u>				
Greatech Integration (Shanghai) Limited**	People's Republic of China	100%	100%	Wholesale, import and export, commission agency (except for auction) and related supporting services in automation equipment and accessories, machinery and equipment, electromechanical equipment, hardware and electrical equipment, and electric tools. Engaged in technical development, technical consultation, technology transfer and technical services in the field of automation technology. Business information consulting. #Currently, it has not commenced operations.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

7. INVESTMENTS IN SUBSIDIARIES (Cont'd)

(b) Details of the subsidiaries are as follows: (Cont'd)

Name of company	Country of incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2025	2024	
Subsidiaries of Greatech Integration (M) Sdn. Bhd. (Cont'd)				
Greatech Integration (USA) Inc.^	United States of America	100%	100%	Design, development and production of system, machinery and equipment and related components and engineering services.
GT Integration (Philippines) Inc.**	Philippines	100%	100%	To act as a design support centre for holding company, an automation solution provider for all kinds of automated products ranging from single automated machines to production line systems; to hire qualified professionals to provide such designs, drawings and plans; to procure parts and components for machines and equipment; to commission and install machine and equipments for its holding company. Currently, it has not commenced operations.
Greatech Integration (S) Pte. Ltd.**	Singapore	100%	100%	To act as an engineering design and consultancy centre for all kinds of automated products.

* Subsidiaries audited by BDO PLT, Malaysia or BDO member firms.

** Subsidiaries not audited by BDO PLT, Malaysia or BDO member firms.

[^] Subsidiary not required to be audited in the country of incorporation.

Approved projects according to law, approved by relevant departments before carrying out business activities.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

7. INVESTMENTS IN SUBSIDIARIES (Cont'd)

(c) Acquisition of a subsidiary

During the financial year, the Company acquired 100% equity interest in Manz Slovakia s.r.o. ('MSK'), for a total consideration of Euro1,000,000 (equivalent to RM4,639,000) settled in cash and cash equivalents. Upon completion of acquisition, MSK changed its name to Greatech Mechatronics (Slovakia) s.r.o..

Fair values of the identifiable assets and liabilities acquired and the effects on cash flows arising from the acquisition were as follows:

	RM
Property, plant and equipment (Note 5)	45,065,010
Right-of-use assets (Note 6)	287,224
Inventories	12,801,121
Trade and other receivables	17,224,584
Contract assets	7,502,353
Current tax assets	489,725
Trade and other payables	(26,622,623)
Provision of warranties (Note 21)	(92,780)
Contract liabilities	(7,682,397)
Deferred tax liabilities (Note 18)	(5,683,754)
Cash and cash equivalents	(44,898,149)
Lease liabilities (Note 6)	(298,376)
Total identifiable net liabilities	(1,908,062)
Purchase consideration settled by way of cash and cash equivalents	4,639,000
Fair value of identifiable net liabilities	1,908,062
Goodwill on consolidation (Note 9)	6,547,062
Purchase consideration settled by way of cash and cash equivalents	4,639,000
Cash and cash equivalents of a subsidiary acquired	44,898,149
Net cash outflow of the Group on acquisition	49,537,149

If the acquisition occurred on 1 January 2025, the management estimates that the consolidated revenue and loss after tax of the Group for the financial year ended 31 December 2025 would have been RM811,106,233 and RM47,351,028 respectively.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

7. INVESTMENTS IN SUBSIDIARIES (Cont'd)

(d) Changes in investments in subsidiaries during the financial year are as follows:

(i) Greatech Mechatronics (M) Sdn. Bhd. ('GMM')

During the financial year, the Company incorporated a wholly-owned subsidiary, GMM in Malaysia for a total consideration of RM100 comprising of 100 ordinary shares settled in cash and cash equivalents.

The Company further invested in the share capital of GMM by way of subscribing 3,000,000 new ordinary shares at RM1 for a total consideration of RM3,000,000 which was satisfied by way of cash and cash equivalents.

(ii) Greatech Mechatronics (Slovakia) s.r.o. ('GMS')

During the financial year, the Company further invested in the paid-in capital of GMS for a total consideration of Euro8,500,000 (equivalent to RM41,424,889) without the issuance of new shares which was satisfied by way of cash and cash equivalents.

(iii) Greatech Integration (USA) Inc. ('GIUS')

During the financial year, a subsidiary of the Company, Greatech Integration (M) Sdn. Bhd. ('GIM') further invested in the paid-in capital of GIUS through the conversion of inter-company loan which amounted to USD3,500,000 (equivalent to RM14,836,500) without the issuance of new shares.

(iv) Greatech Integration (S) Pte. Ltd. ('GISG')

During the financial year, a subsidiary of the Company, GIM further invested 1,190,000 new ordinary shares at SGD1 each in GISG, for a total consideration of SGD1,190,000 (equivalent to RM3,901,582) which was satisfied by way of capitalising the amount owing by GISG.

In the previous financial year, GIM incorporated a wholly-owned subsidiary, GISG in Singapore for a total consideration of SGD1 (equivalent to RM3.50) comprising of 1 ordinary share settled in cash and cash equivalents.

GIM further invested in the capital of GISG by way of subscribing 9,999 new ordinary shares for a total consideration of SGD9,999 (equivalent to RM33,114) which was satisfied by way of cash and cash equivalents.

There are no changes to the percentage of shareholding of the Group on the subsidiaries arising from these additional investments.

(e) Subsidiary under voluntary dissolution

On 12 February 2026, GT Integration (Philippines) Inc. ('GIP'), a wholly-owned subsidiary of GIM had received approval from the Securities and Exchange Commission of the Philippines to shorten GIP's term of existence until 31 December 2024. GIP has commenced its three-year liquidation process and is expected to be fully liquidated by 31 December 2027, upon which it will cease to be a subsidiary of the GIM. The voluntary dissolution did not have material impact to the Group.

(f) Management reviews the investments in subsidiaries for impairment when there is an indication of impairment. 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 ('VIU') of the respective subsidiaries. VIU is the net present value of the projected future cash flows derived from business operations of the respective subsidiaries discounted at an appropriate pre-tax discount rate. The discount rate applied to the cash flow projections is 15%. This discounted cash flows method involves the use of estimated future results and a set of assumptions to support their income and cash flows. Significant judgements and estimates were used to determine the key assumptions applied to the cash flow projections, which the projected future revenues, profit margins as well as determine an appropriate pre-tax discount rate. Impairment losses are made when the carrying amount of the investments in subsidiaries exceed its recoverable amount.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

8. INTANGIBLE ASSET

Group	Customer relationships	
	2025 RM	2024 RM
At cost		
Balance as at 1 January	2,340,486	2,525,534
Exchange differences	24,873	(185,048)
Balance as at 31 December	2,365,359	2,340,486
Accumulated amortisation		
Balance as at 1 January	530,832	42,092
Amortisation	478,235	488,740
Exchange differences	(23,502)	0
Balance as at 31 December	985,565	530,832
Carrying amount		
Balance as at 31 December	1,379,794	1,809,654

- (a) Customer relationships acquired in a business combination are stated at cost less accumulated amortisation and accumulated impairment losses, if any.

Customer relationships represent the relationships established with its customers through continuous contracts which give rise to contractual rights.

- (b) Amortisation is calculated to write off the cost of the assets to its residual value on a straight-line basis over its estimated useful lives. The principal amortisation period is as follows:

Customer relationships 5 years

The residual values, useful lives and amortisation methods are reviewed at the end of each reporting period.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

9. GOODWILL ON CONSOLIDATION

	2025 RM	Group 2024 RM
Balance as at 1 January	8,436,536	9,222,927
Acquisition of a subsidiary (Note 7(c))	6,547,062	0
Exchange differences	377,721	(786,391)
Balance as at 31 December	15,361,319	8,436,536

- (a) Goodwill is initially measured at cost. Subsequent to initial recognition, goodwill is measured at cost less accumulated impairment losses, if any.
- (b) Goodwill and fair value adjustments arising on acquisition of foreign operation are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated in accordance with the accounting policies for foreign currencies.
- (c) Impairment test for goodwill with indefinite useful life

For the purpose of impairment testing, goodwill is allocated from the acquisition date, to each of the cash-generating unit ('CGU') of the Group that are expected to benefit from the synergies of the combination.

Goodwill is tested for impairment on an annual basis by comparing the carrying amount with the recoverable amount. The recoverable amounts of CGUs is determined based on value-in-use calculations using cash flows projections from the financial budgets and forecasts approved by management covering a period of five (5) years. Cash flows beyond the five (5) year period are extrapolated assuming zero growth rate.

Key assumptions on which management has based its cash flow projections are as follows:

- (i) the anticipated annual revenue growth rate are determined based on the industry trends and past performance of the CGU;
- (ii) the pre-tax discount rates which are the weighted average cost of capital adjusted for specific risks relating to relevant segments. The average discount rates used is 15% (2024: 15%); and
- (iii) the exchange rate used to translate foreign currencies transactions into the other segment's functional currency is based on the exchange rates obtained immediately before the forecast year. Values assigned are consistent with external sources of information.

Based on the annual impairment testing undertaken by the Group, no impairment loss was required for the carrying amount of goodwill assessed as at 31 December 2025 as its recoverable amount was in excess of its carrying amount. Management believes that there is no reasonably possible change in the key assumptions on which management has based its determination of the CGU's recoverable amount, which would cause CGU's carrying amount to materially exceed its recoverable amount.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

10. INVENTORIES

	2025 RM	Group 2024 RM
At cost		
Raw materials	19,995,181	63,938,742
Work-in-progress	14,967,763	3,860,037
Finished goods	991,317	355,586
Goods in transit	115,642	764,230
At net realisable value		
Raw materials	1,941,960	192
	38,011,863	68,918,787

- (a) Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first-in, first-out formula. The cost of inventories comprises all costs of purchase plus the cost of bringing the inventories to their present location and condition.
- (b) As at the end of each reporting period, the following are the amounts recognised in cost of sales:

	2025 RM	Group 2024 RM
Cost of inventories	303,678,178	339,921,637
Inventories written down	1,949,015	196
Inventories written off	179	0

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

11. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade receivables				
Third parties	57,727,183	137,506,906	0	0
Less: Impairment losses	(1,694,528)	(609,664)	0	0
Total trade receivables	56,032,655	136,897,242	0	0
Other receivables				
Third parties	25,725,900	61,052	3,180	3,180
Deposits	613,354	702,899	1,000	1,000
Amounts owing by subsidiaries	0	0	786,409	964,084
Total other receivables	26,339,254	763,951	790,589	968,264
Total receivables	82,371,909	137,661,193	790,589	968,264
Prepayments	24,506,426	13,698,882	8,731	24,427
Total trade and other receivables	106,878,335	151,360,075	799,320	992,691

- (a) Total receivables are classified as financial assets measured at amortised cost.
- (b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group ranged from 30 to 90 days (2024: 30 to 90 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.
- (c) Non-trade portion of amounts owing by subsidiaries are unsecured, interest-free and repayable within next (12) twelve months in cash and cash equivalents. In the previous financial year, included in the non-trade portion of amounts owing by subsidiaries was an amount of RM964,084 which bore interest at rates ranging 5.20% to 5.50% per annum and repayable within next (12) twelve months in cash and cash equivalents.
- (d) Included in prepayments of the Group are advance payments made to suppliers which amounted to RM20,994,944 (2024: RM12,999,085).

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

11. TRADE AND OTHER RECEIVABLES (Cont'd)

- (e) The currency exposure profile of trade and other receivables are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	30,803,174	24,483,398	25,059	28,607
United States Dollar	61,790,497	101,570,544	0	0
Euro	14,208,869	25,109,546	774,261	964,084
Chinese Renminbi	11,610	0	0	0
Singapore dollar	64,185	71,185	0	0
Japanese yen	0	125,402	0	0
	106,878,335	151,360,075	799,320	992,691

- (f) Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses ('ECL').

Lifetime ECL are the ECL that result from all possible default events over the expected life of the asset, while 12-month ECL are the portion of ECL that result from default events that are possible within the twelve (12) months after the reporting date. The maximum period considered when estimating ECL is the maximum contractual period over which the Group is exposed to credit risk.

The Group uses an allowance matrix to measure the ECL of trade receivables from monthly aging based on common credit risk characteristic - the days past due.

During this process, the probability of non-payment by the trade receivables is adjusted by forward-looking information (i.e. Export Unit Value Indices, inflation rate and GDP growth rate) and multiplied by the amount of the expected loss arising from default to determine the lifetime ECL for the trade receivables. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised in the statements of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectable, the gross carrying value of the asset would be written off against the associated impairment.

Individual assessment of impairment of trade receivables are separately assessed when it is probable that cash due will not be received in full.

The Group considers receivables to be in default when the receivables are more than twelve (12) months past due and there is no reasonable expectation of recovery.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

11. TRADE AND OTHER RECEIVABLES (Cont'd)

(f) (Cont'd)

Lifetime expected loss provision for trade receivables of the Group are as follows:

Group	Gross carrying amount RM	Impairment losses RM	Net carrying amount RM
31 December 2025			
Collective assessment			
Not past due	35,945,509	(277,415)	35,668,094
Past due			
1 to 30 days	16,025,486	(562,386)	15,463,100
31 to 60 days	4,063,451	(350,359)	3,713,092
61 to 90 days	1,251,058	(176,237)	1,074,821
More than 90 days	230,578	(117,030)	113,548
Individual assessment	211,101	(211,101)	0
	<u>57,727,183</u>	<u>(1,694,528)</u>	<u>56,032,655</u>
31 December 2024			
Collective assessment			
Not past due	109,568,672	(70,386)	109,498,286
Past due			
1 to 30 days	26,939,715	(84,551)	26,855,164
31 to 60 days	425,585	(3,516)	422,069
61 to 90 days	37,982	(2,703)	35,279
More than 90 days	534,952	(448,508)	86,444
	<u>137,506,906</u>	<u>(609,664)</u>	<u>136,897,242</u>

Trade receivables are not secured by any collateral or credit enhancement.

During the financial year, the Group did not renegotiate the terms of any trade receivables.

NOTES TO THE FINANCIAL STATEMENTS

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11. TRADE AND OTHER RECEIVABLES (Cont'd)

- (g) Movements in the impairment losses for trade receivables are as follows:

	Group	
	2025 RM	2024 RM
Balance as at 1 January	609,664	3,778,150
Acquisitions of a subsidiary	103,176	0
Reversal of impairment losses	(609,664)	(3,778,150)
Charge for the financial year	1,590,518	609,664
Exchange differences	834	0
Balance as at 31 December	1,694,528	609,664

- (h) Impairment for other receivables are recognised based on the general approach within MFRS 9 *Financial Instruments*. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. The Group defined significant increase in credit risk when there are changes in contractual terms and delay in payment. The Group considered the qualitative and quantitative information that are reasonable, including historical experience and observable forward-looking information without undue cost or efforts. At the end of the reporting period, the Group assesses whether there has been a significant increase in credit risk for financial assets by comparing the risk of default occurring over the expected life with the risk of default since initial recognition. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve (12) months ECL along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime ECL along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime ECL along with interest income on a net basis are recognised.

Credit impaired refers to individually determined receivables who is in significant financial difficulties and has defaulted on payments to be impaired as at the end of the reporting period.

No expected credit loss were recognised arising from other receivables as it was negligible.

- (i) Information on financial risks of trade and other receivables is disclosed in Note 33 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

12. CONTRACT ASSETS/(CONTRACT LIABILITIES)

	2025 RM	Group 2024 RM
Contract assets		
Construction contracts	221,064,616	162,510,894
Less: Impairment losses	(720,642)	(53,454)
	220,343,974	162,457,440
Contract liabilities		
Construction contracts	(34,463,519)	(58,291,462)
Deferred revenue	0	(6,327,377)
	(34,463,519)	(64,618,839)
	185,880,455	97,838,601

- (a) Contract assets and contract liabilities represent the timing differences in revenue recognition and the milestone billings. The milestone billings are structured and/or negotiated with customers to reflect physical completion of the contracts.

Contract assets are transferred to trade receivables when the rights to economic benefits become unconditional. This usually occurs when the Group issues billing to the customer. Contract liabilities are recognised as revenue when performance obligations are satisfied.

- (b) Contract assets/(contract liabilities) from construction contracts are as follows:

	2025 RM	Group 2024 RM
Aggregate costs incurred to date	396,895,518	306,087,777
Add: Attributable profits	361,734,471	155,229,599
Less: Impairment losses	(720,642)	(53,454)
	757,909,347	461,263,922
Less: Progress billings	(572,028,892)	(357,097,944)
	185,880,455	104,165,978
Represented by:		
Contract assets	220,343,974	162,457,440
Contract liabilities	(34,463,519)	(58,291,462)
	185,880,455	104,165,978

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

12. CONTRACT ASSETS/(CONTRACT LIABILITIES) (Cont'd)

- (c) The amount of RM58,291,462 (2024: RM73,169,234) recognised in contract liabilities at the beginning of the respective financial years have been recognised as revenue for the financial years ended 31 December 2025 and 31 December 2024.
- (d) Contract assets have increased as the satisfaction of performance obligations of the Group is ahead than the agreed billing schedules.

Contract liabilities for construction contracts have decreased due to the negotiation of smaller prepayments from customers.

- (e) Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, are as follows:

		Group		
	2025 RM	2026 RM	2027 RM	Total RM
31 December 2025	0	269,777,449	67,188,845	336,966,294
31 December 2024	<u>722,581,025</u>	<u>32,837,609</u>	<u>0</u>	<u>755,418,634</u>

- (f) Impairment for contract assets that do not contain a significant financing component are recognised based on simplified approach using the lifetime ECL as disclosed in Note 11(f) to the financial statements.

The lifetime ECL allowance for contract assets are as follows:

Group	Gross carrying amount RM	Lifetime ECL allowance RM	Net carrying amount RM
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31 December 2025

Current	<u>221,064,616</u>	<u>(720,642)</u>	<u>220,343,974</u>
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31 December 2024

Current	<u>162,510,894</u>	<u>(53,454)</u>	<u>162,457,440</u>
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- (g) Movements in the impairment losses on contract assets are as follows:

	Group	
	2025 RM	2024 RM
Balance as at 1 January	53,454	375,825
Reversal of impairment losses	(53,454)	(375,825)
Charge for the financial year	<u>720,642</u>	<u>53,454</u>
Balance as at 31 December	<u>720,642</u>	<u>53,454</u>

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

13. SHORT TERM FUNDS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM

Financial asset at fair value through profit or loss

Short term funds in Malaysia (Note 14(c))	54,018,673	40,642,400	11,806,557	40,154,942
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- (a) Short term funds are mainly designated to manage free cash flows and optimise working capital so as to provide a steady stream of income returns. It is an integral part of the overall cash management.
- (b) Short term funds are investments in money market fund which are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.
- (c) The currency exposure profile of short term funds are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	11,882,858	40,228,669	11,806,557	40,154,942
United States Dollar	42,135,815	413,731	0	0
	54,018,673	40,642,400	11,806,557	40,154,942

- (d) Short term funds of the Group and of the Company are categorised as Level 1 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.
- (e) Information on financial risks of short term funds is disclosed in Note 33 to the financial statements.

14. CASH AND BANK BALANCES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances	222,162,642	192,180,102	2,125,547	22,584,085
Deposit with a licensed bank	5,000,000	0	0	0
	227,162,642	192,180,102	2,125,547	22,584,085

- (a) Cash and bank balances are classified as financial assets measured at amortised cost.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

14. CASH AND BANK BALANCES (Cont'd)

- (b) The currency exposure profile of cash and bank balances are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	37,786,754	39,951,744	283,339	5,179,408
United States Dollar	173,560,568	125,315,234	0	0
Euro	13,038,508	23,924,483	1,842,208	17,404,677
Japanese Yen	1,344,442	1,481,852	0	0
Singapore Dollar	1,400,836	1,398,083	0	0
Chinese Renminbi	17,723	71,885	0	0
Philippine Peso	13,811	36,821	0	0
	227,162,642	192,180,102	2,125,547	22,584,085

- (c) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of the reporting period:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash and bank balances	222,162,642	192,180,102	2,125,547	22,584,085
Deposit with a licensed bank	5,000,000	0	0	0
Short term funds (Note 13)	54,018,673	40,642,400	11,806,557	40,154,942
	281,181,315	232,822,502	13,932,104	62,739,027
Less:				
Bank overdrafts (Note 17)	(33,277,546)	0	0	0
	247,903,769	232,822,502	13,932,104	62,739,027

- (d) No expected credit losses were recognised arising from the deposits with licensed banks because the probability of default by these financial institutions were negligible.
- (e) Information on financial risks of cash and bank balances is disclosed in Note 33 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

15. SHARE CAPITAL

	Group and Company			
	2025		2024	
	Number of ordinary shares	Amount RM	Number of ordinary shares	Amount RM
Issued and fully paid-up ordinary shares with no par value:				
Balance as at 1 January	2,511,422,900	129,284,383	1,254,199,450	122,529,933
Issuance of ordinary shares pursuant to:				
- Bonus issue	0	0	1,254,866,150	0
- SGP vested	3,121,000	6,865,892	2,357,300	6,754,450
Balance as at 31 December	<u>2,514,543,900</u>	<u>136,150,275</u>	<u>2,511,422,900</u>	<u>129,284,383</u>

- (a) Owners of the parent are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.
- (b) During the financial year, the issued and fully paid-up ordinary shares of the Company was increased from 2,511,422,900 ordinary shares to 2,514,543,900 ordinary shares by way of issuance of 3,121,000 new ordinary shares pursuant to SGP at weighted average share price of RM2.20.
- The newly issued ordinary shares rank pari passu in all respects with the existing ordinary shares of the Company.
- (c) In the previous financial year, the issued and fully paid-up ordinary shares of the Company was increased from 1,254,199,450 ordinary shares to 2,511,422,900 ordinary shares by way of issuance of 1,257,223,450 new ordinary shares pursuant to the following:
- bonus issue of 1,254,866,150 new ordinary shares on the basis of one (1) bonus share for every one (1) existing ordinary share held of 1,254,199,450 and 666,700 bonus shares for SGP vested prior to completing the bonus issue corporate exercise. The bonus shares were issued as fully paid, at nil consideration and without capitalisation of the reserves of the Company; and
 - 2,357,300 new ordinary shares under the Share Grant Plan ('SGP') at weighted average share price of RM2.865.

NOTES TO THE FINANCIAL STATEMENTS

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16. RESERVES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-distributable:				
Exchange translation reserve	(2,855,726)	(2,478,147)	0	0
Reorganisation debit reserve	(39,500,000)	(39,500,000)	0	0
Revaluation reserve	29,528,137	24,120,820	0	0
Share grant reserve	0	5,994,346	0	5,994,346
	(12,827,589)	(11,862,981)	0	5,994,346
Distributable:				
Retained earnings	879,355,092	791,868,870	12,858,974	12,862,482
	866,527,503	780,005,889	12,858,974	18,856,828

(a) Exchange translation reserve

Exchange translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency of the Group. It is also used to record the exchange differences arising from monetary items which form part of the net investment in foreign operations of the Group, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

(b) Reorganisation debit reserve

The reorganisation debit reserve arose as a result of the difference between consideration paid over the share capital of Greatech Integration (M) Sdn. Bhd. pursuant to business combination under common control.

(c) Revaluation reserve

The revaluation reserve represents the surplus arising on the revaluation of the leasehold land and buildings of the Group.

	Group	
	2025 RM	2024 RM
Balance as at 1 January	24,120,820	24,722,051
Gross revaluation increase of properties	7,915,448	0
Transfer to deferred tax liabilities (Note 18)	(1,907,390)	0
Realisation of revaluation surplus	(600,741)	(601,231)
Balance as at 31 December	29,528,137	24,120,820

(d) Share grant reserve

The share grant reserve represents the value of equity-settled shares granted to employees under share grant scheme ('SGP'). The reserve is made up of the cumulative value of services received from employees recorded on grant of shares. The share grant plan will be vested from a period ranged from 3 years to 4 years from the grant date as disclosed in Note 30 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

17. BORROWINGS

	2025 RM	Group 2024 RM
Non-current liabilities		
<i>Secured</i>		
Term loans	10,616,646	11,716,650
Current liabilities		
<i>Secured</i>		
Bank overdrafts	33,277,546	0
Term loans	1,100,004	1,100,004
	34,377,550	1,100,004
Total borrowings		
Bank overdrafts	33,277,546	0
Term loans	11,716,650	12,816,654
	44,994,196	12,816,654

(a) Borrowings are classified as financial liabilities measured at amortised cost.

(b) The currency profile of borrowings is as follows:

	2025 RM	Group 2024 RM
Ringgit Malaysia	11,716,650	12,816,654
Euro	33,277,546	0
	44,994,196	12,816,654

(c) The borrowings is secured by the following:

- (i) a legal charge over leasehold lands, freehold land and buildings as disclosed in Note 6(d) and Note 5(d) to the financial statements respectively; and
- (ii) corporate guarantee by the Company.

(d) The carrying amounts of borrowing are reasonable approximation of fair values, as they are floating rate instruments that are re-priced at market interest rates on or near the end of the reporting period.

Fair values of the borrowings of the Group are categorised as Level 2 in the fair value hierarchy. There is no transfer between levels in the hierarchy during the financial year.

(e) Information on financial risks of borrowings is disclosed in Note 33 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

18. DEFERRED TAX LIABILITIES

- (a) The deferred tax (assets)/liabilities are made up of the following:

	2025 RM	Group 2024 RM
Balance as at 1 January	13,973,459	9,378,903
Acquisition of a subsidiary (Note 7(c))	5,683,754	0
Recognised in:		
- profit or loss (Note 27)	2,992,019	4,617,687
- other comprehensive income (Note 16(c))	1,907,390	0
- foreign exchange differences	191,028	(23,131)
Balance as at 31 December	24,747,650	13,973,459
Presented after appropriate offsetting:		
Deferred tax assets	(12,251,603)	(2,812,400)
Deferred tax liabilities	36,999,253	16,785,859
	24,747,650	13,973,459

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

Deferred tax assets

	Unutilised tax losses RM	Provision for warranties RM	Others RM	Total RM
Balance as at 1 January 2025	0	1,786,200	1,026,200	2,812,400
Recognised in profit or loss	2,923,982	(230,000)	4,885,954	7,579,936
Acquisition of a subsidiary	1,841,265	0	0	1,841,265
Exchange differences	18,002	0	0	18,002
Balance as at 31 December 2025	4,783,249	1,556,200	5,912,154	12,251,603
Balance as at 1 January 2024	0	159,400	314,400	473,800
Recognised in profit or loss	0	1,626,800	711,800	2,338,600
Balance as at 31 December 2024	0	1,786,200	1,026,200	2,812,400

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

18. DEFERRED TAX LIABILITIES (Cont'd)

- (b) The components and movements of deferred tax assets and liabilities of the Group during the financial year prior to offsetting are as follows: (Cont'd)

Deferred tax liabilities

	Property, plant and equipment RM	Revaluation surplus of revalued properties RM	Total RM
Balance as at 1 January 2025	9,146,772	7,639,087	16,785,859
Recognised in:			
- profit or loss	10,793,756	(221,801)	10,571,955
- other comprehensive income	0	1,907,390	1,907,390
Acquisition of a subsidiary	7,525,019	0	7,525,019
Exchange differences	209,030	0	209,030
Balance as at 31 December 2025	<u>27,674,577</u>	<u>9,324,676</u>	<u>36,999,253</u>
Balance as at 1 January 2024	2,024,099	7,828,604	9,852,703
Recognised in profit or loss	7,145,804	(189,517)	6,956,287
Exchange differences	(23,131)	0	(23,131)
Balance as at 31 December 2024	<u>9,146,772</u>	<u>7,639,087</u>	<u>16,785,859</u>

- (c) The amount of deferred tax assets, calculated at the applicable tax rate, for which is not recognised in the consolidated statement of financial position are as follows:

	2025 RM	Group 2024 RM
Unutilised tax losses	<u>4,354,733</u>	<u>3,316,760</u>

Deferred tax assets of certain subsidiaries had not been recognised in respect of these items as it was not probable that taxable profits of the subsidiaries would be available against which the deductible temporary differences can be utilised.

Unutilised tax losses of foreign subsidiaries is available for carry forward in the jurisdiction in which the foreign subsidiaries operate without expiry date.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

19. GOVERNMENT GRANTS

	2025 RM	Group 2024 RM
Balance as at 1 January	128,375	260,967
Amortisation during the financial year	(56,287)	(132,592)
Balance as at 31 December	72,088	128,375
Represented by:		
Current liabilities	56,287	56,287
Non-current liabilities	15,801	72,088
	72,088	128,375

Government grants related to an asset are recognised as income and transferred to profit or loss on a systematic basis over the useful lives of the related assets.

20. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade payables				
Third parties	21,181,769	46,082,548	0	0
Other payables				
Third parties	23,008,683	20,943,060	11,015	12,223
Accrued liabilities	18,510,453	18,684,196	98,000	38,798
Total other payables	41,519,136	39,627,256	109,015	51,021
Total trade and other payables	62,700,905	85,709,804	109,015	51,021

(a) Trade and other payables are classified as financial liabilities measured at amortised cost.

(b) Trade and other payables are non-interest bearing and the normal credit terms granted to the Group ranged from 7 to 90 days (2024: 30 to 90 days).

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

20. TRADE AND OTHER PAYABLES (Cont'd)

(c) The currency exposure profile of trade and other payables are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Ringgit Malaysia	46,398,700	63,381,088	109,015	51,021
Euro	11,741,492	4,690,701	0	0
United States Dollar	4,144,495	17,347,060	0	0
Singapore Dollar	301,887	276,324	0	0
Swiss Franc	55,418	0	0	0
Czech Koruna	49,439	0	0	0
Chinese Renminbi	8,918	11,212	0	0
Pound Sterling	556	1,100	0	0
Philippines Peso	0	2,319	0	0
	62,700,905	85,709,804	109,015	51,021

(d) Information on financial risks of trade and other payables is disclosed in Note 33 to the financial statements.

21. PROVISION FOR WARRANTIES

(a) The Group provides warranty on certain automated production system and equipment for a period of up to three (3) years and undertakes to repair or replace parts and components that fail to perform satisfactorily. A provision has been recognised at end of the reporting period for expected warranty claims based on management's expectation of the level of repair and replacement and probability of warranties claims.

It requires management to exercise significant judgements and estimates in determining the valuation of provision for warranties. The key input on the valuation of provision for warranties is the estimation of probability of warranty claims. In arriving the probability of warranty claims, the management analyses the historical warranty claims, if any, to determine the amount of provision.

(b) Movements during the financial year in the amount recognised in the consolidated statements of financial position in respect of the provision for warranties are as follows:

	Group	
	2025 RM	2024 RM
Balance as at 1 January	14,962,426	16,289,127
Provision made during the financial year	6,864,943	5,971,603
Provision reversed during the financial year	(6,361,415)	(7,298,304)
Acquisition of a subsidiary (Note 7(c))	92,780	0
Exchange differences	2,498	0
Balance as at 31 December	15,561,232	14,962,426

NOTES TO THE FINANCIAL STATEMENTS

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22. CAPITAL COMMITMENT

	2025 RM	Group 2024 RM
Capital expenditure in respect of purchase of property, plant and equipment		
- contracted but not provided for	5,137,093	990,487

23. FINANCIAL GUARANTEE CONTRACTS

	2025 RM	Group 2024 RM
Secured		
Corporate guarantee given to financial institutions for credit facilities granted to a subsidiary		
- limit of guarantee	194,247,446	212,674,606
- amount utilised	18,118,520	12,816,654
Corporate guarantee given to debtor of a subsidiary		
- limit of guarantee	1,230,680	0
- amount utilised	1,230,680	0

- (a) Financial guarantee contracts are initially measured at fair value and subsequently at the higher of the amount determined in accordance with the expected loss model under MFRS 9 and the amount initially recognised less amortisation, where appropriate.
- (b) The fair values of the financial guarantees have not been recognised on initial recognition as it is negligible. As at the end of each reporting period, there was no indication that the subsidiary would default in payment.
- (c) Information of financial risks of financial guarantee contracts are disclosed in Note 33 to the financial statements.

24. REVENUE

	2025 RM	Group 2024 RM
Revenue from contracts with customers:		
Construction contracts	681,295,915	660,464,124
Sale of goods	30,595,078	35,036,862
Provision of parts and services	59,586,856	56,872,333
	771,477,849	752,373,319

NOTES TO THE FINANCIAL STATEMENTS

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24. REVENUE (Cont'd)

Disaggregation of revenue from contracts with customers

Revenue from contracts with customers is disaggregated in the table below by primary geographical market and timing of revenue recognition.

Group 31 December 2025	Timing of revenue recognition		Total RM
	Transferred over time RM	Transferred at a point in time RM	
Germany	59,016,620	6,425,071	65,441,691
Hungary	1,344,295	6,999,226	8,343,521
India	1,242,760	7,194,861	8,437,621
Ireland	73,072,265	7,413,842	80,486,107
Lithuania	0	546,427	546,427
Malaysia	55,589,931	10,086,048	65,675,979
Netherlands	0	3,983	3,983
Poland	3,701,891	125,039	3,826,930
Singapore	0	1,261,240	1,261,240
Slovakia	332	799,828	800,160
Switzerland	4,702,604	835,860	5,538,464
Thailand	0	253,617	253,617
United States of America	473,740,934	44,956,550	518,697,484
Vietnam	8,020,641	2,606,174	10,626,815
Others	863,642	674,168	1,537,810
	<u>681,295,915</u>	<u>90,181,934</u>	<u>771,477,849</u>

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

24. REVENUE (Cont'd)

Disaggregation of revenue from contracts with customers (Cont'd)

Revenue from contracts with customers is disaggregated in the table below by primary geographical market and timing of revenue recognition. (Cont'd)

Group 31 December 2024	Timing of revenue recognition		Total RM
	Transferred over time RM	Transferred at a point in time RM	
Germany	0	2,449,697	2,449,697
India	23,294,931	15,996,941	39,291,872
Ireland	19,698,733	8,685,517	28,384,250
Lithuania	3,207,344	815,294	4,022,638
Malaysia	152,373,946	10,375,058	162,749,004
Netherlands	0	7,308,132	7,308,132
Poland	3,195,650	0	3,195,650
Singapore	0	858,363	858,363
Switzerland	6,208,001	0	6,208,001
Thailand	0	1,863,400	1,863,400
United States of America	449,899,756	40,608,306	490,508,062
Vietnam	2,585,763	2,787,560	5,373,323
Other	0	160,927	160,927
	<u>660,464,124</u>	<u>91,909,195</u>	<u>752,373,319</u>

(a) Revenue from construction contracts

Contracts with customers include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

Revenue from construction contracts is measured at the fixed transaction price agreed under the agreement.

Revenue is recognised as and when control of the asset is transferred to the customer and it is probable that the Group would collect the consideration to which it will be entitled in exchange for the asset that would be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the performance of the Group does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract using the input method by reference to the cost incurred relative to the total expected cost for satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

24. REVENUE (Cont'd)

(a) Revenue from construction contracts (Cont'd)

Significant judgement is required in determining the satisfaction of performance obligations as stated in the contracts with customers and costs in applying the input method to recognise revenue over time.

The management specifically analyses the contract with customers to identify performance obligations that are distinct and material, which is judgmental in the context of contract. The management also estimated total contract costs in applying the input method to recognise revenue over time. In estimating the total costs to complete, the management relies on past experience of completed project and considers the completeness and accuracy of its costs estimation, including its obligations to contract variations and claims. A change in the estimates will directly affect the revenue to be recognised.

There is no significant financing component in the revenue arising from construction contracts as the contracts are on normal credit terms not exceeding twelve (12) months.

(b) Sale of products and services rendered

Revenue from sale of products and services rendered is recognised at a point in time when the products has been transferred or the services has been rendered to the customer and coincides with the delivery of products and services and acceptance by customers.

There is no right of return provided to the customers on the sale of products and services rendered.

There is no significant financing component in the revenue arising from sale of products and services rendered as sales or services are made on the normal credit terms not exceeding twelve (12) months.

25. OTHER INCOME

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest income	7,524,732	7,688,388	237,167	462,525
Dividend income from short term funds	924,892	293,583	70,601	290,017
Fair value gain on short term funds	947,351	1,306,132	947,351	1,275,988
Realised gain on foreign exchange	0	0	591,485	0
Gain on lease modification	17,100	0	0	0
Amortisation of government grant	56,287	132,592	0	0
Unrealised gain on foreign exchange	0	2,598,535	0	0
Others	2,049,531	2,375,123	0	0
	11,519,893	14,394,353	1,846,604	2,028,530

(a) Interest income is recognised as it accrues, using the effective interest method.

(b) Dividend income from short term funds is recognised when the right to receive payment is established.

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26. FINANCE COSTS

	Group	
	2025 RM	2024 RM
Interest expense on:		
- term loans	535,556	595,126
- lease liabilities	515,084	421,339
- bank overdrafts	1,275,607	0
	2,326,247	1,016,465

27. TAX EXPENSE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current tax expense based on profit for the financial year	17,244,937	14,716,903	10,138	22,439
(Over)/Underprovision of income tax expense in prior years	(2,594,252)	3,420,172	(8,291)	4,794
	14,650,685	18,137,075	1,847	27,233
Deferred tax (Note 18):				
- crystallisation of deferred tax liability on revaluation surplus	(189,811)	(189,517)	0	0
- relating to origination and reversal of temporary differences	3,181,830	4,807,204	0	0
	2,992,019	4,617,687	0	0
Withholding tax expense	670,517	1,808,017	0	0
Total tax expense	18,313,221	24,562,779	1,847	27,233

- (a) The Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated taxable profits for the fiscal year.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

27. TAX EXPENSE (Cont'd)

- (b) The numerical reconciliation between the tax expense and the product of accounting profit multiplied by the applicable tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) before tax	105,198,702	179,558,011	(1,661)	(605,871)
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	25,247,688	43,093,923	(399)	(145,409)
Tax effects in respect of:				
Non-allowable expenses	11,765,984	2,715,131	429,480	614,044
Non-taxable income	(1,252,770)	(4,636,442)	(418,943)	(446,196)
Different tax rates in foreign jurisdictions	(1,239,265)	0	0	0
Tax exempt income under pioneer status	(15,132,843)	(20,844,774)	0	0
Annual crystallisation of deferred tax on revaluation surplus	(189,811)	(189,517)	0	0
Deferred tax assets not recognised during the financial year	1,213,606	0	0	0
Utilisation of deferred tax assets previously not recognised	(175,633)	(803,731)	0	0
Withholding tax expense	670,517	1,808,017	0	0
(Over)/Underprovision of income tax expense in prior years	(2,594,252)	3,420,172	(8,291)	4,794
Tax expense for the financial year	18,313,221	24,562,779	1,847	27,233

- (c) The Group has been granted pioneer status by Malaysian Investment Development Authority ('MIDA') under Income Tax Act 1967 on 4 October 2023 for fully automated production line complete with multiple equipment for continuous assembly process of PV module which exempt 70% of its statutory income derived from those activities for a period of five (5) years beginning on 12 October 2022 and expired on 11 October 2027.

The Group has been granted pioneer status by MIDA under Promotion of Investment Act 1986 on 10 January 2025 for production, packaging, and testing machinery & equipment and related modules and components for medical and life science industries which exempt 100% of its statutory income derived from those activities for a period of five (5) years beginning on 16 February 2022 and expired on 15 February 2027, subject to further renewal of another five (5) years.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

27. TAX EXPENSE (Cont'd)

(d) Tax on components of other comprehensive income of the Group are as follows:

	Before tax RM	Tax effect RM	After tax RM
2025			
Item that may be reclassified subsequently to profit or loss			
Foreign currency translations	<u>(377,579)</u>	<u>0</u>	<u>(377,579)</u>
Item that will not be reclassified subsequently to profit or loss			
Revaluation surplus on property, plant and equipment and right-of-use assets	<u>7,915,448</u>	<u>(1,907,390)</u>	<u>6,008,058</u>
2024			
Item that may be reclassified subsequently to profit or loss			
Foreign currency translations	<u>(1,679,560)</u>	<u>0</u>	<u>(1,679,560)</u>

28. EMPLOYEE BENEFITS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Wages, salaries, overtime and bonuses	160,098,677	130,203,086	0	0
Directors' fees	671,226	748,512	671,226	748,512
Contributions to defined contribution plan	23,327,436	14,788,251	0	0
Social security contributions	3,672,653	2,985,083	0	0
Other benefits	513,171	566,390	41,000	48,000
SGP expenses	871,546	4,589,922	0	0
	<u>189,154,709</u>	<u>153,881,244</u>	<u>712,226</u>	<u>796,512</u>

- (a) Included in the employee benefits of the Group and of the Company are Directors' remuneration amounting to RM5,754,338 (2024: RM4,046,184) and RM712,226 (2024: RM796,512) as further disclosed in Note 29 to the financial statements.
- (b) Estimated monetary value of benefits-in-kind provided to the Executive Directors of the Group is RM37,900 (2024: RM38,525).

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

29. DIRECTORS' REMUNERATION

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors of the Company				
Directors' fees	671,226	748,512	671,226	748,512
Short term employee benefits	2,769,678	2,091,757	41,000	48,000
Contributions to defined contribution plan	327,174	244,983	0	0
Estimated money value of benefits-in-kind	37,900	38,525	0	0
	3,805,978	3,123,777	712,226	796,512
Directors of the subsidiaries				
Short term employee benefits	1,795,218	783,751	0	0
Contributions to defined contribution plan	191,042	177,181	0	0
Total Directors' remuneration	5,792,238	4,084,709	712,226	796,512

30. SHARE OPTION PLAN ('SOP') SHARE GRANT PLAN ('SGP')

The establishment of LTIP which consist of Share Option Plan ('SOP') and Share Grant Plan ('SGP') were approved by the shareholders of the Company at an Extraordinary General Meeting held on 27 November 2020. The LTIP came into effect on 11 January 2021 and will continue to be in force for a period of five (5) years. During the financial year, the Board of Directors approved the extension of the Company's existing LTIP for a further period of 5 years, effective from 11 January 2026 to 10 January 2031.

Salient features of the LTIP are as follows:

- (a) The maximum number of shares which may be made available under the LTIP shall not in aggregate exceed ten percent (10%) of the total number of issued shares of the Company (excluding treasury shares, if any) at any point of time during the duration of the LTIP.
- (b) The maximum number of shares to be awarded to an eligible person under the LTIP at any point of time in each LTIP Award shall be at the sole and absolute discretion of the LTIP Committee, and subject to the following conditions:
 - (i) not more than ten percent (10%) of the total number of issued shares of the Company made available under the Proposed LTIP shall be allocated to any eligible person who, either singly or collectively through persons connected with the eligible person, holds twenty percent (20%) or more of the total number of issued shares of the Company (excluding treasury shares, if any); and
 - (ii) up to fifty percent (50%) of the total number of shares which may be made available under LTIP could be allocated, in aggregate, to the Executive Directors and senior management of the Company who are eligible persons.

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30. SHARE OPTION PLAN ('SOP') SHARE GRANT PLAN ('SGP') (Cont'd)

Salient features of the LTIP are as follows: (Cont'd)

- (c) Any employee of the Group who fulfill the following conditions shall be eligible to participate in the LTIP as at the date of award, the employee:
- (i) is at least eighteen (18) years of age and is not an undischarged bankrupt nor subject to any bankruptcy proceedings;
 - (ii) is employed by the Group on a full-time basis or serving in a specific designation under an employment contract with the Group for a fixed duration and is on the payroll of any company within the Group and has not served a notice of resignation or received notice of termination;
 - (iii) must have been in employment of the Group for a period of at least six (6) months prior to the LTIP award date; and
 - (iv) is confirmed in writing as a full time employee of the Group prior to and up to the LTIP award date.
- (d) The Executive Director of the Group shall be eligible to participate in the LTIP as at the date of award, the Executive Director:
- (i) is at least eighteen (18) years of age and is not an undischarged bankrupt nor subject to any bankruptcy proceedings; and
 - (ii) is appointed as an Executive Director of the Company or any company within the Group prior to and up to the LTIP award date.
- (e) The shares to be issued upon vest of SGP and/or exercise of the SOP will not be subjected to any retention period or restriction on transfer.
- (f) The shares to be allotted and issued upon vest of SGP and/or exercise of the SOP will, upon such allotment and issuance, rank equally, in all respects with the existing shares in the Company, save and except that the new shares allotted and issued will not be entitled to any dividends, rights, allotments and/or other distributions.

The SOP has lapsed in the previous financial years.

The following table illustrates the movement of shares under the SGP during the financial year:

Date of grant	[-----Number of ordinary shares granted under SGP-----]			
	Balance as at 1.1.2025	Vested	Forfeited*	Outstanding as at 31.12.2025
17 January 2022	816,400	(720,800)	(95,600)	0
26 January 2022	879,000	(823,200)	(55,800)	0
24 November 2022	1,706,600	(1,577,000)	(129,600)	0
	3,402,000	(3,121,000)	(281,000)	0

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

30. SHARE OPTION PLAN ('SOP') SHARE GRANT PLAN ('SGP') (Cont'd)

The following table illustrates the movement of shares under the SGP during the financial year: (Cont'd)

Date of grant	[-----Number of ordinary shares granted under SGP-----]				Outstanding as at 31.12.2024
	Balance as at 1.1.2024	Bonus issue	Vested	Forfeited*	
17 January 2022	917,600	861,800	(816,400)	(146,600)	816,400
26 January 2022	977,400	931,800	(874,200)	(156,000)	879,000
24 November 2022	1,673,800	897,100	(666,700)	(197,600)	1,706,600
	<u>3,568,800</u>	<u>2,690,700</u>	<u>(2,357,300)</u>	<u>(500,200)</u>	<u>3,402,000</u>

* Due to resignation.

The share grant vested during the financial year resulted in the issuance of 3,121,000 new ordinary shares as disclosed in Note 15(b) to the financial statements. The weighted average share price at the date of vesting for the financial year was RM2.20.

The total fair value of SGP shares granted to eligible employees is recognised as an employee cost with a corresponding increase in the reserve within equity over the vesting period. The fair value of SGP shares is measured at grant date, taking into account the market and non-market vesting conditions upon which the SGP shares were granted. During the financial year, RM871,546 (2024: RM4,589,922) has been recognised as employee cost.

31. EARNINGS PER ORDINARY SHARE

(a) Basic

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

	Group	
	2025	2024
Profit for the financial year attributable to owners of the parent (RM)	<u>86,885,481</u>	<u>154,995,232</u>
Weighted average number of ordinary shares in issue	<u>2,511,422,900</u>	<u>2,509,065,600</u>
SGP vested	<u>1,145,810</u>	<u>707,760</u>
Adjusted weighted average number of ordinary shares applicable to basic earnings per ordinary share (unit)	<u>2,512,568,710</u>	<u>2,509,773,360</u>
Basic earnings per ordinary share (sen)	<u>3.46</u>	<u>6.18</u>

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

31. EARNINGS PER ORDINARY SHARE (Cont'd)

(b) Diluted

Diluted earnings per ordinary share for the financial year is calculated by dividing the profit for the financial year attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the financial year adjusted for the effects of dilutive potential ordinary shares.

	Group	
	2025	2024
Profit for the financial year attributable to owners of the parent (RM)	86,885,481	154,995,232
Weighted average number of ordinary shares in issue	2,512,568,710	2,509,773,360
Effect of dilution due to SGP	0	3,402,000
Adjusted weighted average number of ordinary shares applicable to diluted earnings per ordinary share (unit)	2,512,568,710	2,513,175,360
Diluted earnings per ordinary share (sen)	3.46	6.17

32. RELATED PARTY DISCLOSURES

(a) Identities of related parties

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

Related parties of the Group include:

- (i) Direct and indirect subsidiaries as disclosed in Note 7 to the financial statements; and
- (ii) key management personnel as disclosed in Note 32(c) to the financial statements.

(b) Significant related parties transactions

In addition to the transactions and balances detailed elsewhere in the financial statements, the Company had the following transaction with its related party during the financial year:

	Company	
	2025 RM	2024 RM
Subsidiary:		
- interest income	136,158	293,147

The related party transaction described above was carried out based on negotiated terms and conditions and mutually agreed with related party.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

32. RELATED PARTY DISCLOSURES (Cont'd)

(c) Compensation of key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group, either directly or indirectly. The key management personnel include all the Directors and certain members of the senior management of the Group.

The total remuneration of Directors and key management personnel during the financial year was as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors' fees	671,226	748,512	671,226	748,512
Short term employee benefits	7,535,283	5,779,867	41,000	48,000
Contributions to defined contribution plan	870,148	808,806	0	0
SGP expenses	103,993	456,010	0	0
	9,180,650	7,793,195	712,226	796,512

Estimated monetary value of benefits-in-kind provided to the Executive Directors and key management personnel of the Group is RM633,572 (2024: RM771,845).

33. CAPITAL AND FINANCIAL RISK MANAGEMENT

(a) Capital management

The primary objective of the capital management of the Group is to ensure that the Group would be able to continue as a going concern whilst maximising return to shareholders through the optimisation of the debt and equity ratios. The overall strategy of the Group remains unchanged from that in the previous financial years.

The Group manages its capital structure and makes adjustments to it in response to changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2025 and 31 December 2024.

The Group monitors capital using a gearing ratio, which is net debt divided by total equity attributable to the owners of the parent. Net debt is calculated as borrowings, lease liabilities and provision for warranties, less short term funds and cash and bank balances.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(a) Capital management (Cont'd)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Borrowings	44,994,196	12,816,654	0	0
Lease liabilities	5,940,745	7,543,648	0	0
Provision for warranties	15,561,232	14,962,426	0	0
Less:				
Short term funds	(54,018,673)	(40,642,400)	(11,806,557)	(40,154,942)
Cash and bank balances	(227,162,642)	(192,180,102)	(2,125,547)	(22,584,085)
Net cash	(214,685,142)	(197,499,774)	(13,932,104)	(62,739,027)
Total equity attributable to owners of the parent	1,002,677,778	909,290,272	149,009,249	148,141,211
Gearing ratio	*	*	*	*

* No gearing ratio is presented as the Group and the Company are in net cash position.

Pursuant to the requirements of Practice Note No. 17/2005 of the Bursa Malaysia Securities Berhad, the Group is required to maintain a consolidated shareholders' equity of more than 25% of the issued and paid-up capital and such shareholders' equity is not less than RM40.0 million. The Company has complied with this requirement for the financial year ended 31 December 2025.

(b) Financial risk management

The financial risk management objective of the Group is to optimise value creation for shareholders whilst minimising the potential adverse impact arising from fluctuations in foreign currency exchange and interest rates and the unpredictability of the financial markets.

The Group and the Company are exposed mainly to credit risk, foreign currency risk, liquidity and cash flow risk and interest rate risk. Information on the management of the related exposures is detailed below.

(i) Credit risk

Cash deposits, short term funds, and trade receivables could give rise to credit risk which requires the loss to be recognised if a counter party fails to perform as contracted. The counter parties are major licensed financial institutions, creditworthy debtors and subsidiaries with good payment records. It is the policy of the Group and of the Company to monitor the financial standing of these counter parties on an ongoing basis to ensure that the Group and of the Company is exposed to minimal credit risk.

The primary exposure of the Group to credit risk arises through its trade receivables. The trading terms of the Group with its customers are mainly on credit. The credit period ranged between 30 days to 90 days. Each customer has a maximum credit limit and the Group seeks to maintain strict control over its outstanding receivables to minimise credit risk. Overdue balances are reviewed regularly by senior management.

In respect of the cash and bank balances placed with major financial institutions, the Directors believe that the possibility of non-performance by these financial institutions is remote on the basis of their financial strength.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(i) Credit risk (Cont'd)

Exposure to credit risk

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

Credit risk concentration profile

The Group determines concentration of credit risk by monitoring the country and industry sector profiles of its trade receivables on an ongoing basis. The credit risk concentration profile of the trade receivables of the Group at the end of the reporting period are as follows:

By country	Group			
	2025		2024	
	RM	% of total	RM	% of total
Germany	5,203,757	9%	241,300	*
Hungary	2,380,717	4%	0	*
India	848,540	2%	14,380,816	10%
Ireland	3,951,468	7%	23,937,750	17%
Malaysia	8,660,305	15%	21,235,259	16%
Netherlands	0	*	3,852,277	3%
Singapore	0	*	796,424	1%
Thailand	0	*	1,875,580	1%
United States of America	33,832,740	60%	69,176,749	51%
Vietnam	316,240	1%	1,382,015	1%
Others	838,888	2%	19,072	*
	56,032,655	100%	136,897,242	100%

* Less than 1%

At the end of the reporting period, approximately 54% (2024: 44%) of the trade receivables of the Group were due from three (3) (2024: two (2)) major customers who are multi-industry conglomerates located in United States of America and Malaysia (2024: United States of America and India).

At the end of the reporting period, approximately 98% (2024: 97%) of the receivables of the Company was amounts owing by subsidiaries.

The maximum exposure to credit risk in relation to financial guarantee contracts provided as credit enhancements to the secured loans of a subsidiary and debtor of a subsidiary, which amounted to RM18,118,520 (2024: RM12,816,654) and RM1,230,680 (2024: RMNil) representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(ii) Foreign currency risk

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

The Group is exposed to foreign currency risk on sales and purchases that are denominated in currencies other than the respective functional currencies of the entities within the Group. The Group and the Company also holds short term funds and cash and bank balances denominated in foreign currencies for working capital purposes. The currencies giving rise to this risk are primarily USD and Euro.

The following table demonstrates the sensitivity analysis of the Group and of the Company to a reasonably possible change in the USD and Euro exchange rates against the functional currency of the Group and of the Company, with all other variables held constant:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) after tax				
<u>Increase by 5%</u>				
USD/RM	10,387,011	7,978,193	0	0
EURO/RM	(675,323)	1,685,046	99,426	698,013
<u>Decrease by 5%</u>				
USD/RM	(10,387,011)	(7,978,193)	0	0
EURO/RM	675,323	(1,685,046)	(99,426)	(698,013)
Equity				
<u>Increase by 5%</u>				
USD/RM	(41,141)	(50,271)	0	0
EURO/RM	(62,555)	(42,819)	0	0
<u>Decrease by 5%</u>				
USD/RM	41,141	50,271	0	0
EURO/RM	62,555	42,819	0	0

Sensitivity analysis of other foreign currencies are not disclosed as they are not material to the Group.

NOTES TO THE FINANCIAL STATEMENTS

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33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iii) Liquidity and cash flow risk

Liquidity and cash flow risk is the risk that the Group will encounter difficulty in meeting their financial obligations due to shortage of funds. The exposure of the Group to liquidity and cash flow risk arises primarily from mismatches of maturities of financial assets and financial liabilities. The objective of the Group is to maintain a balance between continuity of funding and flexibility through the use of available credit facilities.

The Group actively manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all operating, investing and financing needs are met. In executing its liquidity risk management strategy, the Group measures and forecasts its cash commitments and maintains a level of cash and cash equivalents deemed adequate to finance the activities of the Group.

The Group and the Company practice prudent liquidity risk management to minimise the mismatch of financial assets and liabilities whilst maintaining sufficient cash and the availability of funding through standby credit facilities.

The table below summaries the maturity profile of the liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations.

	On demand or within one year RM	Over one year to within five years RM	Over five years RM	Total RM
31 December 2025				
Group				
Lease liabilities	2,153,390	4,389,036	0	6,542,426
Trade and other payables	62,700,905	0	0	62,700,905
Borrowings	34,847,553	5,818,929	6,964,182	47,630,664
Total undiscounted liabilities	<u>99,701,848</u>	<u>10,207,965</u>	<u>6,964,182</u>	<u>116,873,995</u>
31 December 2024				
Group				
Lease liabilities	2,328,861	6,346,519	115,335	8,790,715
Trade and other payables	85,709,804	0	0	85,709,804
Borrowings	1,591,829	5,927,916	8,301,132	15,820,877
Total undiscounted liabilities	<u>89,630,494</u>	<u>12,274,435</u>	<u>8,416,467</u>	<u>110,321,396</u>

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iii) Liquidity and cash flow risk (Cont'd)

	On demand or within one year RM	Over one year to within five years RM	Over five years RM	Total RM
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31 December 2025

Company

Other payables	109,015	0	0	109,015
Financial guarantee contracts*	19,349,200	0	0	19,349,200
Total undiscounted liabilities	19,458,215	0	0	19,458,215

31 December 2024

Company

Other payables	51,021	0	0	51,021
Financial guarantee contracts*	12,816,654	0	0	12,816,654
Total undiscounted liabilities	12,867,675	0	0	12,867,675

* The disclosure represents the maximum amount that is required to be settled in the event of a default and the lenders call on the Company to pay for the subsidiary.

(iv) Interest rate risk

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

The exposure of the Group and of the Company to interest rate risk arises primarily from their borrowings and short term funds. The Group and the Company borrow at both, floating and fixed rates of interest to generate the desired interest profile and to manage the Group's and the Company's exposure to interest rate fluctuations.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iv) Interest rate risk (Cont'd)

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity analysis of the Group and of the Company if interest rates at the end of reporting period changed by fifty (50) basis points with all other variables held constant:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) after tax				
- increase by 0.5% (2024: 0.5%)	34,293	105,738	44,865	156,252
- decrease by 0.5% (2024: 0.5%)	(34,293)	(105,738)	(44,865)	(156,252)

There is no interest rate risk exposure to the equity, hence the effect of change in the interest rate is not explained.

Sensitivity analysis for fixed rate instrument as at the end of the reporting period was not presented as fixed rate instrument is not affected by changes in interest rates.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iv) Interest rate risk (Cont'd)

The following tables set out the carrying amounts, the interest rates/incremental borrowing rates as at the end of the reporting period and the remaining maturities of the financial instruments and lease liabilities of the Group and of the Company that are exposed to interest rate risk:

Group	Note	Interest rates/ Incremental borrowing rates* %	On demand or within 1 year RM	1 - 2 years RM	2 - 3 years RM	3 - 4 years RM	4 - 5 years RM	More than 5 years RM	Total RM
31 December 2025									
Fixed rates									
Deposit with a licensed bank	14	2.65	5,000,000	0	0	0	0	0	5,000,000
Lease liabilities	6	2.46 - 7.95*	(1,931,856)	(1,761,121)	(1,537,566)	(606,497)	(103,705)	0	(5,940,745)
Floating rates									
Short term funds	13	0.94 - 4.15	54,018,673	0	0	0	0	0	54,018,673
Bank overdrafts	17	4.38 - 4.53	(33,277,546)	0	0	0	0	0	(33,277,546)
Term loans	17	4.25	(1,100,004)	(1,100,004)	(1,100,004)	(1,100,004)	(1,100,004)	(6,216,630)	(11,716,650)
31 December 2024									
Fixed rates									
Lease liabilities	6	2.46 - 7.95*	(1,837,495)	(1,745,791)	(1,688,933)	(1,504,020)	(653,147)	(114,262)	(7,543,648)
Floating rates									
Short term funds	13	1.97 - 3.07	40,642,400	0	0	0	0	0	40,642,400
Term loans	17	4.05	(1,100,004)	(1,100,004)	(1,100,004)	(1,100,004)	(1,100,004)	(7,316,634)	(12,816,654)

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

33. CAPITAL AND FINANCIAL RISK MANAGEMENT (Cont'd)

(b) Financial risk management (Cont'd)

(iv) Interest rate risk (Cont'd)

The following tables set out the carrying amounts, the interest rates/incremental borrowing rates as at the end of the reporting period and the remaining maturities of the financial instruments and lease liabilities of the Group and of the Company that are exposed to interest rate risk (Cont'd):

Company	Note	Interest rates %	On demand or within 1 year RM	1 - 2 years RM	2 - 3 years RM	3 - 4 years RM	4 - 5 years RM	More than 5 years RM	Total RM
31 December 2025									
Floating rates									
Short term funds	13	3.04	11,806,557	0	0	0	0	0	11,806,557
31 December 2024									
Floating rates									
Short term funds	13	2.95	40,154,942	0	0	0	0	0	40,154,942
Amount owing by a subsidiary	11	5.20 - 5.50	964,084	0	0	0	0	0	964,084

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

34. SIGNIFICANT EVENTS SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- (a) On 9 March 2026, the Company incorporated a wholly-owned subsidiary, Greatech Integration (Canada) Ltd. in Canada for a cash consideration of CAD100 (equivalent to RM293) comprising of 100 common shares.
- (b) Ongoing geopolitical tensions in the Middle East have contributed to elevated energy prices, intermittent global supply chain disruptions, and increased volatility in global currency movements. These factors may, if prolonged, place indirect pressure on input costs and consumer sentiment.

Given that the geopolitical situation in the Middle East remains uncertain, and as at the date of this report, the Group has not experienced any material adverse impact on its operations or financial position arising directly from these developments. Nevertheless, the Group will continue to monitor developments and assess the potential operational and financial implications of the conflict.

35. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

35.1 New MFRSs adopted during the financial year

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

Title	Effective Date
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025

The adoption of the above Amendments to the Standards did not have any material effect on the financial performance or position of the Group and of the Company during the financial year.

35.2 New MFRSs and Amendments to MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2026

Title	Effective Date
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
<i>Annual Improvements to MFRS Accounting Standards-Volume 11</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 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 121 <i>Translation to a Hyperinflationary Presentation Currency</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 the future financial years.

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

36. STATUTORY DISCLOSURE

Pursuant to Section 249(4)(e) of Companies Act 2016 in Malaysia, details of auditors' remuneration payable by the Group and the Company during the financial year were as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Statutory audit				
- BDO PLT, Malaysia	220,000	174,000	90,000	67,000
- BDO member firms	294,733	0	0	0
- Other auditors	17,816	116,978		
Non-audit related services				
- BDO PLT, Malaysia	6,000	5,000	6,000	5,000
	538,549	295,978	96,000	72,000

LIST OF PROPERTIES

as at 31 December 2025

Registered/ Beneficial owner	Property address	Description/ Existing use	Tenure of property	Date of acquisition/ Date of revaluation	Approximate Gross built- age of up area building (sq ft)	Land/ Gross built- age of up area building (sq ft)	Carrying amount as at 31 December 2025 RM'000
Greatech Integration (M) Sdn Bhd	Plot 287A, Lengkok Kampung Jawa Satu, Bayan Lepas Free Industrial Zone Phase 3, 11900 Bayan Lepas, Pulau Pinang	Industrial land with a three-storey detached office block and an annexed double storey detached factory /Used as head office, assembly plant and storage	Leasehold (44 years expiring on 29 May 2051)	21 March 2018 /31 December 2025	7 years	69,599/ 74,701	23,000
Greatech Integration (M) Sdn Bhd	Plot 287B, Lengkok Kampung Jawa Satu, Bayan Lepas Free Industrial Zone Phase 3, 11900 Bayan Lepas, Pulau Pinang	Industrial land with a double storey detached office block, an annexed single storey detached factory and a guard house /Used as office and storage	Leasehold (60 years expiring on 29 May 2051)	5 November 2014 /31 December 2025	32 years	33,044/ 20,064	6,000
Greatech Integration (M) Sdn Bhd	Plot 287C, Lengkok Kampung Jawa Satu, Bayan Lepas Free Industrial Zone Phase 3, 11900 Bayan Lepas, Pulau Pinang	Industrial land with a double storey detached office block, an annexed double storey detached factory and a guard house /Used as office, assembly plant and storage	Leasehold (60 years expiring on 29 May 2051)	6 February 2015 /31 December 2025	32 years	30,053/ 24,283	6,700
Greatech Integration (M) Sdn Bhd	Lot 72493, Mukim 12, Lengkok Kampung Jawa Satu, Daerah Barat Daya, Pulau Pinang ("Plot 287D")	Industrial land with tar road and sidewalk /Used as car park	Leasehold (30 years expiring on 6 Mar 2052)	16 November 2021 /31 December 2025	N/A	10,764/ N/A	980
Greatech Integration (M) Sdn Bhd	PMT 778, Persiaran Cassia Selatan 2, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Seberang Perai Selatan, Pulau Pinang ("Batu Kawan I")	Industrial land with a double storey detached office block, an annexed single storey detached factory and a guard house /Used as office, manufacturing plant and storage	Leasehold (60 years expiring on 17 August 2074)	20 June 2019 /31 December 2025	5 years	183,244/ 126,694	33,900

LIST OF PROPERTIES

as at 31 December 2025

Registered/ Beneficial owner	Property address	Description/ Existing use	Tenure of property	Date of acquisition/ Date of revaluation	Approximate age of building	Land/ Gross built- up area (sq ft)	Carrying amount as at 31 December 2025 RM'000
Greatech Integration (M) Sdn Bhd	PMT 800, Persiaran Cassia Selatan 6, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Seberang Perai Selatan, Pulau Pinang ("Batu Kawan II")	Industrial land with a double storey detached office block, an annexed single storey detached factory and a guard house /Used as office, assembly plant and storage	Leasehold (60 years expiring on 14 October 2082)	13 January 2021 /31 December 2025	4 years	257,052/ 209,721	50,600
Greatech Integration (M) Sdn Bhd	PMT 807, Jalan Cassia Selatan 7/1, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Seberang Perai Selatan, Pulau Pinang ("Batu Kawan III")	Industrial land with a double storey detached office block, an annexed single storey detached factory and a guard house /Used as office, assembly plant and storage	Leasehold (60 years expiring on 18 January 2083)	10 September 2021 /31 December 2025	4 years	305,522/ 241,222	62,000
Greatech Integration (M) Sdn Bhd	PMT 839, Persiaran Cassia Selatan 6, Taman Perindustrian Batu Kawan, 14110 Bandar Cassia, Seberang Perai Selatan, Pulau Pinang ("Batu Kawan IV")	Industrial land with a double storey detached office and double storey factory with a mezzanine floor and a guard house.	Leasehold (60 years expiring on 28 April 2083)	3 November 2021 /31 December 2025	1 year and 3 months (CCC ¹ on 15 October 2024)	504,224/ 629,301	157,250
Greatech Integration (Ireland) Limited	Unit 1A Block 4A Blanchardstown Corporate Park, Dublin 15	Industrial land with a double-storey detached office, warehouse and showroom, with mezzanine warehouse space.	Leasehold (999 years expiring on 30 Jun 2996)	16 January 2025	29 years	36,888 /23,495	14,866
Greatech Mechatronics (Slovakia) s.r.o.	Rybárska 4, Nové Mesto nad Váhom 91501, Slovakia	Industrial land with 11 blocks of manufacturing, administrative and warehouse buildings, comprising production halls with office facilities, warehouses and ancillary industrial structures, together with supporting infrastructure	Freehold	8 April 2025	30 years	591,972 /158,466	43,639

¹Certificate of Completion and Compliance

ANALYSIS OF SHAREHOLDINGS

as at 31 March 2026

Share Capital

Total Issued Shares	:	2,514,543,900 Ordinary Shares
Type of Shares	:	Ordinary Shares
Voting Rights	:	One vote per Ordinary Share on a poll

Distribution of Shareholding

Size of Shareholdings	No. of Holders	%	No. of Holdings	%
1 – 99	143	1.22	2,206	*
100 – 1,000	2,705	23.12	1,594,897	0.07
1,001 – 10,000	6,415	54.83	26,951,343	1.07
10,001 – 100,000	2,045	17.48	59,667,405	2.37
100,001 to less than 5% of Issued Shares	388	3.32	962,107,649	38.26
5% and above of Issued Shares	3	0.03	1,464,220,400	58.23
Total	11,699	100.00	2,514,543,900	100.00

* Negligible

30 Largest Securities Account Holders based on Record of Depositors

(without aggregating the securities from different securities accounts belonging to the same person)

No.	Name	No. of Shares held	%
1	TAN ENG KEE	1,062,112,540	42.24
2	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD DBS BANK LTD FOR TAN ENG KEE (SG0114477114-PB)	254,000,000	10.10
3	KHOR LEAN HENG	148,107,860	5.89
4	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	114,302,900	4.55
5	LEMBAGA TABUNG HAJI	80,919,400	3.22
6	LLH HOLDINGS SDN BHD	59,098,200	2.35
7	SMARTCAP VENTURE SDN BHD	47,542,600	1.89
8	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM BUMIPUTERA	39,957,300	1.59
9	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 22)	39,558,493	1.57

ANALYSIS OF SHAREHOLDINGS

as at 31 March 2026

30 Largest Securities Account Holders based on Record of Depositors (cont'd)

(without aggregating the securities from different securities accounts belonging to the same person)

No.	Name	No. of Shares held	%
10	PERMODALAN NASIONAL BERHAD	33,221,000	1.32
11	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND (50156 TR01)	26,832,800	1.07
12	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ASIANISLAMIC)	19,711,500	0.78
13	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR HONG LEONG DIVIDEND FUND	15,850,000	0.63
14	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (AMUNDI)	15,681,300	0.62
15	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD CIMB ISLAMIC TRUSTEE BERHAD - KENANGA SYARIAH GROWTH FUND	15,394,600	0.61
16	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA	14,851,100	0.59
17	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERDEEN)	14,448,800	0.57
18	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	13,528,800	0.54
19	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	13,155,700	0.52
20	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (2)	12,454,700	0.50
21	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA 2	12,000,000	0.48
22	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR ISHARES CORE MSCI EMERGING MARKETS ETF	11,843,290	0.47
23	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA 3	11,148,400	0.44
24	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ABERISLAMIC)	10,498,400	0.42
25	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA 3 - DIDIK	9,866,200	0.39

ANALYSIS OF SHAREHOLDINGS

as at 31 March 2026

30 Largest Securities Account Holders based on Record of Depositors (cont'd)

(without aggregating the securities from different securities accounts belonging to the same person)

No.	Name	No. of Shares held	%
26	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (ABERDEEN)	8,620,600	0.34
27	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)	7,949,700	0.32
28	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (F TEMPLETON)	7,387,200	0.29
29	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (PRINCIPAL EQITS)	7,150,000	0.28
30	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	6,933,200	0.28

Directors' Shareholdings based on Register of Director's Shareholdings

Name of Directors	No. of Shares beneficially held			
	Direct	%	Indirect	%
DATO' SERI TAN ENG KEE	1,316,112,540	52.34	64,600 **	*
KHOR LEAN HENG	148,107,860	5.89	-	-
DATO' OOI HOOI KIANG	1,285,200	0.05	-	-
DATO' OOI BOON CHYE	965,800	0.04	-	-
LIM CHIEN CH'ENG	-	-	-	-
DR. MICHAEL DOMINIC KIRK	-	-	-	-
DR. KONG SIEW MUI	-	-	-	-

* Negligible

** Dato' Seri Tan Eng Kee is deemed interested through his child pursuant to Section 59(11)(c) of the Companies Act 2016.

Substantial Shareholders' Shareholdings based on Register of Substantial Shareholders

Name of Substantial Shareholders	No. of Shares beneficially held			
	Direct	%	Indirect	%
DATO' SERI TAN ENG KEE	1,316,112,540	52.34	64,600 **	*
KHOR LEAN HENG	148,107,860	5.89	-	-

* Negligible

** Dato' Seri Tan Eng Kee is deemed interested through his child pursuant to Section 59(11)(c) of the Companies Act 2016.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Eighth ("8th") Annual General Meeting ("AGM") of Greatech Technology Berhad ("Company") will be held at **Jadeite Room, Level 4, Amari SPICE Penang, 2, Persiaran Mahsuri, Bayan Baru, 11900 Bayan Lepas, Pulau Pinang** on **Tuesday, 26 May 2026** at **10.30 a.m.** for the following purposes:

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon.
2. To re-elect the following Directors who are due to retire in accordance with the Company's Constitution and being eligible, offered themselves for re-election: -

(Please refer to Explanatory Note 1)

Clause 170

Dr. Michael Dominic Kirk

Ordinary Resolution 1

Clause 161

Mr Lim Chien Ch'eng

Ordinary Resolution 2

Dato' Ooi Hooi Kiang who is subject to retirement pursuant to Clause 170 of the Company's Constitution has expressed her intention not to seek re-election and hence, she will retire as Director at the conclusion of the 8th AGM of the Company.

3. To approve the payment of Directors' fees of RM8,000.00 per month for each of the Directors of the Company for the period from 27 May 2026 until the next AGM of the Company in the year 2027.
4. To approve the payment of Directors' benefits (excluding Directors' fees) to the Directors up to an amount of RM100,000.00 for the period from 27 May 2026 until the next AGM of the Company in the year 2027.
5. To re-appoint BDO PLT as Auditors of the Company to hold office until the conclusion of the next AGM of the Company in the year 2027 and to authorise the Directors to fix their remuneration.

Ordinary Resolution 3

Ordinary Resolution 4

Ordinary Resolution 5

AS SPECIAL BUSINESS

6. To consider and, if thought fit, with or without any modification, to pass the following resolutions which will be proposed as Ordinary Resolutions:
- 6.1 **Authority to Issue Shares pursuant to the Companies Act 2016 ("the Act") and Waiver of Pre-Emptive Rights**

Ordinary Resolution 6

"THAT subject to the Act, the Constitution of the Company, and the approvals from Bursa Malaysia Securities Berhad ("**Bursa Securities**") and any relevant governmental/regulatory authority, the Directors of the Company be and are hereby empowered, pursuant to the Act, to issue and allot shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being;

THAT pursuant to Section 85 of the Act to be read together with Clause 32 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares arising from any issuance of new shares pursuant to Section 75 and 76 of the Act;

AND THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities;

AND FURTHER THAT such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company."

NOTICE OF ANNUAL GENERAL MEETING

6.2 Proposed Renewal of Share Buy-Back Authority

Ordinary Resolution 7

“THAT subject to the Companies Act 2016 (the **“Act”**), the Constitution of Company, Bursa Malaysia Securities Berhad (**“Bursa Securities”**) Main Market Listing Requirements (**“MMLR”**) and the approvals of all relevant governmental and/or regulatory authorities (if any), the Company be and is hereby authorised to purchase such number of ordinary shares in the Company (**“Proposed Share Buy-Back”**) as may be determined by the Board of Directors (**“Board”**) from time to time through Bursa Securities upon such terms and conditions as the Board may deem fit and expedient in the best interest of the Company provided that:

- (a) the aggregate number of ordinary shares to be purchased pursuant to this resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company; and
- (b) the maximum amount of funds to be utilised for the purpose of the Proposed Share Buy-Back shall not exceed the aggregate retained profits of the Company based on its Audited Financial Statements for the financial year ended 31 December 2025 of RM12,858,974.

THAT at the discretion of the Board, the shares of the Company to be purchased are proposed to be cancelled and/or retained as treasury shares and/or distributed as dividends and/or resold on Bursa Securities and/or transferred the shares for the purposes of or under an employees’ share scheme in the manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and Bursa Securities MMLR and any other relevant authorities for the time being in force;

THAT such authority shall commence immediately upon the passing of this resolution until:

- (i) the conclusion of the next Annual General Meeting (**“AGM”**) of the Company following this general meeting at which such resolution was passed at which time it will lapse unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
- (ii) the expiration of the period within which the next AGM of the Company after that date is required by law to be held; or
- (iii) the authority is revoked or varied by ordinary resolution passed by the shareholders of the Company in general meeting;

whichever occurs first.

AND THAT the Board be and is hereby authorised to take such steps to give full effect to the Proposed Share Buy-Back with full power to assent to any condition, modification, variation and/or amendment as may be imposed by the relevant authorities and/or to do all such acts and things as the Board may deem fit and expedient in the best interest of the Company.”

- 7. To transact any other business of which due notice shall have been given.

NOTICE OF ANNUAL GENERAL MEETING

By Order of the Board,

YEOW SZE MIN, SSM PC NO. 201908003120 (MAICSA 7065735)
LOW SEOW WEI, SSM PC NO. 202008000437 (MAICSA 7053500)
Company Secretaries

Penang
28 April 2026

(A) NOTES:

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on **20 May 2026** (General Meeting Record of Depositors) shall be eligible to participate in the 8th AGM of the Company.
2. Every member including authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 (SICDA) is entitled to appoint another person as his proxy to exercise all or any of his rights to participate, speak and vote in his stead at the 8th AGM, and that such proxy need not be a Member. There shall be no restriction as to the qualification of the proxy. A proxy appointed by the member shall have the same rights as the member to participate, speak and vote at the 8th AGM of the Company.
3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.
5. The instrument appointing a proxy or representative and the duly registered power of attorney or other authority, if any, shall be in writing under the hand of the appointer or his/her attorney duly appointed under a Power of Attorney or, if such appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly appointed under a Power of Attorney.
6. The instrument appointing proxy(ies) may be made in the form of hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 8th AGM or any adjournments thereof:

(i) In Hardcopy Form

The proxy form shall be deposited at the Company's Registered Office at Suite 18.05, MWE Plaza, No. 8, Lebuhraya Farquhar, 10200 George Town, Pulau Pinang, Malaysia.

(ii) By Electronic Means

The proxy form may also be lodged electronically by email to eservices@sshbs.com.my.

7. The members or their proxies or their corporate representatives may submit questions to the Company at enquiry@greatch-group.com prior to the 8th AGM not later than **20 May 2026 at 5.00 p.m.** The questions and/or remarks submitted by the members or their proxies or their corporate representatives will be presented and responded by the Chairman/Board/Management during the Meeting.

NOTICE OF ANNUAL GENERAL MEETING

(B) EXPLANATORY NOTES: -

1. Item 1 of the Agenda - Audited Financial Statements for the financial year ended 31 December 2025 ("FY2025")

Agenda item no. 1 is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require a formal approval from the shareholders for the Audited Financial Statements. Hence, this agenda item is not put forward for voting.

2. Ordinary Resolutions 1 and 2: Re-election of Directors

Clause 170 of the Company's Constitution states that one-third (1/3) of the Directors of the Company for the time being shall retire by rotation at an AGM of the Company. All the Directors shall retire from office at least once in each three (3) years but shall be eligible for re-election.

Clause 161 of the Company's Constitution states that a person who is appointed as an additional Director automatically retires at the first annual general meeting after his/her appointment in the Company and shall be eligible for re-election.

Dr. Michael Dominic Kirk, who is retiring in accordance with Clause 170 of the Company's Constitution, has offered himself for re-election and is eligible to do so. **Dato' Ooi Hooi Kiang**, who is also retiring by rotation pursuant to Clause 170 of the Company's Constitution, has informed the Board of her decision not to seek re-election as a Director of the Company. Accordingly, she will retire as a Director upon the conclusion of the 8th Annual General Meeting ("**AGM**") of the Company.

Mr Lim Chien Ch'eng was appointed as an Independent Non-Executive Director of the Company with effect from 1 June 2025. He is subject to the retirement in accordance with Clause 161 of the Company's Constitution and being eligible, has offered himself for re-election.

The profile of the Directors standing for re-election is provided on pages 12 and 14 of the Company's Annual Report 2025.

For the purpose of determining the eligibility of the Director seeking re-election at the 8th AGM, the Nominating Committee ("**NC**") has undertaken a review and assessment based on the annual Board evaluation for the FY2025.

Following this assessment, the NC has recommended the re-election of the retiring Directors based on the following considerations:

- (i) satisfactory performance and meeting the Board's expectations in discharging their duties and responsibilities;
- (ii) met the criteria of character, experience, integrity, competence and time commitment in discharging their roles as directors of the Company; and
- (iii) their ability to act in the best interest of the Company in decision-making.

Based on the above, the Board has endorsed the NC's recommendation to seek shareholders' approval for the re-election of the retiring Directors.

The retiring Directors have consented to their re-election (save for Dato' Ooi Hooi Kiang as mentioned above) and have abstained from all deliberations and decisions at the Board meeting relating to the recommendation to seek shareholders' approval for their re-election.

3. Ordinary Resolutions 3 and 4: Directors' fees and benefits

Clause 186 of the Company's Constitution, any fees and benefits payable to Directors shall be subject to annual shareholders' approval at a General Meeting. Pursuant thereto, shareholders' approval is sought for the payment of fees to Directors (Resolution 3) and benefits payable to Directors (Resolution 4).

The shareholders' approval shall be sought at this 8th AGM for the payment of Directors' fees of RM8,000.00 per month to each of the Directors of the Company from 27 May 2026 until the next AGM of the Company in the year 2027, to be payable on monthly basis in arrears.

The Remuneration Committee and the Board opined that it is just and equitable for the Directors to be paid such payment upon them discharging their responsibilities and rendering their services to the Company.

NOTICE OF ANNUAL GENERAL MEETING

(B) EXPLANATORY NOTES: - (CONT'D)

3. Ordinary Resolutions 3 and 4: Directors' fees and benefits (Cont'd)

The payment of Directors' fees and benefits to the Directors has been reviewed by the Remuneration Committee and the Board of the Company, which recognises that the benefits payable is in the best interest of the Company for the applicable period from 27 May 2026 up to the conclusion of the next AGM in the year 2027. The benefits comprise Directors and Officers Liabilities Insurance and the meeting allowance, which will only be accorded based on actual attendance of meetings by the Directors.

The Directors who are also shareholders of the Company and persons connected to the said Director will abstain from voting on the resolutions in respect of the fees and benefits payable to him/her at the 8th AGM.

4. Ordinary Resolution 5: Re-appointment of Auditors

The Audit and Risk Management Committee ("ARMC") and the Board have considered the re-appointment of BDO PLT as Auditors of the Company, are satisfied with the performance, competency, audit approach and independence of BDO PLT and collectively agreed that they have met the relevant criteria prescribed by Paragraph 15.21 of Bursa Securities MMLR.

The Board endorsed ARMC's recommendation to seek shareholders' approval to re-appoint BDO PLT as external auditors of the Company until the conclusion of the next AGM in the year 2027 and to authorise the Directors to fix their remuneration.

5. Ordinary Resolution 6: Authority to issue shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights

The proposed Ordinary Resolution 6 is primarily to seek for the renewal of the Previous Mandate (as defined herein) to give flexibility to the Board to issue and allot shares up to 10% of the total number of issued shares (excluding treasury shares) of the Company for the time being, at any time to such persons in their absolute discretion for such purposes as the Board considers to be in the best interests of the Company (hereinafter referred to as the "General Mandate").

The Company had been granted a general mandate by its shareholders at the last AGM held on 28 May 2025 of which will lapse at the conclusion of the 8th AGM (hereinafter referred to as the "Previous Mandate").

The Previous Mandate granted by the shareholders had not been utilised and therefore, no proceeds have been raised therefrom.

The General Mandate, upon renewal, will provide flexibility to the Company to undertake any possible fund raising activities, including but not limited to placement of shares, for the purpose of funding Company's future investment projects, working capital, acquisitions and/or such other purposes as the Directors may deem fit, without having to convene a general meeting, provided that the aggregate number of the shares issued pursuant to the General Mandate does not exceed 10% of the total number of issued shares of the Company. This authority, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company.

The Waiver of Pre-emptive Rights will allow the Directors of the Company to issue new Ordinary Shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

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

The proposed Ordinary Resolution 7, if passed, will empower the Directors of the Company to exercise the power of the Company to purchase the Company Shares of not more than 10% of the total number of issued shares of the Company at any time within the time period stipulated in the Bursa Securities MMLR by utilising the funds allocated which shall not exceed the total retained profits of the Company. This authority, unless revoked or varied at a meeting of members, shall continue to be in full force until the conclusion of the next AGM.

Please refer to the Share Buy-Back Statement dated 28 April 2026 which is despatched together with the Company's Annual Report 2025 for further information.

NOTICE OF ANNUAL GENERAL MEETING

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the 8th AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the 8th AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of the Bursa Securities MMLR)

- As at date of this notice, there are no individuals who are standing for election as Directors (excluding the above Director who are standing for re-election) at the 8th AGM.
- The renewal of General Mandate for issue of securities in accordance with Paragraph 6.03(3) of the Bursa Securities MMLR.

Details of the renewal of General Mandate to issue securities in the Company pursuant to Sections 75 and 76 of the Act are set out in Note 5 of the Explanatory Notes of the Notice of the 8th AGM.

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Greatech Technology Berhad
(Registration No.: 201801008633 (1270647-H))
(Incorporated in Malaysia)

PROXY FORM

CDS Account No.	
No. of ordinary shares held	

I/We _____ (Tel:) _____ NRIC/Registration No. _____
(Full Name in Capital Letters)
of _____

(Full address in Capital Letters)

being a member of **GREATECH TECHNOLOGY BERHAD** ("the Company") hereby appoint the following person(s):

First Proxy		
Name	NRIC/Passport No.	No. of shares to be represented
Second Proxy		
Name	NRIC/Passport No.	No. of shares to be represented

or failing him/her, the Chairman of the Meeting, as *my/our proxy/proxies to attend and to vote for *me/us on *my/our behalf at the Eighth Annual General Meeting ("8th AGM") of the Company to be held at **Jadeite Room, Level 4, Amari SPICE Penang, 2, Persiaran Mahsuri, Bayan Baru, 11900 Bayan Lepas, Pulau Pinang** on **Tuesday, 26 May 2026** at **10.30 a.m.** and at any adjournment thereof.

My/Our Proxy is to vote as indicated below:

AGENDA			
To receive the Audited Financial Statements for financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon.			
Ordinary Business		For	Against
Ordinary Resolution 1	To re-elect Dr. Michael Dominic Kirk as a Director of the Company.		
Ordinary Resolution 2	To re-elect Mr Lim Chien Ch'eng as a Director of the Company.		
Ordinary Resolution 3	To approve the payment of Directors' Fees to each of Director of the Company.		
Ordinary Resolution 4	To approve the payment of Directors' benefits (excluding Directors' fees).		
Ordinary Resolution 5	To re-appoint BDO PLT as Auditors of the Company.		
Special Business			
Ordinary Resolution 6	Authority to issue shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights.		
Ordinary Resolution 7	Proposed Renewal of Share Buy-Back Authority.		

(Please indicate with an 'X' in the space provided against each resolution of how you wish your vote to be cast. In the absence of specific directions, your proxy(ies) or Chairman of the Meeting will vote or abstain as he/she thinks fit

Note: Please note that the short description given above on the Resolutions to be passed does not in any way whatsoever reflect the intent and purpose of the Resolutions. Shareholders are encouraged to refer to the Notice of 8th AGM for the full purpose and intent of the Resolutions to be passed.



Signed this _____ day of _____, 2026.

*Signature /Common Seal of Member

* Strike out whichever not applicable.

Notes:

1. In respect to deposited securities, only members whose names appear in the Record of Depositors on **20 May 2026** (General Meeting Record of Depositors) shall be eligible to participate in the 8th AGM of the Company.
2. Every member including authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 (SICDA) is entitled to appoint another person as his proxy to exercise all or any of his rights to participate, speak and vote in his stead at the 8th AGM, and that such proxy need not be a Member. There shall be no restriction as to the qualification of the proxy. A proxy appointed by the member shall have the same rights as the member to participate, speak and vote at the 8th AGM.
3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportions of his shareholdings to be represented by each proxy.
5. The instrument appointing a proxy or representative and the duly registered power of attorney or other authority, if any, shall be in writing under the hand of the appointer or his/her attorney duly appointed under a Power of Attorney or, if such appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly appointed under a Power of Attorney.
6. The instrument appointing proxy(ies) may be made in the form of hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 8th AGM or any adjournments thereof:
 - (i) **In Hardcopy Form**
The proxy form shall be deposited at the Company's Registered Office at Suite 18.05, MWE Plaza, No. 8, Lebuhr Farquhar, 10200 George Town, Pulau Pinang, Malaysia.
 - (ii) **By Electronic Means**
The proxy form may also be lodged electronically by email to eservices@sshshb.com.my.
7. The members or their proxies or their corporate representatives may submit questions to the Company at enquiry@greotech-group.com prior to the 8th AGM not later than **20 May 2026 at 5.00 p.m.** The questions and/or remarks submitted by the members or their proxies or their corporate representatives will be presented and responded to by the Chairman/Board/ Management during the Meeting.
8. Any alteration in this form must be initialed.

Personal data privacy:

By submitting the duly executed proxy form, the member and his/her proxy consent to the Company and/or its agents/service providers to collect, use and disclose the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the 8th AGM of the Company and any adjournment thereof.

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Affix
Stamp

The Company Secretaries
GREATECH TECHNOLOGY BERHAD
201801008633 (1270647-H)
Suite 18.05, MWE Plaza
No.8, Lebuhr Farquhar
10200 George Town
Pulau Pinang
Malaysia

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GREATECH TECHNOLOGY BERHAD

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