AIZO Group Berhad
Registration No. 200201007880 (575543-X)

ANNUAL REPORT 2025

23RD
ANNUAL GENERAL MEETING

Hotel Casuarina @ Meru
Casuarina Hall 1-2, Level 1
1C, Jalan Meru Casuarina
Bandar Meru Raya
30200 Ipoh
Perak Darul Ridzuan

Thursday,
20 NOV 2025

10.00 a.m.

WHAT'S INSIDE

CORPORATE STRUCTURE
As at 30 September 2025

CORPORATE INFORMATION

BOARD OF DIRECTORS

1. **Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari**
   Executive Chairman
2. **Ahmad Rahizal Bin Dato' Ahmad Rasidi**
   Executive Director
3. **Emma Yazmeen Yip Binti Mohd Jeffrey Yip**
   Executive Director of Finance and Technology
4. **Ahmad Ruslan Zahari Bin Zakaria**
   Independent Non-Executive Director
5. **Feridah Binti Bujang Ismail**
   Independent Non-Executive Director
6. **Siti Aishah Binti Othman**
   Independent Non-Executive Director
7. **Lo Ling**
   Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

1. Ahmad Ruslan Zahari Bin Zakaria *(Chairman)*
2. Feridah Binti Bujang Ismail
3. Siti Aishah Binti Othman

NOMINATION AND REMUNERATION COMMITTEE

1. Siti Aishah Binti Othman *(Chairperson)*
2. Feridah Binti Bujang Ismail
3. Lo Ling

SUSTAINABILITY COMMITTEE

1. Feridah Binti Bujang Ismail *(Chairperson)*
2. Ahmad Ruslan Zahari Bin Zakaria
3. Siti Aishah Binti Othman

BUSINESS AND OPERATION ADDRESS

Level 37-02, Menara Affin @ TRX
Lingkaran TRX
Tun Razak Exchange
55188 Kuala Lumpur
Wilayah Persekutuan Kuala Lumpur
Tel No: +603 2110 2700
Email : corporate@aizo.com.my
Website : www.aizo.com.my

REGISTERED OFFICE

Unit 521, 5th Floor
Lobby 6, Block A, Damansara Intan
No. 1, Jalan SS20/27
47400 Petaling Jaya
Selangor Darul Ehsan
Tel No : +603 7732 0792
Email : cosec@aquilla.com.my

COMPANY SECRETARY

Khoo Ming Siang (MAICSA7034037)
(SSM Practicing Certificate No. 202208000150)

SHARE REGISTRAR

E Reg Corporate Services Sdn. Bhd.
[Registration No. 202201026086 (1471783-A)]
98-2B, Jalan PJU 1/3B
SunwayMas Commercial Centre
47301 Petaling Jaya
Selangor Darul Ehsan
Tel No : +603 7780 2010
Email : corporate@ereg.com.my

AUDITORS

Al Jafree Salihin Kuzaimi PLT
201506002872 (LLP0006652-LCA)
& AF 1522
Chartered Accountants
No. 555, Jalan Samudra Utara 1
Taman Samudra
68100 Batu Caves
Selangor Darul Ehsan
Tel No : +603 6185 9970
Fax No : +603 6184 2524
Careline : 1300 88 5678

PRINCIPAL BANKERS

Affin Islamic Bank Berhad
Registration Number :
200501027372 (709506-V)

STOCK EXCHANGE LIST

Main Market of Bursa Malaysia Securities Berhad

Ordinary Shares

Stock Short Name : AIZO
Stock Code : 7219

Irredeemable Convertible Preference Shares

Stock Short Name : AIZO-PA
Stock Code : 7219PA

DIRECTORS' PROFILE

DATO ABANG ABDILLAH IZZARIM BIN TAN SRI DATUK PATINGGI ABANG HAJI ABDUL RAHMAN ZOHARI

Executive Chairman

Nationality : Malaysian

Gender : Male

Age: 47

Dato Abang Abdillah Izzarim was appointed as Executive Chairman on 3 January 2024. He also serves as the Chairman of the Executive Committee of AIZO, ensuring that business strategies, daily operations, and corporate governance practices are efficiently and effectively managed.

He is a qualified Commercial Pilot.

Dato Abang Abdillah Izzarim began his professional career as a commercial pilot before transitioning into the Information and Communication Technology (ICT) sector. His first business venture was with Aerotrain Charter, specialising in aviation cargo operations. Subsequently, he became the Non-Executive Director of Borneo Sea Offshore, a significant player in the Oil and Gas industry. Driven by his passion for technology, digital animation, software development, and PC games, he later founded a business focused on Animation and PC game development.

Drawing from a rich and varied background spanning multiple industries, Dato Abang Abdillah Izzarim has developed a robust skill set, enabling him to oversee multiple enterprises across ASEAN countries and China. Known for his hands-on management style, he actively engages in daily operations, ensuring that his team meets the expectations of clients and business partners.

Dato Abang Abdillah Izzarim is also the Chairman of irix Sdn. Bhd. (formerly PP Telecommunication Sdn. Bhd.) ("**irix**"), where he holds a major stake as one of the company's shareholders. His leadership significantly contributes to irix's growth and success. His professional journey from aviation to technology highlights his effective leadership across diverse industries.

He has no conflict of interest with AIZO Group.

Directors' Profile (Cont'd)

Ahmad Rahizal's professional journey is marked by a series of significant appointments and contributions. Initially appointed as Independent Non-Executive Director on 28 October 2016, he was re-designated as Non-Independent Non-Executive Chairman on 9 June 2023, and later assumed the role of Executive Director on 16 January 2024. In addition to his leadership roles, he is a member of the Executive Committee of AIZO.

Over the span of more than 14 years, he has amassed substantial expertise across various corporate and entrepreneurial ventures. He commenced his career in 2008 as a Director at Noble Signet Sdn. Bhd., where he focused on IT solutions for the banking sector. Between 2009 and 2012, he served as Chairman of UQ Holidays (M) Sdn. Bhd., facilitating pilgrimage flights for Umrah. From 2012 to 2020, he transitioned into consultancy and advisory roles, providing strategic guidance to numerous companies across diverse industries. His consultancy work has been instrumental in shaping business strategies and fostering growth and operational efficiency, delivering value-driven solutions tailored to each company's needs.

Currently, Ahmad Rahizal serves as a Board Member of Oricontours Sdn. Bhd. since 2020. In this role, he has collaborated with the State Government of Negeri Perak to spearhead coconut plantation initiatives, contributing significantly to regional agricultural development. Additionally, his involvement extends to sectors such as sand quarrying and waste management, highlighting his diverse business interests and commitment to sustainability.

He also holds board positions at Aliran Utara Sdn. Bhd., a subsidiary of Aliran Ihsan Resources Berhad within the MMC Corporation Berhad Group, where he oversees the management of a Water Treatment Plant.

Apart from his roles at AIZO, Ahmad Rahizal is not a director of any public companies nor listed issuers. He sits on the board of several private limited companies. His brother is the Chief Executive Officer and Director of a 60%-owned subsidiary of AIZO, and other than this familial connection, he has no conflict of interest with AIZO Group.

Directors' Profile (Cont'd)

EMMA YAZMEEN YIP BINTI MOHD JEFFREY YIP

- Executive Director of Finance and Technology
- Nationality : Malaysian
- Gender : Female
- Age: 30

Emma Yazmeen Yip was appointed as Executive Director of Finance and Technology on 16 January 2024. She is also a member of the Executive Committee of AIZO.

She holds a Bachelor of Science (Hons) in Accounting and Finance from the University of Lancaster and Sunway University.

Emma brings over 7 years of experience in financial and strategic planning. Her career began at Kenanga Investors Berhad in 2018, where she focused on financial planning and investment advisory services. The following year, she joined ADAP Capital Sdn. Bhd. as Finance Manager, overseeing financial planning and investor relations across the group's diverse businesses.

In 2020, Emma was appointed as Deputy Managing Director of Aimflex Berhad. At Aimflex, she managed all aspects of business infrastructure and fostered a strong corporate culture. She led financial planning, investor relations, and the international expansion of the customer base, as well as business growth into new industrial sectors.

Before joining AIZO, Emma served as Finance Director of ADAP Capital Sdn. Bhd. from 2022. In this role, she was responsible for the overall strategic financial direction and maintaining strategic alliances with business partners and associates.

Aside from her role in AIZO, Emma does not hold directorships in any public companies nor listed issuers. However, she sits on the boards of several private limited companies. She has a family member working in a wholly-owned subsidiary of AIZO and other than this familial connection, she has no conflict of interest with AIZO Group.

Directors' Profile (Cont'd)

AHMAD RUSLAN ZAHARI BIN ZAKARIA

Independent Non-Executive Director

Nationality : Malaysian

Gender : Male

Age: 64

Ahmad Ruslan was appointed as Independent Non-Executive Director of the Company on 21 February 2014. He is also Chairman of the Audit and Risk Management Committee, member of the Sustainability Committee of the Company.

Ahmad Ruslan graduated from the University of Newcastle-upon-Tyne, United Kingdom in 1984 with a Bachelor's of Arts in Economic Studies (Accounting & Financial Analysis). After graduating, he trained as a Chartered Accountant at a firm in London.

In 1986, he joined Merchants Business Growth Consulting, a pan-European marketing consultancy in London as Group Financial Controller. He left Europe in 1993 and joined now known as CIMB Investment Bank Berhad in the Corporate Finance Department. In 1997, he assisted in the formation of Commerce Asset Ventures, the venture capital arm of CIMB Group. In 2000, he joined Clear Channel Communications, Inc., a leading global media organisation listed on the New York Stock Exchange as ASEAN Regional Development Director/ Managing Director of the Malaysian operations. In 2005, he was appointed as the Chief Executive Officer of Terengganu Incorporated, a strategic investment holding company for the state Terengganu where he led and restructured all corporate companies owned by the State. From 2008-2018, he was the Chief Executive Officer of Armstrong Marine & Offshore Sdn. Bhd. From 2010 to 2018, he was also the Chief Executive Officer of Sungai Temau Mining (M) Sdn. Bhd., an iron ore mining company. He is presently the founder and principal of Connoisseur Consult Sdn. Bhd.

Apart from his roles at AIZO, he is not a director of any public companies or listed issuer. He sits on the board of several private limited companies.

He has no conflict of interest with AIZO Group.

Directors' Profile (Cont'd)

FERIDAH BINTI BUJANG ISMAIL

Independent
Non-Executive Director

Nationality : Malaysian

Gender : Female

Age: 50

Feridah was appointed as Independent Non-Executive Director on 12 June 2020. She is the Chairperson of the Sustainability Committee and a member of the Audit and Risk Management Committee as well as the Nomination and Remuneration Committee.

She holds a Bachelor of Accountancy (Hons) from Universiti Teknologi MARA and is a Chartered Accountant with the Malaysian Institute of Accountants (MIA) as well as a member of CPA Australia. With more than 30 years of experience in accounting and corporate finance, her career spans property development, audit, aviation, and corporate services.

Feridah began her career in property development companies before joining Ernst & Young. She then served Malaysia Airlines System Berhad (**MAS**) for over a decade, including an overseas posting as Regional Accounting Manager for Australia and New Zealand. In 2016, she joined Sapura Aero Sdn. Bhd. as General Manager of Finance and Procurement.

Currently, she is the founding partner of Feridah Bujang Ismail & Co., an accounting firm registered with MIA, providing accounting, advisory, and training services in Malaysia and abroad.

Other than AIZO Group Berhad, she does not hold directorships in any other public companies or listed issuers but sits on the boards of several private limited companies

She has no conflict of interest with AIZO Group.

Directors' Profile (Cont'd)

SITI AISHAH BINTI OTHMAN

Independent
Non-Executive Director

Nationality : Malaysian

Gender : Female

Age: 65

Siti Aishah was appointed as Independent Non-Executive Director on 12 June 2020. She is the Chairperson of the Nomination and Remuneration Committee. She is also the member of the Audit and Risk Management Committee and Sustainability Committee of the Company.

She graduated from University of Malaya with a Degree in LLB (Hons) in Law.

Siti Aishah, started her career as a Legal Officer in 1984 in Legal and Advisory Division of Attorney General's Chambers of Malaysia. In 1987, she joined Bintulu Port Authority as Port Officer in charge of legal and secretarial matters. Subsequently in 1990, she was offered a position as Senior Manager (Legal) in Bintulu Development Authority ("**BDA**") and thereafter promoted to Secretary of BDA to lead the Secretarial and Legal Division.

During her tenure of service in BDA, she also played a significant role in disputes resolution through the process of mediation and arbitration including litigation matters at High Court and Court of Appeal.

She has accumulated over 20 years of experience organising various activities and events while serving as a committee member and advisor for events held by BDA. She was also involved in the drafting and assessing of examination papers titled "Penilaian Tahap Kecekapan" for the Sarawak State Legislation.

For her services, loyalty, efforts and contributions towards BDA, she was awarded with the Pingat Perkhidmatan Setia 2010 Award by the Chief Minister of Sarawak, the highest state award given to the State's Civil Servant. In addition, she was also awarded with Pingat Perkhidmatan Bakti (PBB) Negeri Sarawak in 2011 by Tuan Yang Terutama Negeri Sarawak.

Her last position in BDA prior to her retirement was the Assistant General Manager in charge of local authority matters.

Other than AIZO, she is not a director of any other public companies nor listed issuer. She sits on the boards of several private limited companies.

She has no conflict of interest with AIZO Group.

Directors' Profile (Cont'd)

LO LING

Independent
Non-Executive Director

Nationality : Malaysian

Gender : Male

Age: 69

Lo Ling was appointed as Independent Non-Executive Director on 13 September 2024. He is the Chairman of the Share Issuance Scheme Committee. He is also the member of the Nomination and Remuneration Committee of the Company.

In 1979, Lo Ling graduated with a Bachelor of Science (Hons.) and subsequently obtained his Master in Business Administration (MBA) in 1985 from University Malaya. He is a seasoned financial market professional with over 30 years of experience in structuring public and private company transactions on behalf of his clients.

He first began his career as a Geologist for Petroliam Nasional Berhad (Petronas) in 1979. Upon obtaining his MBA, he became an Accounts Manager for NCR Corporation in 1986. With his experience in financial markets, he was able to assume the role as Commissioned Dealer's Representative of Omega Securities Sdn. Bhd. in 1991, before he journeyed to enhance his career at Kenanga Investment Bank Berhad in 1992.

In 2007, he was appointed as Commissioned Dealer's Representative at AmInvestment Bank Berhad, a position he held until 2020 when he was appointed as Managing Director of ADAP Capital Sdn. Bhd. From 2020 – 2022, he was the Executive Director of Aimflex Berhad prior to his retirement.

Other than AIZO, he is not a director of any other public companies nor listed issuer. He sits on the boards of several private limited companies.

He has no conflict of interest with AIZO Group.

SENIOR / KEY OFFICER'S PROFILE

MOHD DZULFADHLY BIN ROZELAN

Chief Financial Officer

Nationality : Malaysian

Gender : Male

Age: 38

Dzulfadhly was appointed as Chief Financial Officer of AIZO Group Berhad on 8 February 2021. He brings over 15 years of professional experience encompassing financial audit, corporate advisory, private equity, and governance — a combination that anchors both financial discipline and business foresight across the Group.

As Chief Financial Officer, he leads the Group's financing and treasury functions and provides oversight on governance, compliance, and digital-finance initiatives that enhance reporting transparency and management decision-making. His portfolio also covers risk management, ESG, IT oversight, and stakeholder engagement, ensuring the Group's resources are managed prudently and responsibly.

Dzulfadhly began his career with PricewaterhouseCoopers Malaysia ("**PwC**") in 2009, where he gained extensive exposure to the audit of public-listed companies across the manufacturing, plantation, automotive, and aviation sectors — a foundation that shaped his commitment to governance and reporting integrity. He later joined PwC's Advisory division, focusing on financial performance improvement and strategic evaluation to deliver value to clients.

He subsequently served with Ekuinas Nasional Berhad ("**EKUINAS**"), a government-linked private-equity firm managing approximately RM4 billion in assets, where he drove value-creation initiatives involving operational transformation, business expansion, and portfolio optimisation. Prior to joining AIZO, he was Head of Corporate Strategy at Education Malaysia Global Services ("**EMGS**") under the Ministry of Higher Education, responsible for corporate planning and the implementation of key strategic initiatives.

He holds a Bachelor of Commerce (Accounting) from The University of Auckland, New Zealand, and is a member of Chartered Accountants Australia & New Zealand ("**CA ANZ**") and The Malaysian Institute of Certified Public Accountants ("**MICPA**").

He is committed to financial transparency and integrity, ensuring the Group's reports reflect true value and reinforcing stakeholder confidence in its governance and long-term resilience.

He is not a director of any other public company and has no conflict of interest with AIZO Group Berhad.

NOTES :

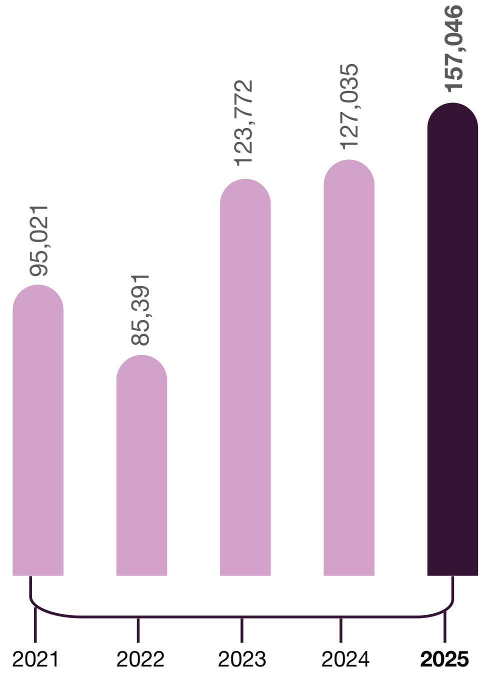
1. All the Directors and senior/key officer of AIZO are Malaysian.
2. Save as otherwise disclosed, none of the Directors and senior/key officer of AIZO have any convictions for offences within the past 5 years other than traffic offences, if any. There were no sanctions and/or penalties imposed on Directors and Senior/Key Officer by any relevant regulatory bodies, which were material and made public during the financial period ended 30 June 2025.
3. None of the Directors and senior/key officer of AIZO have any family relationships with any other directors and/or major shareholders.
4. The details of Directors' attendance of Board Meetings during the financial period year ended 30 June 2025 are disclosed in page 86 of this Annual Report.

FIVE-YEAR FINANCIAL HIGHLIGHTS

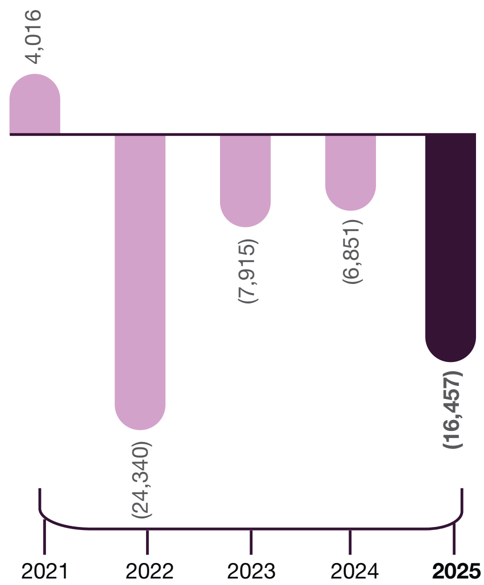
	2025 (RM'000)	2024 (RM'000)	2023 (RM'000)	2022 (RM'000)	2021 (RM'000)
Financial performance					
Revenue	157,046	127,035	123,772	85,391	95,021
(Loss)/Profit before taxation	(16,457)	(6,851)	(7,915)	(24,340)	4,016
(Loss)/Profit after taxation	(19,598)	(8,784)	(10,311)	(25,192)	715
(Loss)/Profit attributable to shareholders	(18,184)	(6,953)	(10,593)	(22,158)	924
(Loss)/Earnings per share (sen)	(0.93)	(0.39)	(0.69)	(1.90)	0.08
Return on equity (%)	-20%	-8%	-12%	-26%	1%
Return on assets (%)	-10%	-4%	-5%	-12%	0%
Return on revenue (%)	-12%	-5%	-9%	-26%	1%
Dividends					
Dividend for the year	-	-	-	-	-
Net dividend per share (sen)	-	-	-	-	-
Dividend yield (%)	-	-	-	-	-
Dividend cover (times)	-	-	-	-	-
Gearing					
Net Borrowings	50,023	30,559	39,832	38,392	22,078
Net Gearing (times)	0.60	0.37	0.48	0.46	0.24
Other financial statistics					
Net assets per share (RM)	0.04	0.05	0.05	0.07	0.08
Share price – high (RM)	0.160	0.235	0.090	0.235	0.355
Share price – low (RM)	0.060	0.035	0.030	0.065	0.125
Paid up share capital (RM'000)	137,664	117,055	105,518	94,050	166,813
Shareholders' fund (RM'000)	91,358	88,932	86,602	85,771	90,777
Total Equity (RM'000)	82,827	81,863	82,611	83,103	92,341
Total Assets (RM'000)	185,673	164,639	202,530	183,979	193,618

Five-Year Financial Highlights (Cont'd)

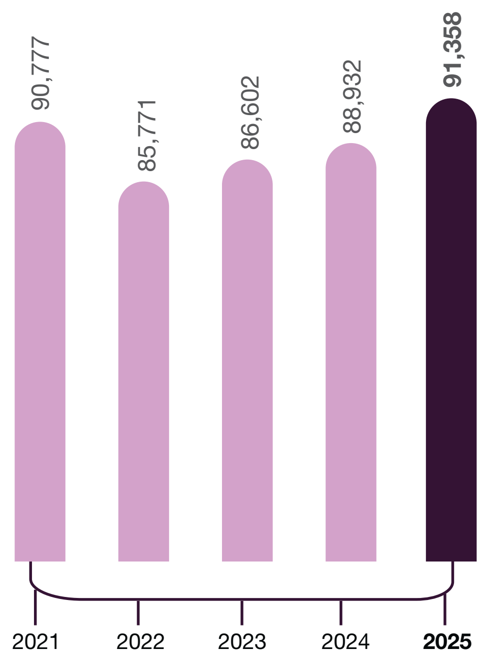
REVENUE
(RM'000)



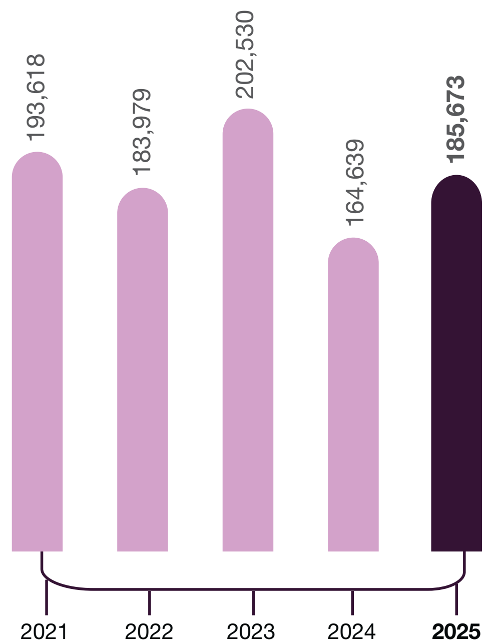
(LOSS)/PROFIT BEFORE TAXATION
(RM'000)



SHAREHOLDERS' FUND
(RM'000)



TOTAL ASSETS
(RM'000)



CHAIRMAN'S STATEMENT

ELEVATING IMPACT, EMPOWERING PROGRESS

Dear Esteemed Shareholders,

Welcoming Statement

On behalf of the Board of Directors, I am honoured to present the AIZO Group Berhad's Annual Report for the Financial Period Ended 30th June 2025.

In a world navigating relentless change, the true measure of an organisation lies not only in its performance, but also in its purpose and resilience. This Annual Report reflects how the Group has transformed global challenges into opportunities for meaningful growth. From securing strategic infrastructure projects to expanding our renewable energy portfolio, our progress is a testament to our unwavering commitment to Malaysia's development and the creation of sustainable value for all our stakeholders. This report outlines how our strategic focus, operational discipline and dedicated team have positioned us not only to succeed in the present, but to lead boldly into the future.

Chairman's Statement (Cont'd)

Reflecting on a Year of Resilience and Strategic Growth

As we reflect, the period under review was clearly a period shaped by both opportunities and volatility. The global economy continued to grapple with the ripple effects of persistent geopolitical tensions, from the protracted war in Ukraine and the intensifying conflict in Gaza, to regional instability in Sudan and Myanmar. These black swan events disrupted energy markets, strained global supply chains and heightened economic uncertainty across borders.

Yet, amid these disruptions, the Group not only sustained its momentum but also meaningfully elevated its impact across sectors vital to Malaysia's future. Our success in securing over RM38 million in strategic infrastructure contracts, including projects in Kuala Lumpur and Selangor and formalising a landmark Power Purchase Agreement with Tenaga Nasional Berhad for a large-scale solar plant reflects our agility and growing relevance in Malaysia's clean energy and infrastructure agenda.

We operated against a backdrop of Malaysia's encouraging economic resilience. GDP expanded by 5.1% in 2024, up from 3.6% in 2023[1], driven by robust growth in services (+5.4%), manufacturing (+4.2%), and construction (+17.5%). In the first quarter of 2025, GDP rose 4.4% year-on-year, supported by strong private consumption and festive spending. Inflation remained benign at 1.5%, while the unemployment rate declined to 3.1%, its lowest in a decade. These macroeconomic tailwinds, coupled with our strategic execution, have positioned the Group to contribute meaningfully to Malaysia's development priorities under the MADANI Economy framework.

Building a Legacy of Excellence

During the period under review, the Group continued to demonstrate its ability to secure and execute high-value projects that align with Malaysia's national development priorities and our strategic growth pillars. These achievements reflect our operational discipline, market responsiveness and the trust placed in us by leading industry players.

- Strategic Infrastructure Works in Kuala Lumpur: In November 2024, our construction subsidiary was awarded a contract worth RM24.1 million by China State Construction Engineering (M) Sdn Bhd for external infrastructure works in Jalan Pantai Dalam[2]. This multi-phase development project reinforces our reputation for delivering urban infrastructure solutions in high-density corridors.

- Expansion into High-Growth Corridors: In August 2024, we secured a contract from Richmont Estate Sdn. Bhd. for infrastructure works amounting to RM14.6 million in Serendah, Selangor[3]. This project marks our strategic entry into emerging residential zones and reflects our ability to support regional development beyond the Klang Valley.

- Renewable Energy Milestone - Power Purchase Agreement with Tenaga Nasional Berhad: In April 2025, our renewable energy arm, Wawasan Demi Sdn. Bhd., formalised a Power Purchase Agreement with Tenaga Nasional Berhad for the development of a solar photovoltaic plant under the Fifth Large Scale Solar (LSS-5) programme[4]. This milestone not only enhances our clean energy portfolio but also ensures long-term revenue visibility and alignment with Malaysia's energy transition roadmap.

These operational wins are not merely transactional, they are strategic validations of our capabilities, partnerships and commitment to delivering sustainable value across sectors. Each project secured strengthens our foundation for future growth and reinforces our role in shaping Malaysia's infrastructure and energy landscape.

A Cautiously Optimistic Outlook

The global and domestic economic landscape in 2025 presents a cautiously optimistic outlook, tempered by persistent geopolitical tensions and evolving trade dynamics. According to the World Bank[5], Malaysia's GDP growth forecast has been revised downward to 3.9%, citing the unpredictable macroeconomic effects of rising trade barriers and global policy uncertainty. Despite this moderation, Malaysia remains on track toward high-income status by 2030, supported by structural reforms and inclusive development strategies.

Domestically, Bank Negara Malaysia (BNM)[6] projects GDP growth between 4.5% and 5.5%, anchored by resilient domestic demand, stable employment and continued investment in infrastructure and energy transition initiatives. The central bank is expected to maintain the Overnight Policy Rate (OPR) at 2.75% throughout 2025, balancing inflationary pressures with growth support.

Chairman's Statement (Cont'd)

Inflation is forecasted to rise moderately to between 2.0% and 3.5%, driven by subsidy rationalisation, particularly for RON95 fuel wage growth and external cost pressures. However, subdued oil prices and redirected exports from China may help offset some of these effects. The ringgit, while volatile in early 2025, is expected to stabilise in the second half of the year, with a projected year-end exchange rate of approximately RM4.18/USD, supported by fiscal consolidation and BNM's steady monetary stance.

Sectoral performance remains mixed with forecast for Malaysia's manufacturing sector maintained at a moderate 3.9% growth rate on the back of strong electrical and electronic output and a rebound in mining activity. However, risks persist from renewed trade tensions between the US and China and potential tariff escalations and policy reversals under President Trump's administration, which could weigh on export-oriented economies like Malaysia.

Despite these headwinds, Malaysia's services sector continues to expand, buoyed by tourism recovery and digitalisation. The Purchasing Managers' Index (PMI)[7] for manufacturing edged up to 49.9 in August 2025, the highest since June 2024, signalling broad stabilisation in factory activity and improving demand conditions.

In summary, while external risks remain elevated, Malaysia's macroeconomic fundamentals are sound. The country's commitment to structural reform, digital transformation and inclusive growth provides a stable foundation for businesses like ours to thrive. We remain vigilant, yet confident, that our strategic alignment with national priorities will allow us to navigate uncertainty and unlock long-term value.

Navigating with Confidence

As we move into the next chapter, the Group remains focused, disciplined and future ready. While global volatility, from geopolitical flashpoints to shifting trade dynamics continues to test resilience, Malaysia's economic fundamentals remain intact. With GDP growth projected between 4.5% and 5.5%, and structural reforms underway, the environment favours agile, impact-driven enterprises.

We will continue to scale our presence in clean energy, deepen our infrastructure footprint and embed digital capabilities across operations. Our strategy is clear: deliver sustainable value, navigate complexity with confidence and contribute meaningfully to Malaysia's transformation agenda.

Embedding Sustainability at Our Core

At AIZO Group Berhad, sustainability is not a peripheral initiative, it is a core imperative. As stewards of the environment and contributors to national progress, we recognise the urgency of climate action and the responsibility that comes with it. Across our operations from offices to manufacturing plant and project sites we are embedding low-carbon practices, enhancing energy efficiency and strengthening our emissions reporting frameworks.

Our approach is data-driven and impact-focused. We are actively identifying opportunities across our value chain to reduce greenhouse gas emissions and accelerate our transition toward net-zero. These efforts are not only aligned with global ESG benchmarks but are integral to our long-term competitiveness and credibility as a responsible corporate leader.

Nurturing Tomorrow's Talent, Today

Progress is powered by people. As the demands of sustainability, digitalisation and innovation reshape industries, the need for agile, future-ready talent has never been more critical. At AIZO Group Berhad, we are committed to investing in the development of a workforce equipped with both specialised expertise and adaptive capabilities, individuals who can lead with insight and execute with precision.

We remain committed to cultivating an inclusive, high-performance culture that attracts, retains and empowers top talent. Through targeted upskilling, leadership development and values-driven engagement, we are building a team that will not only meet the challenges of tomorrow but elevate the impact we deliver today.

Chairman's Statement (Cont'd)

A Heartfelt Acknowledgment

As we reflect on Financial Period Ended 2025, it has been a year of adaptation and perseverance, shaped by both challenges and opportunities. Through shifting economic conditions and evolving industry dynamics, AIZO Group Berhad has remained steadfast in its commitment to resilience, operational excellence, and long-term growth. The dedication and unwavering efforts of our team have been instrumental in ensuring that we continue to deliver value to our stakeholders while strengthening our position in the industry.

On behalf of the Board of Directors, I extend my deepest gratitude to our shareholders, employees, partners and stakeholders for your unwavering trust and support. Your belief in our vision is the very foundation that fuels our ambition and achievements. I also wish to express my gratitude to my fellow Board members for their invaluable guidance and leadership, which have been vital in navigating the complexities of the past year and shaping the direction of the Group.

As we move forward, we remain steadfast in our commitment to ***ELEVATE IMPACT, EMPOWER PROGRESS*** - by delivering sustainable growth, creating meaningful impact and empowering progress for generations to come.

Warm regards,

Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari
Executive Chairman

Footnotes

1 https://www.dosm.gov.my/site/downloadrelease?id=gross-domestic-product-2024&lang=English
2 https://themalaysianreserve.com/2024/11/13/aizo-bags-rm24m-infrastructure-contract-with-china-state-construction-engineering/
3 https://www.businesstoday.com.my/2024/09/30/aizo-secures-rm14-55-million-infrastructure-contract-from-richmont-estate/
4 https://www.nst.com.my/business/corporate/2025/04/1208701/aizos-unit-signs-power-purchase-deal-tnb
5 https://www.thestar.com.my/business/business-news/2025/06/11/world-bank-revises-malaysia039s-2025-gdp-growth-forecast-to-39
6 https://www.bnm.gov.my/home/-/asset_publisher/s6hOhLdPTPTE/content/id/777434
7 https://www.pmi.spglobal.com/Public/Home/PressRelease/6facb39937034de39975f9b5cfd4f556

MANAGEMENT DISCUSSION & ANALYSIS

Navigating the Economic Terrain

Malaysia's economic performance in 2025 reflects a landscape of resilience and recalibration, shaped by robust domestic fundamentals yet tempered by persistent global headwinds. According to Bank Negara Malaysia, the nation's gross domestic product ("**GDP**") is projected to grow between 4.0% and 4.8%[1], anchored by sustained household spending, improving labour market conditions and strong realisation rates of approved investments. This expansion is further supported by the implementation of national master plans such as Ekonomi MADANI, the National Energy Transition Roadmap ("**NETR**") and New Industrial Master Plan ("**NIMP**") 2030, which continue to drive structural reforms and inclusive development.

Headline inflation is expected to remain contained at an average between 1.5% and 2.3%[1], largely influenced by domestic policy measures including the rationalisation of RON95 fuel subsidies, the expansion of Sales and Services Tax ("**SST**") and minimum wage adjustments. Despite these pressures, inflation remains manageable due to easing global cost conditions and moderate domestic demand. The Overnight Policy Rate ("**OPR**") is anticipated to remain at 2.75%, reflecting Bank Negara's balanced stance between growth support and price stability.

Sectoral performance paints a mixed but encouraging picture. The services sector continues to expand, buoyed by tourism recovery and digitalisation. The manufacturing sector is forecasted to grow moderately at 3.9%, supported by electrical and electronic output and a rebound in mining activity. Meanwhile, the construction sector shows strong momentum, with non-residential building activity surging 17.0% in Q2 2025, fuelled by industrial and infrastructure developments.

Externally, global growth is projected to range between 2.8% and 3.3%, supported by favourable labour markets and the global technology upcycle. However, downside risks persist from escalating trade restrictions and geopolitical tensions.

This evolving economic terrain reinforces the Group's strategic alignment with national priorities, leveraging our strengths in our existing core business divisions. Our RM38 million in secured infrastructure contracts and the Fifth Large Scale Solar ("**LSS5**") power purchase agreement with Tenaga Nasional Bhd exemplify our role as a key partner in delivering resilient infrastructure and advancing Malaysia's clean energy ambitions. As the nation charts its path toward high-income status by 2030, the Group remains committed to Elevating Impact, Empowering Progress—transforming complexity into opportunity and generating sustainable value for all our stakeholders.

Civil Engineering

Sectoral Landscape

In 2025, Malaysia's civil engineering sector continued to serve as a vital engine of national development, underpinned by resilient macroeconomic fundamentals and a strategic pivot toward infrastructure modernisation and energy transition. The broader construction industry sustained its upward momentum, with non-residential building activity expanding by 17.0%[3] in the second quarter—driven by catalytic investments in industrial facilities, transport networks, and public utilities.

The civil engineering subsector remained robust, bolstered by the ongoing execution of high-impact national projects such as the East Coast Rail Link ("**ECRL**"), Pan Borneo Highway and the LSS5 programme. These initiatives not only enhance connectivity and energy resilience but also reflect Malaysia's commitment to inclusive growth under the Ekonomi MADANI framework and the NETR. The sector's growth trajectory is further supported by sustained public-private collaboration and the acceleration of regional development corridors.

NTD:
[1] *https://theedgemalaysia.com/node/764190*
[3] *https://www.dosm.gov.my/uploads/release-content/file_20250815094836.pdf*

Management Discussion & Analysis (Cont'd)

Civil Engineering (cont'd)

As Malaysia advances toward high-income status by 2030, civil engineering will remain central to its transformation agenda. The Group is resolutely focused on delivering engineering excellence that elevates national impact, empowers regional progress and creates enduring value for stakeholders across the infrastructure and energy ecosystem.

Achievements in Financial Period Ended ("**FPE**") 2025

During the period, the Group reinforced its standing as a trusted infrastructure partner by securing RM38 million in strategic civil works across key growth zones in Kuala Lumpur and Selangor. These projects underscore our track record in delivering civil engineering solutions that underpin industrial growth and regional infrastructure development.

Financial Performance in FPE 2025

For the FPE 2025, the Civil Engineering division remained as the Group's primary revenue contributor, delivering RM109.80 million in revenue, up from RM91.80 million in FPE 2024. This was mainly driven by increased production volume at the Selinsing Gold Mine ("**SGM**") project, which generated RM91.7 million in revenue for this division in FPE 2025. The Civil Engineering division's strength was further exemplified in Q5 FPE 2025, which delivered a record RM26.07 million – the highest revenue in the past 6 quarters.

At the subsidiary level for the Civil Engineering division, AIZO Construction Sdn. Bhd. ("**ACSB**") delivered RM109.36 million in revenue and a profit before tax of RM5.47 million, underscoring operational strength. However, the division's overall profit before tax was diluted by a RM5.44 million loss at AIZO Engineering Sdn. Bhd. ("**AEGSB**"), largely attributable to non-cash impairments—including a RM3.46 million investment impairment and a RM2.23 million debtor impairment. After these adjustments, the division's combined profit before tax stood at a marginal RM0.04 million.

Despite this, the Civil Engineering division's healthy order book of RM230 million is sufficient to support earnings visibility into the next financial year. Building on this momentum and our established track record, we are strategically positioned to participate in the upcoming Mass Rapid Transit ("**MRT"**) Line 3 project, having successfully participated in both MRT Line 1 and Line 2.

Challenges

The civil engineering sector in 2025 continues to face a complex array of challenges, shaped by global volatility and domestic recalibrations. Rising material costs—driven by subsidy rationalisation, currency fluctuations and supply chain disruptions—might place some pressure on project margins and procurement timelines. Labour shortages, particularly in skilled trades, persist across major urban corridors, impacting productivity and execution schedules.

Regulatory shifts around environmental compliance and ESG standards have introduced new layers of complexity, requiring firms to adapt quickly to evolving expectations. Additionally, geopolitical tensions and trade policy uncertainty have dampened investor sentiment in large-scale infrastructure, while competition for public-private partnership opportunities has intensified. In this environment, agility, operational discipline and strategic foresight are essential for civil engineering players to navigate headwinds and sustain long-term value creation.

Way Forward

As Malaysia intensifies its push toward high-income status, civil engineering will remain pivotal in delivering the infrastructure backbone of national progress. With continued momentum from flagship projects like ECRL and LSS5, and policy tailwinds from Ekonomi MADANI and NETR, the sector is primed for scale, sustainability and smart integration.

For the Group, the path forward is clear: deepen technical excellence, expand regional reach and embed ESG innovation into every build. Our focus is not just on constructing assets—but on shaping resilient, future-ready communities.

Management Discussion & Analysis (Cont'd)

Bituminous Product

Sectoral Landscape

In 2025, the Government's RM85 billion infrastructure initiative has catalysed an unprecedented surge in construction activity. With over 40% of the budget allocated for year-one implementation, projects such as the Pan Borneo Highway extensions, Central Spine Road acceleration and the Greater Kuala Lumpur Transportation Master Plan have driven demand for bitumen to historic highs[1].

Bitumen is no longer just a material—it is a strategic catalyst for national progress. Over 70% of bitumen supports the construction of transport arteries that power commerce and regional integration, while the remainder fortifies urban infrastructure through advanced waterproofing and roofing systems. With the Government's RM85 billion infrastructure drive accelerating demand to an estimated 850,000 metric tons in 2025, the sector is undergoing a profound transformation.

In Malaysia, bitumen consumption is projected to grow by 18–22% year-on-year, reaching over 850,000 metric tons in 2025. Malaysia's bitumen market is projected to grow at a compound annual growth rate ("**CAGR"**) of 9.63% through 2029[2], driven by infrastructure expansion and demand for high-performance materials. This growth is underpinned by resilient employment, stable monetary policy from Bank Negara Malaysia and a construction sector buoyed by both public and private investment.

As the nation builds its future, the Group stands at the intersection of industrial capability and strategic foresight.

Achievements in FPE 2025

In June 2024, AIZO Manufacturing International Sdn. Bhd.'s ("**AMI**") successfully commissioned a new mixing tank, boosting monthly production capacity from 600MT to 1,000MT. This 67% uplift enabled the Group to capture rising demand domestically and in export markets for coating enamel and emulsion products. Additionally, the commencement of bitumen raw material trading has expanded the revenue stream of this segment, further strengthening the division's contribution to the Group for the period under review.

Financial Performance in FPE 2025

The Bituminous Products division reported a robust financial performance with revenue of RM38.59 million and profit before tax of RM2.89 million. This marks a 32.5% increase in revenue and a 47.6% increase in profit before tax compared to FPE 2024 when revenue was RM29.15 million and profit before tax was RM1.96 million. This growth was driven by a steady increase in demand for coating enamel and tack coat products from our long-term clients. Revenue improvement was also driven by the increase in spot price for bitumen, which contributed to higher revenue despite gross profit remaining steady. This was achieved in line with the Group's strategic plan on bulk purchase, enabling cost control and revenue resilience.

Challenges

The Bituminous Product segment operates in a highly volatile landscape influenced by global oil price swings, import reliance and the unpredictability of public infrastructure spending. Malaysia's limited refining capacity heightens exposure to currency and supply chain risks, complicating cost control and demand planning.

Tighter environmental regulations and shifting client expectations are accelerating the transition toward sustainable, high-performance bitumen solutions. As smart infrastructure gains momentum, producers face mounting pressure to innovate amid rising logistics costs and labour constraints—making operational agility and supply chain resilience critical to long-term competitiveness.

Way Forward

The Group is positioning its Bituminous Product segment for long-term relevance by pivoting toward sustainable, high-performance. Backed by targeted R&D and quality upgrades, the Group aims to meet rising demand from smart infrastructure and green construction markets across Southeast Asia.

To counter supply chain fragility and margin pressure, the Group is reinforcing its sourcing strategy and expanding its Batang Kali facility. By aligning operations with national infrastructure priorities and global ESG standards, the Group is building a resilient, future-ready platform poised to deliver durable growth and stakeholder value.

NTD:
1 *https://gulfpetro.om/malaysias-2025-bitumen-surge-can-local-refineries-meet-booming-infrastructure-demand/*
2 *https://www.6wresearch.com/industry-report/malaysia-bitumen-market-2020-2026*

Management Discussion & Analysis (Cont'd)

Renewable Energy

Sectoral Landscape

Malaysia's renewable energy sector entered a transformative phase in 2025[1], driven by major policy reforms, accelerated project deployments and deepening private sector participation. The recalibration of System Access Charges under the Corporate Renewable Energy Supply Scheme ("**CRESS**") and Community Renewable Energy Aggregation Mechanism ("**CREAM**") frameworks[2] by the Energy Commission unlocked new pathways for corporate power purchase agreements, particularly among high-demand industries such as data centres and advanced manufacturing.

The LSS5 programme awarded 2GW of solar capacity to leading consortia, while the launch of the nation's first 400MW Battery Energy Storage System ("**BESS**") tender marked a strategic pivot toward grid flexibility and energy resilience. These developments signal a maturing ecosystem that is increasingly diversified and technologically robust.

Market dynamics remained favourable throughout the year. A global oversupply of solar photovoltaic (PV) modules sustained low input costs, supporting margin expansion for engineering, procurement, construction, and commissioning ("**EPCC**") players. Concurrently, Bank Negara Malaysia's 2025 Annual Report emphasised green financing as a national priority[3], catalysing capital flows into sustainable infrastructure and ESG-linked instruments. This financial tailwind has enabled developers to pursue larger, more complex projects with improved risk-adjusted returns.

In 2025, the Group advanced its position as a strategic enabler of Malaysia's clean energy transition, delivering resilient performance and scalable growth across its renewable energy portfolio. Anchored by the NETR[4], the LSS5 programme, and the Corporate Green Power Programme ("**CGPP**")[5], our operations aligned with national imperatives and global sustainability benchmarks. Amid evolving policy reforms, cost-competitive solar module supply, and rising demand from industrial off-takers, the Group remains committed to building a future-ready energy ecosystem that is profitable and sustainable.

The Group's renewable energy strategy is tightly aligned with these macro trends. By focusing on scalable asset development and recurring income streams, the Group is well-positioned to be a key contributor to Malaysia's 70% renewable energy target by 2050.

Achievements in FPE 2025

A pivotal achievement was the formalisation of a Power Purchase Agreement ("**PPA**") between our 63%-owned subsidiary, Wawasan Demi Sdn. Bhd., and Tenaga Nasional Bhd for a 99.99MWac large-scale solar facility in Kampar, Perak under the highly competitive LSS5 programme. This project represents the Group's largest clean energy undertaking to date and marks a significant milestone in our capability to deliver large utility-scale solar infrastructure. Thus far, the Group is extremely proud of this achievement, as the inclusion of our 9.99 MWac solar power plant project in Manjung, Perak, has increased our total secured solar capacity to 109.98MWac, substantially contributing to Malaysia's energy transition goals.

Our enlarged clean energy portfolio and long-term revenue visibility validates our execution capabilities through disciplined execution and innovation-led growth. The Group remains focused on scaling recurring income streams and delivering long-term value to shareholders.

Financial Performance in FPE 2025

For FPE 2025, the Renewable Energy division posted robust financial growth, with revenue reaching RM8.55 million and loss before tax at RM2.85 million. This performance represents a significant 82.7% increase in revenue and a drastic turnaround in profitability compared to FYE 2024, when the division recorded RM4.68 million in revenue and RM4.2 million in losses before tax. The division's strong performance was primarily driven by reduced operational downtime and improved plant availability, reflecting greater efficiency across plant operations.

NTD:
1. *https://www.dosm.gov.my*
2. *https://www.st.gov.my*
3. *https://www.bnm.gov.my/publications/annual-reports*
4. *https://www.ketsa.gov.my*
5. *https://www.seda.gov.my*

Management Discussion & Analysis (Cont'd)

Renewable Energy (cont'd)

Challenges

Despite strong momentum, the renewable energy sector faced headwinds in FPE 2025 including grid integration constraints and competitive bidding dynamics. Global supply chain volatility—though easing—continued to affect inverter and battery storage procurement. Additionally, rising competition in the LSS5 programme intensified bidding dynamics. The Group navigated these challenges through disciplined execution, proactive stakeholder engagement and agile supply chain management.

Way Forward

Looking ahead, the Group remains intensely focused on scaling its renewable energy platform with precision and purpose. Renewable energy is now a central pillar of our growth strategy, driving regional expansion through high-impact projects and strategic partnerships across Peninsular and East Malaysia, particularly in Sarawak. With policy clarity improving and green financing gaining traction, the Group is well-positioned to deliver sustainable returns while supporting Malaysia's 2050 net-zero ambition. Our roadmap is clear: build resilient assets, drive recurring income and lead the energy transition with conviction.

FINANCIAL REVIEW

FINANCIAL VALUES CREATED

(1) 5-Years Profit and Loss

	FPE 2025 (RM' 000)	FYE 2024 (RM' 000)	FYE 2023 (RM' 000)	FYE 2022 (RM' 000)	FYE 2021 (RM' 000)
Revenue	157,046	127,035	123,772	85,391	95,021
(Loss)/Profit Before Tax	(16,457)	(6,851)	(7,915)	(24,340)	4,016
(Loss)/Profit After Tax	(19,598)	(8,784)	(10,311)	(25,192)	715
Shareholders' Fund	91,358	88,932	86,602	85,771	90,777
Net Assets	82,827	81,863	82,661	83,103	92,341

(2) Operating results for FPE 2025

A key strategic decision was the change of the financial year-end from 31 March to 30 June, resulting in a 15-month reporting period from 1 April 2024 to 30 June 2025. This realignment was designed to improve operational efficiency and financial planning.

The financial period ended 30 June 2025 ("**FPE 2025**") was a period of strategic consolidation and growth, during which the Group successfully navigated a challenging macroeconomic environment while delivering robust top-line improvements. This further positioned the Group for sustainable long-term growth, particularly in the Civil Engineering, Renewable Energy and Bitumen segments.

The Group delivered a total revenue of RM157.05 million for the 15-month period in FPE 2025, representing a significant 23.6% increase over the RM127.04 million recorded in the preceding 12-month period ended 31 March 2024 ("**FYE 2024**"). This revenue growth was entirely driven by stronger performances in all our core business segments i.e. the Civil Engineering, Renewable Energy and Bituminous segments, further reinforcing the resilience of the Group's core businesses. The 5th quarter of FPE 2025 (30 June 2025) was particularly encouraging as it delivered the highest quarterly revenue in the past 10 consecutive quarters at RM37.02 million, highlighting the strength of the Group's recovery momentum.

The Civil Engineering segment remained the dominant revenue contributor, accounting for approximately 70% of total revenue. This performance was anchored by ongoing works at key projects, including the Selinsing Gold Mine. The Bituminous Products segment contributed a solid 25%, demonstrating steady demand. Meanwhile, the Renewable Energy segment provided steady recurring income from the Group's solar power operations, underpinned by improved plant efficiency during the year. These achievements mitigated the impact of declining sales in the underperforming of Services division.

Management Discussion & Analysis (Cont'd)

FINANCIAL REVIEW (CONT'D)

FINANCIAL VALUES CREATED (CONT'D)

(2) Operating results for FPE 2025 (cont'd)

Aligned with higher revenue, the Group reported an improved gross profit of RM23.24 million, up from RM14.89 million in FYE 2024. More importantly, the gross profit margin expanded to 14.8% in FPE 2025 from 11.7% in FYE 2024. This improvement is a direct result of the Group's focused initiatives reflecting efficiency gains at the core business segments before accounting for operating expenses and management overhead costs.

Despite these significant improvements, the Group reported a loss before tax of RM16.46 million in FPE 2025, compared with a loss of RM6.85 million in FYE 2024. The wider loss was primarily attributable to the substantial impairment loss of RM11.03 million on investments and receivables recorded in FPE 2025. These non-cash adjustments, required under accounting standards, offset the revenue and efficiency gains achieved during the period and, importantly, do not reflect the underlying strength of the Group's core operating performance. Excluding these one-off impairments, the operational performance shows a marked improvement.

(3) Key Balance Sheet Data

The Group maintained a sound and strengthened balance sheet position as of 30 June 2025. Total Assets grew by 11.6% to RM183.72 million in FPE 2025, compared to RM164.64 million as of 31 March 2024. This was largely due to an improved accounts receivable and inventory turnover. Concurrently, Total Liabilities increased by 21.9% to RM100.90 million, an increase of RM18.12 million from RM82.78 million recorded in the previous year of 31 March 2024.

The Group recorded a current ratio and quick ratio of 1.17 times and 1.12 times, respectively.

For the period under review, the balance sheet was further strengthened through a successful Private Placement exercise, which raised approximately RM20.9 million. This has significantly bolstered our liquidity position. Consequently, cash and bank balances, including fixed deposits, stood at a healthy RM19.86 million as of 30 June 2025.

CASH FLOW REVIEW

The Group is committed to maintaining financial discipline through effective working capital management to achieve optimal operational efficiency. Despite challenges from geopolitical tensions and macroeconomic headwinds, the Group's cash and cash equivalents stood at RM14.56 million as of 30 June 2025, which is slightly lower than the RM14.33 million reported in the previous financial year.

- **Operating Activities:** The Group reported net cash outflow of RM17.91 million from its operating activities in the current financial year. Notwithstanding this, the Group's cash from operating profit before changes in working capital amounted to RM7.64 million.

- **Investing Activities:** Net cash used in investing activities amounted to RM3.01 million, with additions to property, plant and equipment for FPE 2025 amounting to RM5.04 million.

- **Financing Activities:** The Group generated net cash of RM21.15 million from financing activities, primarily through drawdown of short terms borrowings and the issuance of new shares.

Management Discussion & Analysis (Cont'd)

CAPITAL AND RESOURCES REVIEW

Capital Structure and Capital Resources

The Group completed its Private Placement exercise during the year in 6 tranches:

Date	Subscription price per share (RM)	Number of Ordinary shares issued	Total Proceeds (RM)
9 October 2024	0.125	26,770,300	3,346,288
25 October 2024	0.122	44,617,200	5,443,298
15 November 2024	0.1341	31,000,000	4,157,100
10 December 2024	0.1191	30,000,000	3,573,000
10 February 2025	0.1089	23,000,000	2,504,700
21 May 2025	0.0813	23,091,500	1,877,339
			20,901,725

Known Trends and Events

Except for the general market trends, there are no known trends or events, including balance sheet conditions, income or cash flow items that may affect the Group's operations in the coming financial year.

Dividend Policy

The Group has not established any dividend policy. Accordingly, the Group has not declared any dividend since the previous financial year.

RISK MITIGATION STRATEGIES

The Group is committed to upholding its financial discipline by maintaining effective working capital management. The Group's Audit and Risk Management Committee has identified the top 5 risk areas and has devised mitigation strategies to ensure the Group's long-term profitability and sustainability.

1. **Cost Overrun Risks (Civil Engineering Division):** For the civil engineering segment, managing project costs within budget is critical to safeguarding profitability. Fluctuations in material and fuel prices, coupled with the inherent complexities of construction, pose a significant risk of cost overruns.

   Risk Mitigation Strategies: The Group conducts periodical project cost reviews and variance analyses to proactively track and manage cost fluctuations. Furthermore, we rigorously review project cash flow forecasts monthly, aligning them with actual spend. To manage project scope effectively, the Group ensures all Variation Orders ("**VO**") are properly justified, documented and approved before execution.

2. **Cash Flow and Liquidity Risks:** The Group faces potential strain on its cash flow and liquidity due to delayed project certifications, challenging financing conditions and tight supplier credit terms.

   Risk Mitigation Strategies: The Group maintains stringent oversight by monitoring cash flow daily, weekly and monthly. We implement robust credit control procedures and maintain strong relationships with banks while sourcing alternative financing options. To ensure timely inflows, the Group follows up diligently with project owners for certification and schedules payments to key suppliers strategically. Additionally, we dispose of idle assets to improve liquidity and conduct thorough checks on client payment histories before engaging in new projects.

3. **Regulatory Risks (Sales and Service Tax - SST):** Unclear SST cost exposure presents a financial risk, where misinterpretation of guidelines or delayed communication from authorities can lead to budget overruns and compliance issues.

   Risk Mitigation Strategies: The Group proactively monitors legislative updates and issues internal alerts to relevant departments. We invest in training for project and finance teams on the correct application of SST. To prevent disputes, the Group meticulously reviews all contracts to ensure clear and accurate SST clauses are included.

Management Discussion & Analysis (Cont'd)

RISK MITIGATION STRATEGIES (CONT'D)

4. **Operational Risks (Renewable Energy Division):** Production breakdowns in the renewable energy segment, caused by extreme weather and external environmental conditions, can lead to generation shortfalls and non-compliance with Power Purchase Agreements.

   Risk Mitigation Strategies: The Group employs real-time weather monitoring systems, including weather stations and irradiance sensors, to anticipate adverse conditions. We conduct daily inspections of critical infrastructure, such as floating platforms and solar panels. Furthermore, our Supervisory Control and Data Acquisition ("**SCADA**") system provides immediate alerts for any sudden drop in generation, enabling a swift response to minimise downtime.

Outlook for the Financial Year 2026

Malaysia's economic forecast for 2026 indicates a period of moderate expansion, largely tempered by persistent global trade uncertainties and weaker international market demand. The country's growth engine is firmly rooted in its domestic resilience, specifically driven by robust local consumption and the strategic injection of public investment. This public spending will be channelled into key initiatives under the 13th Malaysia Plan ("**13MP"**) and accelerated development across high-value sectors, including the crucial energy transition towards cleaner sources.[1]

The Group is well-positioned to capitalise on these opportunities. With a strengthened balance sheet, a solid order book in Civil Engineering and exciting growth prospects in the Renewable Energy segment—particularly the development of the 99.99 MWac LSS5 plant in Kampar—the Board approaches FYE 2026 with cautious optimism. Our focus will remain on executing existing projects efficiently, integrating strategic investments and pursuing new growth avenues to drive sustainable value for our shareholders.

[1] *https://mof.gov.my/portal/en/news/press-release/pre-budget-statement2026*

SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

AIZO Group Berhad (“**AIZO**” or “**the Company**”) is proud to present its Sustainability Statement (“**Statement**”) for the financial period ended 30 June 2025 (“**FPE 2025**”).

AIZO is a diversified organization with four major business segments: (i) manufacturing and trading of bituminous products, (ii) civil engineering-related services, (iii) generation of renewable electricity and (iv) provision of financial technology and money lending services. Together, these business segments contribute to infrastructure development, accelerate the transition to green and clean energy, and expand financial inclusion through digital platforms. These business segments are strategically aligned to meet national development needs while supporting global sustainability goals.

This Statement presents our continued commitment towards sustainability and the impact on environmental, social & governance (“**ESG**”) related matters. It presents information and developments related to our practices and performances concerning sustainability matters during the financial period under review.

AIZO recognizes that climate change, digitalization, and evolving stakeholder expectations require resilience, transparency, and accountability. We will highlight and discuss Economics, Environmental, Social and Governance (“**EESG**”) related matters and our approach and efforts in addressing issues concerning sustainability, particularly, improving and integrating sustainability into our day-to-day operations and business planning.

Sustainability Statement (Cont'd)

ABOUT THIS STATEMENT (CONT'D)

Our internal and external stakeholders play an important role in our journey towards sustainability. As a result, AIZO places the importance of our internal stakeholders' understanding and commitment to the Group's approaches, initiatives and efforts in sustainability. We also continue to encourage our directors and employees especially our head of divisions and departments, to attend seminars, workshops and talks related to sustainability or EESG matters that are relevant to our business planning, risk management and business operations.

By embedding a sustainability mindset into our business strategies, AIZO is working towards mitigating risks, leveraging opportunities, and securing long-term value for its stakeholders while balancing business growth with environmental protection, social welfare, and governance integrity.

As a result, this Statement provides a clear and concise account of what sustainability means to us, and how AIZO will strive to deliver long-term value to our shareholders and stakeholders, especially our customers, suppliers, regulatory authorities, employees, and communities around us.

We encourage and welcome feedback from stakeholders in relation to our Statement by contacting us at sustainability@aizo.com.my.

Assurance Statement

The information presented in the Statement has not undergone assurance by our internal audit function or any other independent sustainability or ESG assurance provider.

The Board of Directors ("**Board**") of AIZO provides ultimate oversight of corporate governance and is collectively accountable for sustainability integration across all business segments.

The Board has reviewed and approved this Sustainability Statement FPE 2025, ensuring that it reflects the Group's sustainability strategy, risks, opportunities, and commitments. The Board has also reviewed the information provided herein and is satisfied that the information is supported with underlying records and arrived at based on management's judgement.

Limitations

AIZO acknowledges that ongoing challenges in collecting certain data indicators and is actively working towards improving data collection and performance monitoring in relation to our sustainability matters.

SUSTAINABILITY FRAMEWORK AND STANDARDS

AIZO develops the Statement according to best practices sustainability framework, standards, and guidelines, such as –

(i) Main Market Listing Requirements, issued by the Bursa Malaysia Securities Berhad ("**Bursa Malaysia**"),
(ii) Sustainability Reporting Guidelines issued by Bursa Malaysia,
(iii) Enhanced Sustainability Reporting Framework, issued by Bursa Malaysia,
(iv) The United Nation's Sustainable Development Goals ("**UNSDG**"),

Sustainability Statement (Cont'd)

SUSTAINABILITY FRAMEWORK AND STANDARDS (CONT'D)

In addition, the Report is prepared in accordance with the following –

(i) IFRS Sustainability Disclosure Standards – IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("**IFRS S1**"); and
(ii) IFRS Sustainability Disclosure Standards – IFRS S2 Climate-related Disclosures ("**IFRS S2**")

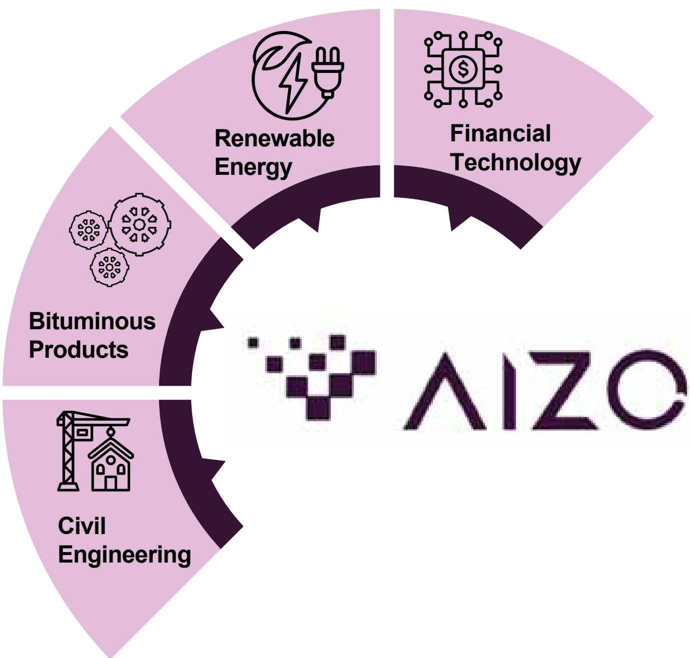
We endeavor to comply with all the latest relevant regulations and legislation in sustainability that concern the Group. As a result, being sustainable is a core part of our business decision-making process, especially in our risk management planning.

This report highlights AIZO's efforts to reduce its carbon footprint, protect the welfare of employees, strengthen supply chain responsibility, expand renewable energy projects, innovate with sustainable products and services, and ensure the highest standards of corporate governance and ethics are adhered to.

REPORTING SCOPE

This Statement covers the sustainability performance of AIZO and all its active ongoing business within Malaysia during FPE 2025, unless stated otherwise.

The core active business segments of AIZO during the financial period, are as follows:



1. **Civil Engineering**

   Involved in civil engineering-related services

2. **Bituminous Products**

   Involved in the manufacturing and trading of bituminous products

3. **Renewable Energy**

   Involved in the generation of renewable electricity

4. **Financial Technology**
   Involved in the provision of financial technology and money lending services

SUSTAINABILITY GOVERNANCE AND BOARD LEADERSHIP

Strong governance is the foundation of AIZO's sustainability journey. The Company believes in the importance of having a proper and functional governance structure. Most importantly, we recognize and conduct our business in a sustainable manner and in accordance with the applicable laws and principles of good governance and highest standard of integrity. We ensure that the governance structure has transparency and accountability in executing its approach and strategies in sustainability, with clearly defined roles and responsibilities for effective decision-making and implementation.

Sustainability Statement (Cont'd)

SUSTAINABILITY GOVERNANCE AND BOARD LEADERSHIP (CONT'D)

The Board holds ultimate accountability for ESG integration, ensuring that environmental, social, and governance considerations are embedded into strategic decision-making and enterprise risk management. The Board also oversees ESG integration, enterprise risk management, and disclosures.

Supporting these structures are comprehensive policies such as the Anti-Bribery and Corruption ("**ABAC**") Policy, Whistleblower Policy, Supplier Code of Conduct, Employee Discipline Policy, and Code of Ethics and Business Conduct.

Governance Structure

Board of Directors ("Board")	The Board provides oversight to the sustainability practices across AIZO, which is supported by the SC. It also oversees sustainability strategy, approves disclosures, and ensures long-term enterprise value creation
Sustainability Committee ("SC")	The SC comprises members of the Board, and is chaired by an Independent Non-Executive Director. It develop and map out sustainability material matters and issues relevant to AIZO, and incorporating sustainability practices into the business model, which encompasses risks (e.g. climate risks) and opportunities. It also monitors ESG priorities and sustainability performance.
Sustainability Working Group ("SWG")	The SWG comprises senior executives and operational leaders or representatives of divisions and departments and are tasked to execute ESG programmes, policies and practices in respect of sustainability and ESG-related matters. SWG also ensures the implementation and execution of sustainability strategies that align to business operations.

Anti-Bribery & Corruption Policy	**Supplier Code of Conduct**	**Code of Ethics and Business Conduct**	**Whistleblower Policy**

Integration of Governance and Leadership

This structure ensures sustainability is not treated as peripheral but is championed by the highest level of leadership. Each Director has defined accountabilities—ranging from financial stewardship and legal compliance to technology innovation and workforce welfare.

By merging governance with leadership profiles, AIZO demonstrates that sustainability is people-driven as well as policy-driven.

Sustainability Statement (Cont'd)

SUSTAINABILITY GOVERNANCE AND BOARD LEADERSHIP (CONT'D)

Board Leadership

Board Position	Name	Roles
Executive Chairman	Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	Provides strategic leadership, ensuring diversification into renewable energy and financial technology is aligned with sustainability goals. Broad experience across aviation, ICT and ASEAN markets equips him to steer long-term sustainable transformation.
Executive Director	Encik Ahmad Rahizal Bin Dato' Ahmad Rasidi	Oversees operational performance, human capital development, and safety management, embedding ESG in daily operations, workforce and safety culture.
Executive Director of Finance and Technology	Puan Emma Yazmeen Yip Binti Mohd Jeffrey Yip	Leads sustainable finance with financial technology, ensuring strong governance in financial systems, and overseeing cybersecurity within the Group.
Independent Non-Executive Director Audit and Risk Management Committee Chairman	Encik Ahmad Ruslan Zahari Bin Zakaria	Brings more than 35 years of financial expertise, ensuring independent oversight of risk, audit, financial integrity and ESG disclosures.
Independent Non-Executive Director Sustainability Committee Chairman	Puan Feridah Binti Bujang Ismail	Finance expert with audit and sustainability committee roles, strengthening accountability and ESG integration. Provides oversight in finance, law, risk management, and governance independence. Strengthens audit, and sustainability and ESG oversight.
Independent Non-Executive Director Nomination and Remuneration Committee Chairman	Puan Siti Aishah Binti Othman	Provides legal and regulatory oversight, ensuring statutory compliance and governance alignment, through her legal and regulatory expertise. Strengthens audit, and sustainability and ESG oversight.
Independent Non-Executive Director	Mr Lo Ling	Provides oversight and enhancement in finance, sustainable finance, law, risk management, and governance independence and discipline.

SUSTAINABILITY GOVERNANCE AND BOARD LEADERSHIP (CONT'D)

Sustainability Committee Leadership

The composition of the Sustainability Committee ("**SC**") is as follows -

Board Position	Name	Qualification & Experience
Chairperson	Puan Feridah Binti Bujang Ismail	A member of the Certified Public Accountant Australia with more than 20 years of experience in accounting and corporate finance in both local and international corporations. Has attended numerous training courses in sustainability and ESG-related seminars and forums.
Member	Encik Ahmad Ruslan Zahari Bin Zakaria	A chartered accountant with background in accounting and financial analysis. More than 35 years of experience in corporate planning and corporate finance work. Has attended numerous training courses in sustainability and ESG-related seminars and forums.
Member	Puan Siti Aishah Binti Othman	A graduate in LLB (Hons) in Law. Having held several senior positions and acted in committee and as advisor to government agencies. Has attended numerous training courses in sustainability and ESG-related seminars and forums.

The SC will be assisted by a Sustainability Working Group ("**SWG**").

The Board strives to continuously be equipped with the necessary knowledge regarding the management of sustainability to drive informed decision-making by attending periodic training and events on the latest on ESG. The Board is also cognizant of ensuring that the required competencies in relation to sustainability is periodically assessed to strengthen board leadership and oversight of sustainability matters.

Sustainability Statement (Cont'd)

STAKEHOLDER ENGAGEMENT

AIZO recognizes that meaningful stakeholder engagement is the cornerstone of sustainability reporting. The Group has broad range of stakeholder groups that influence or are affected by our activities. Each engagement provides insights into stakeholder concerns, expectations, and opportunities for collaboration.

During FPE 2025, the Group carried out structured engagements with a wide range of stakeholders, including:

Stakeholders	Type of Common Engagement
Customers	Through surveys and feedback sessions, focusing on product quality, delivery standards, and sustainability attributes.
Suppliers and Contractors	Via supplier assessments including ESG practices, briefings, and compliance audits against AIZO's Supplier Code of Conduct.
Employees	Through surveys, town halls, and a grievance mechanism, capturing feedback on workplace safety, welfare, and career development.
Communities	Via Corporate Social Responsibility ("**CSR**") programs, community consultations near construction sites, and engagement with Non-Governmental Organizations ("**NGOs**") and local leaders.
Shareholders and Investors	Through Annual General Meetings ("**AGMs**"), analyst briefings, and ESG-focused investor discussions.
Government Agencies / Regulators	Via ongoing compliance dialogues with Bursa Malaysia and relevant government agencies.

Regular Meetings

AIZO believes in engaging with various groups of stakeholders regularly to provide updates to them on our latest sustainability initiatives and address areas of concern, as well as ensuring our Group conducts sustainable practices and creates long-term value for our stakeholders. Most importantly, we aim to achieve a mutually beneficial outcome for our Group and stakeholders.

Maintaining Constructive Channels of Communications

The stakeholder groups were identified on their different levels of influence over and dependence on our business. AIZO aims to maintain constructive channels of communication with all our key stakeholder groups. As a result, we conduct regular engagements through formal and informal channels, and through these interactions, we identify relevant material issues and provide insights into emerging opportunities and risks whilst responding to their needs effectively.

Apart from that, an open and transparent communication manner is always our key priority to maintaining our stakeholder trust. We operate our business especially in risk management, forcing us to be innovative in the way we conduct our business operations, especially in safeguarding the welfare of our employees.

STAKEHOLDER ENGAGEMENT (CONT'D)

Addressing Concerns and Expectations

Our stakeholders are our business partners and play a key role in providing solutions to our day-to-day business operations and growth amid the challenges in the local and global economy. As such, it is important for us to ensure that all legitimate concerns and expectations from our stakeholders are taken into consideration through established measures and processes.

Key Stakeholder	Engagement Channels	Area of Concerns	Our Response
Shareholders / Investors	- Annual general meetings - Annual reports, quarterly report & announcement - Audited financial statement	- Current and projected growth opportunities and threats - Funding needs - Risk management - Corporate governance - Sustainability/ESG-compliant and initiatives - Board representation and diversity - Succession plan	- Timeliness in information updates - Sound investor relation - Uphold good corporate governance - Clear outline sustainability strategies
Board of Directors	- Board meetings - Company organized events - Annual general meetings	- Corporate governance - Company strategy & direction	- Economic sustainability - Corporate governance and ethics
Customers	- Customer Satisfaction Survey ("**CSS**") - Customer Service Channel - Regular visits & meetings - Exhibitions	- Products and services quality - On time delivery - Stock availability - Customer relations management	- Quality of product and services - Response to customer service - Update on customer demand - Innovative and ESG driven design without comprising quality and value
Suppliers / Vendors / Contractors	- Interviews - Feedback survey - Ongoing meetings and interactions - Suppliers/subcontractors' performance evaluation	- Enhancing ethical and fair procurement system - Pricing of services	- Improvement in procurement process and payment - Transparent procurement processes - Clear communication with suppliers
Employees / Management	- Workshop discussions - Induction training - Learning and development programs - Employee performance appraisal - Corporate memos, letters, and emails - Employee meetings - Employee engagement surveys	- Business growth and strategic direction - Health and safety at workplace - Inclusive work environment - Rewards and recognition for performance - Remuneration and benefits - Career development and upskilling opportunities - Employee satisfaction	- Promote transparent communication - Equal employment opportunities - Promote Diversity, Equity and Inclusion ("**DEI**") - Offer industry-competitive remuneration and compensation package

Sustainability Statement (Cont'd)

STAKEHOLDER ENGAGEMENT (CONT'D)

Addressing Concerns and Expectations (cont'd)

Key Stakeholder	Engagement Channels	Area of Concerns	Our Response
Employees / Management (Cont'd)	- Computer screensaver - Monthly operation meeting - Weekly coordinating meeting - Ongoing meetings and interactions - Board and Board Committee meetings - Site visits - Job training		- Ensure compliance with Occupational Safety and Health Act ("**OSHA**") and Safety Management System ("**OHSMS**")
Community	- Corporate volunteering programs - Contributions and donations - Public community events	- Corporate social responsibility - Impact on community	- Budget and annual plan for CSR programs - Adoption of welfare programs
Government Agencies / Regulators	- Participation in government and regulatory events/ briefings/ dialogues - Inspections by local authorities and regulators - Audit and verification - Approvals and permits - Occupational safety and health - Environmental management and compliance - Training programs for employees - Meetings with employees - Meetings with management team responsible for compliance	- Regulatory compliance - Approvals and permits - Occupational safety and health - Environmental management and compliance - Tax transparency - Anti-Bribery & Anti-Corruption	- Regular review and monitoring of compliance requirements - Adoption of practices outlined in the Malaysian Code of Corporate Governance ("**MCCG**") - Show of support for government initiatives
Media	- Press releases - Press conferences - Media center official website	- Company's reputation - Business continuity - Transparency of the business	- Transparent and timeliness reporting - Strong rapport

Sustainability Statement (Cont'd)

RISK MANAGEMENT

AIZO is cognizant that the Group must place priority in risk management as part of its sustainability planning and initiatives. We align our risk management process to build readiness and resilience through the identification and management of potential risks encountered by the Group. As a result, the Group integrates its Enterprise Risk Management ("**ERM**") framework with sustainability risks, in addition to our corporate, operational and financial risks.

The Group ensures all identified risks remain within our capacity, capability and risk appetite through constant revision and monitoring by our designated risk owners.

Material Matters	Risks	Opportunities
Our Business Performance		
Supply Chain Management	Non-compliance by suppliers, vendors and contractors affects our ethical principles, and safety culture which could expose business to operational disruptions.	Sound procurement governance attracts and retains credible suppliers, vendors and contractors. Regular assessment includes ESG assessment to uphold our commitment and high standards towards ESG aspects.
Business Conduct, Ethics & Compliance	Poor corporate governance practices tarnish reputation, credibility, and image.	Effective corporate governance practices enhance our reputation as a trustworthy group amongst stakeholders.
Financial Performance	Poor financial performance threatens credit worthiness and business continuity, and loss of investment opportunity.	Sustainable financial performance attracts investors and delivers long-term value for all stakeholders.
Product & Service Quality	Poor product quality and service lead to erosion of customers' confidence and long-term prospects. Reputation risk.	Excellent product and service quality attract long-term business prospects and higher margins.
Customer Satisfaction & Relationship	Inability to meet customers' expectations impacts on customers' confidence and loyalty that leads to lower revenue.	Regular and consistent customer engagements facilitate continuous improvement to meet customers' expectations.
Technology, Innovation & Development	Cyber threats including loss of sensitive information such as intellectual property designs and breach of customers' data may lead to loss of customer trust and reputational harm.	Robust cybersecurity and improved data management protects critical internal information and data, such as customer data, and maintains trust in the Group.
Our Environmental Management		
Environmental Issue	Non-compliance with environmental/ climate-related regulations leads to potential financial and trade penalties especially in export markets.	Effective mitigation and adaptation strategy ensures business continuity and potential trade barriers.
Material Management	Failure to meet stakeholders' demand for the use of sustainable materials may result in a loss of sales and/or market share.	Opting for sustainable materials enhances brand image and attracts more sustainably minded customers and investors.
Energy Management	Poor energy management leads to inefficiency, higher costs and potential scarcity of energy resources.	Efficient energy management may reduce operational costs and promote energy conservation behaviors.
Waste Management	Non-compliance with environmental regulations results in consequences from authorities and activists. Reputation risk.	Waste reduction and increased resource efficiency can result in cost savings for operations.

Sustainability Statement (Cont'd)

RISK MANAGEMENT (CONT'D)

Material Matters	Risks	Opportunities
Our People		
Employees	Disengaged and underdeveloped employees contribute to lower productivity and performance. Unattractive remuneration and compensation packages affect employees' motivation.	Effective talent development and upskilling programs with attractive benefits packages enable employee retention and attraction of top-quality talent as well as contribute to a high-performance culture.
Labour Practices & Human Rights	Breaches in labour practices and human rights practices lead to regulatory penalties, damage in reputation, and impact employee retention and culture.	Strong labor practices and human rights practices reinforce reputation as a responsible employer.
Employee Well Being, Health & Safety	Accidents and injuries lead to productivity loss, legal repercussions, and reputational damage.	Solid safety culture with conducive working environment improves employees' well being and productivity and maintains reputation.
Diversity, Equity & Inclusion	Discriminatory employment practices damage reputation.	Inclusive, diverse, and empowering work culture attracts talents and brin a range of viewpoints that enhances the quality of decision-making.
Our Outreach		
Local Community and Social Impact	Business activities that negatively impact communities affect our social license to operate.	Regular engagements through community impact programs strengthen our relationship with local communities.

SUSTAINABILITY THEMES

In our efforts to achieve sustainable growth, we constantly monitor and deliberate on the industry trends, challenges faced in our business operations and stakeholder expectations, to produce sustainable long-term value to shareholders and stakeholders, especially the community around us.

We segmentized sustainability management into three themes:

Economics		
Customers	**Vendors / Suppliers / Contractors**	**Investors / Shareholders**
• Creating economic value for our stakeholders • Prioritizing safety and productivity • Offering innovative solutions to our customers		

Environmental	
Energy	**Water & Waste**
• Respecting the environment • Consistently striving to lower our energy consumption and carbon emissions • Efficiently managing our wastage	

Sustainability Statement (Cont'd)

SUSTAINABILITY THEMES (CONT'D)

We segmentized sustainability management into three themes: (cont'd)

Social & Governance			
Employees/Directors /Management	**Community**	**Authorities**	**Media**
• Prioritizing the safety and well-being of our people • Conducting business ethically and with transparency • Engaging with and supporting our communities • Compliance of all requirements from local councils and authorities			

MATERIALITY ASSESSMENT

AIZO is cognizant of the fact that our material issues can directly and indirectly impact on our ability to create long-term value for our stakeholders. We believe that conducting a full-scale materiality assessment during the financial year or period involving our key internal and external stakeholders will ensure that their interests and concerns are addressed.

Our material matters influence our business strategy and decisions on allocation of our resources to materiality sustainability issues. While we plan to conduct a comprehensive materiality assessment once every 3 years, we plan to undertake an annual review of the relevance of our previously prioritized economic, environmental, social and governance impacts arising from our day-to-day activities.

The materiality assessment is to ensure that material matters are relevant and will remain relevant until the next materiality assessment. This will help in our approach to managing the sustainability risks and opportunities posed to our businesses and help us in ensuring that we prioritise the issues that have the greatest impact on our sustainability strategies and operation.

In the materiality assessment, we concluded that all our identified 15 material matters are aligned with our strategic priorities and stakeholder expectations. These matters were further categorized into sustainability themes, providing us with a focused approach to achieving our sustainability objectives. These were also benchmarked against our local and regional peers as well as considered emerging risks and relevant frameworks.

The result from the materiality assessment is presented in this Sustainability Statement.

Sustainability Statement (Cont'd)

MATERIALITY ASSESSMENT (CONT'D)

Our top 15 material matters are as follows:

Our Business Performance

- Supply chain management
- Business conduct, ethics & compliance
- Financial performance
- Product & service quality
- Customer satisfaction & relationship
- Technology, innovation & development

Our Environmental Management

- Climate change & environmental issue
- Material management
- Energy management
- Waste management

Our People

- Attracting, developing, rewarding & retaining employees
- Labour practices & rights
- Employee well-being, health & safety
- Diversity & inclusion

Our Outreach

- Local community & social impact

United Nations Sustainable Development Goals ("UNSDGs")

The UNSDGs are significant because they provide a universal framework that links global sustainability challenges with business practices.

Sustainability Statement (Cont'd)

MATERIALITY ASSESSMENT (CONT'D)

United Nations Sustainable Development Goals ("UNSDGs") (cont'd)

For AIZO, the UNSDGs act as a "**Compass for our Sustainability Strategy**". Their importance can be explained in several dimensions -

(i) Strategic Alignment and Global Relevance

By aligning business operations with the UNSDGs, AIZO demonstrates that they are not only meeting local regulatory expectations (e.g., Bursa Malaysia) but also contributing to global priorities. This enhances the Group's international credibility and positions it as a responsible corporate citizen.

(ii) Stakeholder Trust and Transparency

Stakeholders, such as investors, regulators, customers, and communities, expect companies like AIZO to show how their activities contribute to sustainable development. Linking activities to the UNSDGs provides a transparent and standardized way of reporting. This helps build trust, as stakeholders can clearly see the company's positive contributions to issues that matter globally, such as climate action (SDG 13) or decent work (SDG 8).

(iii) Risk Management and Opportunity Creation

The UNSDGs highlight areas where businesses may face emerging risks (e.g., climate change, inequality, resource scarcity) and where AIZO can create and capture new opportunities (e.g., renewable energy, sustainable cities, financial technology for inclusion). By mapping operations against the UNSDGs, AIZO can proactively manage risks while positioning ourselves for growth in sustainable markets.

(iv) Access to Capital and ESG Financing

Global investors and financial institutions increasingly use the UNSDGs as a framework for sustainability-linked loans, bonds and sukuks, and investment screening. AIZO plans to clearly align their strategies and disclosures with the UNSDGs, which are usually more attractive to ESG-conscious investors, which can lower their cost of capital and improve access to financing.

(v) Benchmarking and Performance Measurement

The UNSDGs provide measurable targets that help companies benchmark their performance. For example, energy efficiency and renewable adoption align with SDG 7, while gender equality metrics align with SDG 5. By embedding UNSDG targets into corporate KPIs, AIZO can set clear sustainability goals, track progress, and report consistently.

(VI) Integration Across Business Segments

AIZO strongly supports the UNSDG's 2030 Global Goals where the 17 identified Goals are to lead communities, corporations, and governments into creating a better world for all of us. We are integrating the following Sustainability Development Goals ("**SDGs**") into our main business segments.

Sustainability Statement (Cont'd)

MATERIALITY ASSESSMENT (CONT'D)

United Nations Sustainable Development Goals ("UNSDGs") (cont'd)

Business Segments	SDGs	SDGs integration into Business Segments (Examples)
Bituminous Products	12 Responsible Consumption and Production; 13 Climate Action	ESG governance ensures safe handling of hazardous materials, compliance with environmental regulations, and anti-corruption in procurement.
Renewable Energy	7 Affordable and Clean Energy; 13 Climate Action	Oversight ensures alignment with Malaysia's Net Zero targets, green financing frameworks, and transparent partnerships.
Civil Engineering Services	8 Decent Work and Economic Growth; 11 Sustainable Cities and Communities	Governance ensures labour rights, safe operations, and compliance with international construction standards.
Financial Technology	9 Industry, Innovation and Infrastructure; 10 Reduced Inequalities	Governance addresses cybersecurity, customer data protection, and compliance with Malaysia's Personal Data Protection Act ("**PDPA**").

This multi-layered governance structure ensures that ESG risks and opportunities are not considered in isolation but are integrated into enterprise risk management, capital allocation, and business decision-making. This mapping demonstrates how each business segment contributes to broader sustainable development, linking core operations to global challenges and solutions. In addition, this combined framework ensures accountability from the top down, with Directors directly responsible for ESG integration in their respective domains.

During FPE 2025, we also internally selected the relevance of our SDGs for AIZO and its group of companies, by taking into consideration our material matters, business strategies, principal risks, stakeholder influence and effects on our community.

The 4 SDGs that were identified as the most relevant are as follows -

AIZO's Top Four SDGs

Sustainable Development Goals	Definition	Key Stakeholders Impacted
3 Good Health and Well-Being	Ensure healthy lives and promote wellbeing for all at all ages	• Employees/ Management/ Directors • Community
8 Decent Work and Economic Growth	Promote sustainable economic growth, full and productive employment, and decent work for all	• Customers • Investors and Shareholders • Employees/ Management/ Directors • Community
11 Sustainable Cities and Communities	Ensure sustainable developments, occupancy, and dwellings	• Customers • Community
12 Responsible Consumption and Production	Ensure sustainable consumption and production patterns	• Customers • Community • Vendors/Suppliers/Contractors

MATERIALITY MATRIX

AIZO views materiality as a critical part of our corporate sustainability strategy especially when we are in an environment that is volatile and unpredictable. We need to ensure that we can provide our stakeholders with the sustainability information most relevant to them and applicable to our business operations.

During the financial year ended 31 March 2023 ("**FYE 2023**"), we conducted a systematic materiality assessment process, which was guided principally by the Bursa Malaysia Sustainability Reporting Guide and their toolkits, EESG indicators.

The Materiality Matrix is not simply a reporting tool but a strategic compass. It had enabled AIZO to –

- Prioritize sustainability initiatives that matter most to stakeholders and the business.
- Allocate resources efficiently, ensuring high-impact areas are addressed first.
- Anticipate risks and opportunities that influence long-term enterprise value.
- Align ESG strategies with international frameworks (UNSDGs, IFRS S1/S2).

By visualizing stakeholder expectations against business relevance, the Materiality Matrix helped AIZO to maintain its transparency and build trust.

How AIZO Acted on Stakeholder Feedback

Stakeholder Feedback	Actions Taken
Climate Change & Carbon Emissions	• Introduced energy-efficiency initiatives in bitumen production • Expanded renewable energy projects • Set a Scope 3 emissions reporting target for FYE2026
Occupational Health & Safety	• Implemented digital safety monitoring • Enhanced training • Enhanced Personal Protective Equipment ("**PPE**") standards
Business Ethics & Anti-Corruption	• Rolled out mandatory ABAC training for procurement teams • Conducted third-party audits on high-risk contracts
Diversity, Equity & Inclusion	• Increased female hiring • Maintained female representation at 25% level • Introduced leadership mentoring programs for women and young professionals
Supply Chain Sustainability	• Launching ESG supplier assessments • Setting a 100% Tier-1 ESG screening target by FYE2027 • Prioritized local sourcing, reducing logistics costs and carbon footprint
Community Engagement	• Invested in Corporate Social Responsibility ("**CSR**") projects • Benefitted more than 200 people including children

The Board deliberated and concluded that the materiality assessment conducted in FYE 2023 is still relevant and applicable to our corporate sustainability strategy in FPE 2025.

However, during FPE 2025, we conducted a limited materiality assessment survey on stakeholders such as employees, customers and suppliers, to gauge the latest feedback on sustainability matters to the Group. The overall feedback in FPE 2025 was consistent with the materiality assessment conducted in FYE 2023.

Sustainability Statement (Cont'd)

MATERIALITY MATRIX (CONT'D)

How AIZO Acted on Stakeholder Feedback (cont'd)

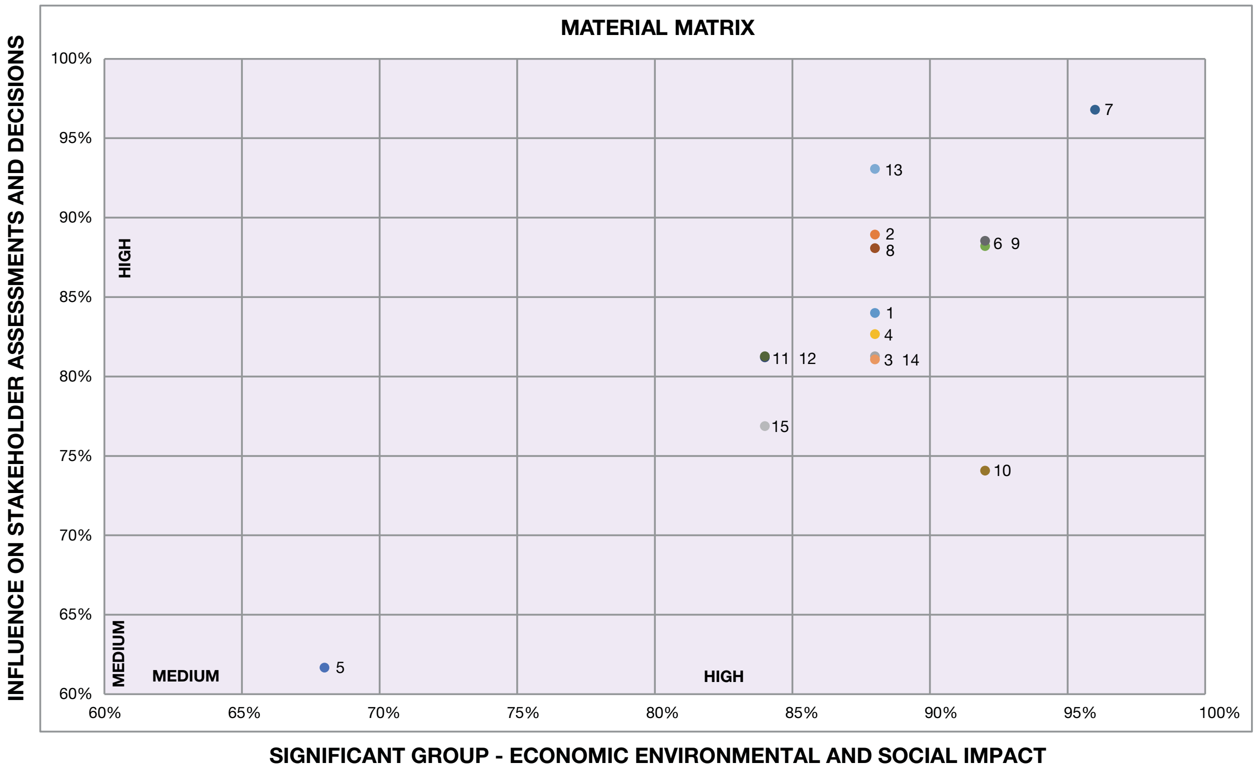
Our SWG identified all relevant sustainability aspects for our business, in conjunction with our operating context that was discussed earlier. We considered the following -

(i) issues that matter to AIZO's business performance;
(ii) issues that matter to AIZO's stakeholders; and
(iii) issues that presently have or could potentially have an impact on AIZO.

This initial analysis was then refined to identify "material"' sustainability aspects, based on -

(i) The significance of their impact on economic, environmental, and social matters; or
(ii) The extent of their influence on the assessments and decisions of our stakeholders.

Our materiality matrix for FPE 2025 is shown below:



1 CLIMATE CHANGE & ENVIRONMENTAL ISSUE
2 MATERIAL MANAGEMENT
3 ENERGY MANAGEMENT
4 WASTE MANAGEMENT
5 SUPPLY CHAIN MANAGEMENT
6 BUSINESS CONDUCT, ETHICS & COMPLIANCE
7 FINANCIAL PERFORMANCE
8 PRODUCT & SERVICE QUALITY
9 CUSTOMER SATISFACTION & RELATIONSHIP
10 TECHNOLOGY, INNOVATION & DEVELOPMENT
11 ATTRACTING, DEVELOPING, REWARDING & RETAINING EMPLOYEES
12 LABOUR PRACTICES & RIGHTS
13 EMPLOYEE WELL-BEING, HEALTH AND SAFETY
14 LOCAL COMMUNITY & SOCIAL IMPACT
15 DIVERSITY & INCLUSION

Sustainability Statement (Cont'd)

MATERIALITY MATRIX (CONT'D)

Outcomes of the Engagement & Materiality Process

Through active engagement and materiality mapping, AIZO has transformed stakeholder insights into tangible actions. This process has -

- Strengthened **stakeholder trust**, with positive feedback from investors and regulators on transparency.
- Improved **operational efficiency**, particularly in safety and supply chain management.
- Enhanced **brand reputation**, by aligning business practices with community expectations.
- Increased **capital access**, as ESG-aligned disclosures attract sustainability-linked financing opportunities.

We plan to conduct a new systematic materiality assessment survey during the financial year ending 30 June 2026.

OUR BUSINESS PERFORMANCE

Overview of Economic Contribution

AIZO's economic performance extends beyond traditional profitability. The Group creates value not only for shareholders but also for employees, suppliers, communities, and the government. By maintaining stable financial results across its business segments - bitumen manufacturing, renewable energy, civil engineering services, and financial technology, AIZO contributes to national development while aligning growth with sustainability commitments.

Value Creation for Stakeholders

- **Employees:** Competitive salaries, benefits, training, and career development opportunities ensure that staff share in the company's success. In FPE 2025, AIZO invested significantly in human capital, providing over 1,435 training hours and expanding welfare benefits.

- **Suppliers and Contractors:** Payments to local suppliers strengthen domestic economic resilience and support inclusive growth. AIZO prioritizes fair and timely payments, with a growing emphasis on ESG-compliant procurement.

- **Government:** Through corporate taxes, regulatory compliance, and indirect contributions such as employment generation, AIZO supports Malaysia's fiscal stability and socio-economic objectives.

- **Communities:** CSR investments in education, infrastructure, and disaster relief create long-term community benefits.

Linking Economic Performance with ESG

- **Environmental:** Economic results are increasingly tied to resource efficiency and emissions reduction. For example, the renewable energy segment not only generates revenue but also aligns with Net Zero ambitions.

- **Social:** Workforce productivity and employee retention directly influence profitability, making investment in health, safety, and training economically significant.

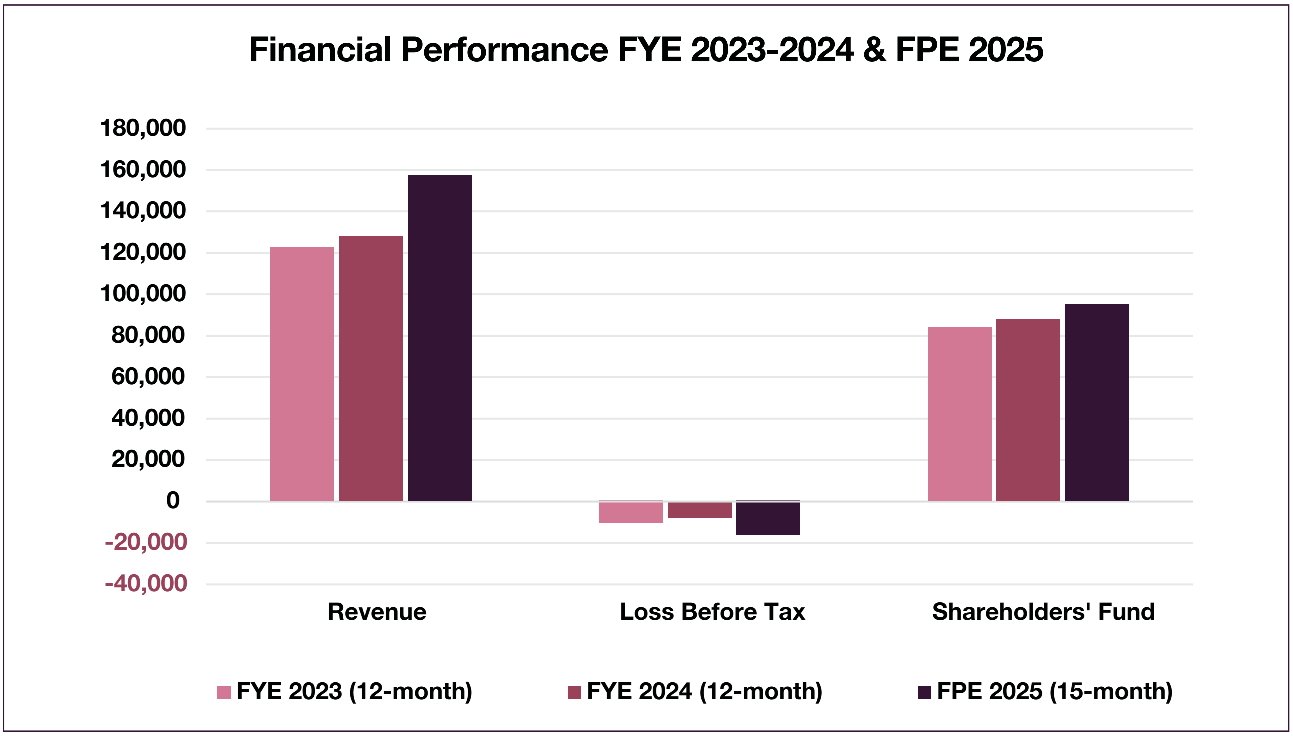
- **Governance:** Transparent reporting and compliance reduce financial risks and improve investor confidence, lowering the cost of capital.

Sustainability Statement (Cont'd)

OUR BUSINESS PERFORMANCE (CONT'D)

Financial Highlights

FYE	1 Apr 2024 – 30 June 2025 (15 months) RM'000	1 Apr 2023 – 31 Mar 2024 (12 months) RM'000	1 Apr 2022 – 31 Mar 2023 (12 months) RM'000
Revenue	157,046	127,035	123,772
Loss Before Tax	(16,457)	(6,851)	(7,915)
Loss After Tax	(19,598)	(8,784)	(10,311)
Shareholders' Fund	91,358	88,932	86,602
Net Assets	82,827	81,863	82,661



Economic Performance

During FPE 2025, the financial performance of AIZO is mainly derived from its core business segments, such as civil engineering, bituminous products, renewable energy and financial technology. The Group managed to record an improvement in its revenue, mainly underpinned by the civil engineering, bituminous products and renewable energy segment.

Revenue growth in the civil engineering segment was driven by an increase in production volume achieved from the Selinsing Gold Mine project. Meanwhile, higher demand for bituminous products was largely due to an increase in demand for emulsion products during the financial period under review. Contribution from renewable energy continues to see a rising trend due to improvement in plant availability.

Despite the improvement in revenue, AIZO continued to report a loss during FPE 2025, largely due to an impairment exercise.

OUR BUSINESS PERFORMANCE (CONT'D)

Product and Service Quality

Commitment to Excellence

AIZO places product and service quality at the heart of its value proposition. Across all four business segments - bitumen manufacturing, renewable energy, construction & services, and financial technology - the Group is committed to delivering reliable, safe, and sustainable solutions that meet or exceed customer expectations. Quality is not treated as an afterthought but as a driver of competitiveness, brand reputation, and long-term stakeholder trust.

(i) Quality Assurance and Standards

- **Bitumen Manufacturing:** Products are tested against stringent Malaysian and international specifications for durability, safety, and performance. A dedicated quality control laboratory monitors viscosity, penetration grade, and environmental compliance.

- **Renewable Energy:** Solar and hybrid solutions undergo strict engineering and safety certifications. Regular maintenance and third-party audits ensure long-term efficiency and minimal downtime.

- **Civil Engineering-related Services:** Projects are managed using ISO-certified quality management systems, emphasizing safety, environmental compliance, and timely delivery. Site-level audits and customer satisfaction surveys feed into continuous improvement.

- **Financial Technology:** Platforms are designed with robust compliance frameworks, ensuring user trust through reliability, cybersecurity, and seamless customer experiences. All digital services comply with the PDPA and the regulations of Bank Negara Malaysia.

(ii) Customer Engagement and Satisfaction

Constant customer engagements and feedbacks are systematically gathered through surveys, after-sales engagement, project review sessions, and digital support channels. Issues raised are tracked in a central system, with corrective and preventive actions monitored by senior management. Satisfaction metrics are reported quarterly to the heads of Division, ensuring accountability at the highest level.

(iii) Innovation and Sustainability in Products

AIZO invests in innovation to enhance product sustainability. Initiatives include –

- Developing bio-based and recycled bitumen to reduce carbon intensity.
- Expanding renewable energy services aligned with Malaysia's transition to a low-carbon economy.
- Integrating sustainable building practices in construction projects.
- Introducing financial technology products that expand financial inclusion, supporting underserved communities with ESG-linked solutions such as green micro-loans.

(iv) Link to ESG and Risk Management

Product and service quality is directly linked to environmental and social outcomes. Poor-quality materials or services can lead to project delays, safety hazards, or environmental harm. By prioritizing quality, AIZO reduces operational risk, protects communities, and strengthens customer trust. From a financial perspective, quality assurance minimizes warranty claims, regulatory fines, and reputational risks, while creating opportunities for growth in premium sustainable markets.

Sustainability Statement (Cont'd)

OUR BUSINESS PERFORMANCE (CONT'D)

Future Outlook

Going forward, AIZO plans to implement the following –

- Expand ISO certifications across all business units.
- Introduce lifecycle assessments for key products.
- Leverage digital technologies (artificial intelligence ("**AI**") and Internet of Things ("**IoT**") for predictive quality monitoring in manufacturing and construction.
- Enhance financial technology platforms to provide ESG-linked financial products with measurable social impact.

Customer Satisfaction

Commitment to Customer Experience

Customer satisfaction is a cornerstone of AIZO's long-term sustainability strategy. The Group recognizes that reliable products, timely services, and transparent communication are essential for building trust and maintaining strong relationships across diverse stakeholders—from construction clients and government agencies to renewable energy partners and financial technology users.

(i) Mechanisms for Engagement

AIZO has established multiple channels to capture and act upon customer feedback -

- **Surveys and Feedback Forms:** Distributed after project completion, product delivery, or financial technology service used to measure satisfaction levels and identify gaps.
- **Dedicated Customer Support:** Hotlines, email support, and digital platforms enable fast resolution of complaints and queries.
- **Project Review Meetings:** In construction and renewable segments, structured handover and debrief sessions allow clients to highlight concerns and improvements.
- **Financial Technology User Analytics:** Digital platforms track customer behaviour and feedback in real time, enabling proactive service improvements.

All feedback is logged in a centralized system, categorized by urgency, and escalated to relevant departments with progress tracked until closure.

(ii) Performance and Continuous Improvement

AIZO monitors customer satisfaction metrics, including –

- **On-time delivery** of construction projects and bitumen supply.
- **Compliance** with technical specifications and safety standards.
- **Service reliability** and uptime in renewable and financial technology platforms.
- **Response time and resolution rate** for complaints.

These metrics are reviewed quarterly at the management level and reported to the Board. Corrective and preventive actions are integrated into the Group's Quality Management System (**"QMS"**), ensuring a culture of continuous improvement.

Sustainability Statement (Cont'd)

OUR BUSINESS PERFORMANCE (CONT'D)

Customer Satisfaction (cont'd)

Commitment to Customer Experience (cont'd)

(iii) Link to Sustainability and ESG

Customer satisfaction directly links to ESG performance –

- **Environmental:** High-quality, eco-friendly products (such as bio-bitumen and renewable energy solutions) reduce customer carbon footprints.
- **Social:** Delivering safe and reliable infrastructure enhances community well-being.
- **Governance:** Transparent handling of complaints and contractual obligations reduces reputational and legal risks.

By embedding sustainability in its offerings, AIZO enhances customer confidence while contributing to global goals such as SDG 9 (Industry, Innovation & Infrastructure) and SDG 11 (Sustainable Cities & Communities).

Future Outlook

Looking ahead, AIZO aims to further strengthen customer satisfaction by –

- Deploying **AI-powered analytics** to predict and address customer concerns proactively.
- Expanding **digital engagement platforms** for real-time customer feedback.
- Integrating **sustainability performance indicators** (such as carbon reductions achieved through renewable projects) into customer reports.
- Pursuing **external certifications** for service excellence across its business segments.

These initiatives will ensure AIZO not only meets but anticipates customer expectations, securing loyalty while creating competitive differentiation in ESG-conscious markets.

Over the year, we have strictly followed our customer satisfaction procedures. We are glad to show our efforts in maintaining and improving our customers' relationship with AIZO. Customers are more satisfied with AIZO products and services compared to the past few years.

AIZO had revamped its customer satisfaction survey and methodology, with the aim of achieving a higher level of customer satisfaction and addressing any unsatisfactory customer, if any, in FYE 2024. We did not conduct a customer satisfaction survey during FPE 2025, as our regular stakeholder engagement with our customers indicated that customer satisfaction remained high during the financial period under review.

Sustainability Statement (Cont'd)

OUR BUSINESS PERFORMANCE (CONT'D)

Future Outlook (cont'd)

We conducted our customer satisfaction survey in FYE 2024 based on ten (10) major criteria –

Supply Chain Management

The supply chain of AIZO extends across raw materials, logistics, subcontractors, and technology providers, making it a critical element of the Group's sustainability performance. Recognizing that a company is only as sustainable as its supply chain, AIZO has made supplier engagement and accountability a strategic ESG priority.

(i) Supplier Standards and Policies

All suppliers are bound by AIZO's Supplier Code of Conduct, which outlines minimum requirements on human rights, workplace safety, labour standards & practices, anti-bribery and corruption, and environmental standard & protection.

We adopt the ISO9001:2015 Quality Management Systems, in our procurement procedures. This is our commitment to ensure delivery of quality for our products or services. In addition, AIZO is guided by the following procedures:

- Quality Assurance and Production
- Supplier Evaluation Form
- Approval Suppliers List
- Limit of Purchase Approval

Suppliers must demonstrate compliance with both Malaysian regulations and international benchmarks such as the International Labour Organization ("**ILO**") conventions. Our policy includes termination for repeated violations.

Sustainability Statement (Cont'd)

OUR BUSINESS PERFORMANCE (CONT'D)

Supply Chain Management (cont'd)

(ii) Screening and Risk Management

- Tier-1 suppliers are undergoing ESG assessments, with a target to achieve 100% coverage by FYE2027.
- Risk-based audits are conducted, focusing on high-exposure categories such as bitumen inputs, construction subcontractors, and technology vendors.
- Corrective Action Plans ("**CAPs**") are required where non-compliance is detected, and continued violations may result in termination of contracts.

(iii) Local Sourcing and Economic Development

AIZO prioritizes local suppliers, wherever possible. This reduces supply risks, logistics-related emissions, stabilizes costs, and supports community development, while contributing the nation building.

Local sourcing also increases resilience by reducing dependence on distant suppliers vulnerable to geopolitical or climate-related disruptions.

During FPE 2025, AIZO sourced 99% of its procurements from local suppliers.

(iv) Sustainable Innovation with Partners

AIZO works with suppliers to explore eco-friendly solutions such as bio-bitumen, recycled aggregates, and low-carbon materials. These collaborations enable innovation while reducing environmental impact.

The Group also support ESG-initiatives of our funding partners, such as financial institutions that practice sustainable finance.

(v) Financial Linkage

Stronger supply chain governance reduces risks of operational disruption, legal penalties, or reputational damage. At the same time, sustainable procurement practices improve eligibility for green-certified projects and financing opportunities. Financially, a resilient supply chain lowers operational disruptions and enhances eligibility for ESG-certified projects.

Overall, we constantly review and improve our supply chain management for all business segments, to ensure that we are cost-efficient and effective, and sustainable in our operations.

Sustainability Statement (Cont'd)

OUR ENVIRONMENTAL MANAGEMENT

Commitment to Environmental Stewardship

AIZO recognizes that environmental responsibility is central to its long-term sustainability and competitiveness. The Group acknowledges that its operations, from bitumen manufacturing and construction to renewable energy projects and financial technology, generate environmental impacts, particularly in the form of greenhouse gas emissions, energy use, and resource consumption.

Managing these impacts effectively is both a regulatory requirement and a moral obligation to stakeholders and future generations.

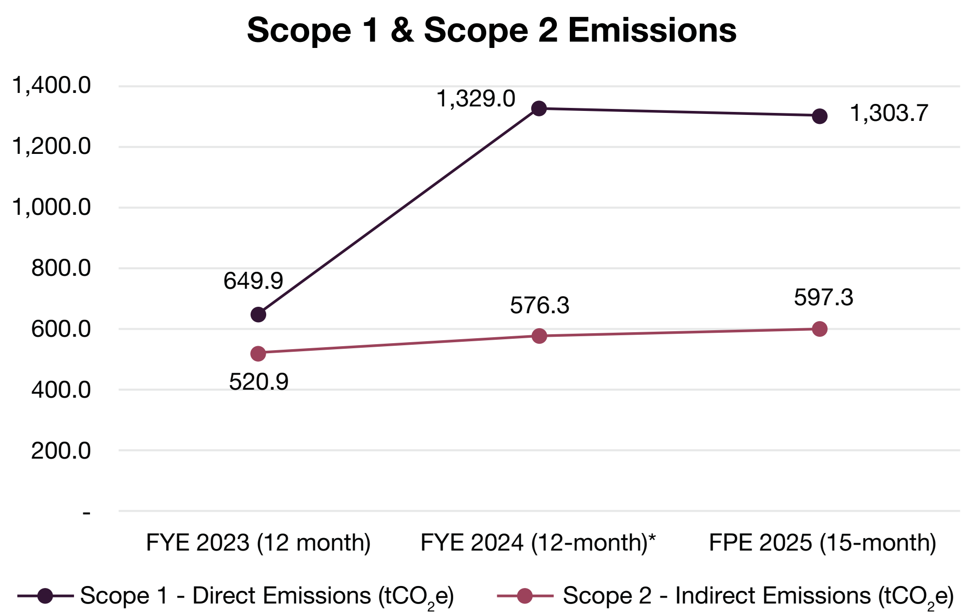
Carbon Footprint and Greenhouse Gas ("GHG") Management

AIZO undertakes a systematic annual assessment of its carbon footprint across its business segments. This involves the calculation of the following –

Scope 1	Scope 2	Scope 3
These are 'direct' emissions from owned or controlled sources. We aggregate consumption across different fuel sources, before translating that data into a carbon footprint.	These are 'indirect' emissions created by the production of the energy that we purchased.	All other emissions that occur due to the Group's activities especially the supply chain and logistics, but from sources that we do not own or control. Basically, it covers all indirect emissions that occur in our Group's value chain.

Data is collected from bitumen plants, renewable energy facilities, construction sites, logistics, and financial technology platforms. During FPE 2025, AIZO reported the following -

Greenhouse Gas	Emissions
Scope 1 Emissions	1303.7 tCO_2e, primarily from fuel combustion in bitumen plants and machinery
Scope 2 Emissions	597.3 tCO_2e from electricity usage across facilities
Scope 3 (Partial)	Logistics-related emissions. Full supply chain reporting initiatives underway to reflect full Scope 3 reporting by FYE2027



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OUR ENVIRONMENTAL MANAGEMENT (CONT'D)

Carbon footprint and GHG Reduction Strategies

The GHG management framework of AIZO integrates **emissions monitoring, reduction, and offsetting strategies** into operational and strategic decisions.

Strategies	Actions
Energy Transition	Transitioning manufacturing plants to energy-efficient equipment and cleaner fuels. Replacing older combustion systems with energy-efficient motors and low-emission boilers.
Renewable Integration	Expanding the Group's solar and hybrid projects to reduce reliance on grid electricity.
Electrification of Equipment	Implementing stricter monitoring and reporting of construction site emissions. Using electric equipment and vehicles, and tools to lower diesel consumption.
Process Optimization	Gradually installing real-time monitoring systems to track energy use, leaks, and inefficiencies.
Logistics Efficiency	Optimizing transportation routes, using fuel-efficient vehicles, and exploring biofuel alternatives for delivery fleets.

By managing GHG emissions systematically, AIZO not only reduces environmental risks but also positions itself for compliance with potential future carbon pricing mechanisms.

Carbon Offset and Circular Economy

Recognizing that not all emissions can be eliminated immediately, AIZO plans to invest in carbon offset initiatives that create co-benefits -

Carbon Offset Initiatives	Details
Rehabilitation Projects	Transforming mined-out sites into reforested zones to sequester carbon while enhancing biodiversity.
Community-Based Projects	Supporting replanting and mangrove restoration programs in collaboration with local NGOs.
Circular Economy	Using recycled aggregates and bio-bitumen, reducing upstream emissions embedded in materials.

Energy Efficiency and Resource Optimization

Efforts to optimize energy and resource use include:

- Installation of energy-efficient motors, LED lighting, and smart monitoring systems at bitumen plants.
- Adoption of digital energy management platforms for civil engineering-related operations.
- Increasing recycling rates.
- Ongoing reduction in water intensity through closed-loop water systems at selected facilities.

Sustainability Statement (Cont'd)

OUR ENVIRONMENTAL MANAGEMENT (CONT'D)

Carbon Offset and Circular Economy (cont'd)

Green Initiatives and Circular Economy

AIZO is committed to green initiatives that align with national and international sustainability priorities -

- **Bio-bitumen Research**: Exploring low-carbon, bio-based alternatives to petroleum-based materials.
- **Renewable Energy Expansion**: Scaling solar and hybrid projects to support Malaysia's renewable energy goals.
- **Green Construction**: Integrating sustainable materials and pursuing green building certifications for major projects.
- **Financial Technology Solutions**: Developing ESG-linked financing products such as green micro-loans and carbon-credit trading platforms.

Circular economy practices are also being embedded into business processes, with turning former sites into community-use spaces.

Climate Resilience and Risk Management

Environmental management is directly linked to climate risk preparedness. Floods, storms, and heatwaves could affect operations and supply chains, and AIZO is integrating these risks into its enterprise risk management framework. By lowering its carbon footprint and diversifying into renewable energy, the Group builds resilience against both regulatory and physical climate risks.

Integration into Risk and Financial Decisions

AIZO plans to integrate Carbon and GHG data into its enterprise risk management **("ERM")** and capital allocation decisions. For example –

- Carbon-intensive projects are stress-tested under different carbon pricing scenarios.
- Renewable energy investments are prioritized not only for sustainability but also to hedge against future regulatory and market risks.
- Financial technology solutions are being developed to facilitate green loans and carbon credit trading, creating new revenue streams.

Targets and Pathway

AIZO has set ambitious yet realistic targets for reducing its carbon footprint:

Period	Target
Short-term (FYE 2026 – 2030)	• Fully disclose Scope 3 emissions across the supply chain. • 15% energy efficiency improvement across bitumen plants. • Introduce product lifecycle assessments to quantify environmental impact.
Medium-term (FYE 2031 - 2035):	• Increase renewable energy share to 30% of total energy use. • Achieve a 50% waste diversion rate through recycling and reuse. • 40% reduction in carbon intensity (tCO_2e per RM revenue).
Long-term (> FYE 2035)	• Net Zero emissions through a combination of deep decarbonization and offsetting.

Sustainability Statement (Cont'd)

ENERGY MANAGEMENT

Commitment to the Environment

AIZO recognizes that responsible environmental management is fundamental to securing its long-term competitiveness and social license to operate. The Group's operations in bitumen manufacturing, renewable energy, construction, and financial technology inevitably interact with natural ecosystems and resource systems. Therefore, AIZO is committed to minimizing environmental impacts, reducing its carbon footprint, and contributing to the transition toward a low-carbon, climate-resilient economy.

Greenhouse Gas and Carbon Footprint Management

A central component of environmental responsibility is the systematic monitoring and management of greenhouse gas emissions. AIZO calculates and discloses its Scope 1, Scope 2, and selected Scope 3 emissions annually in alignment with the GHG Protocol.

Business Segments	Details
Bitumen	Energy efficiency, recycled/bio-based alternatives or inputs and lower emissions.
Renewable Energy	Expanded solar and hybrid projects, advancing towards nation's target of net zero carbon by year 2050.
Construction	Site rehabilitation, waste recycling.
Financial Technology	Energy-efficient and cloud migration systems.

Greenhouse Gas	Sources	Further Mitigation Strategies
Scope 1 (Direct Emissions)	Derived from on-site fuel consumption in bitumen plants, machinery, and construction equipment.	• Transitioning to energy-efficient machinery and electrified equipment. • Expanding renewable energy adoption in manufacturing and construction. • Introducing real-time digital energy monitoring to improve efficiency. • Pursuing carbon offset projects, such as rehabilitation of sites and community-based planting. • By FYE2030 onwards, AIZO targets a 40% reduction in carbon intensity and adoption of renewable energy for at least 30% of its total energy use.
Scope 2 (Indirect Emissions)	Generated through purchased electricity across production facilities and offices.	
Scope 3 (Value Chain Emissions)	Currently measured in logistics and transportation, with a commitment to expand full value-chain reporting by FYE2027.	

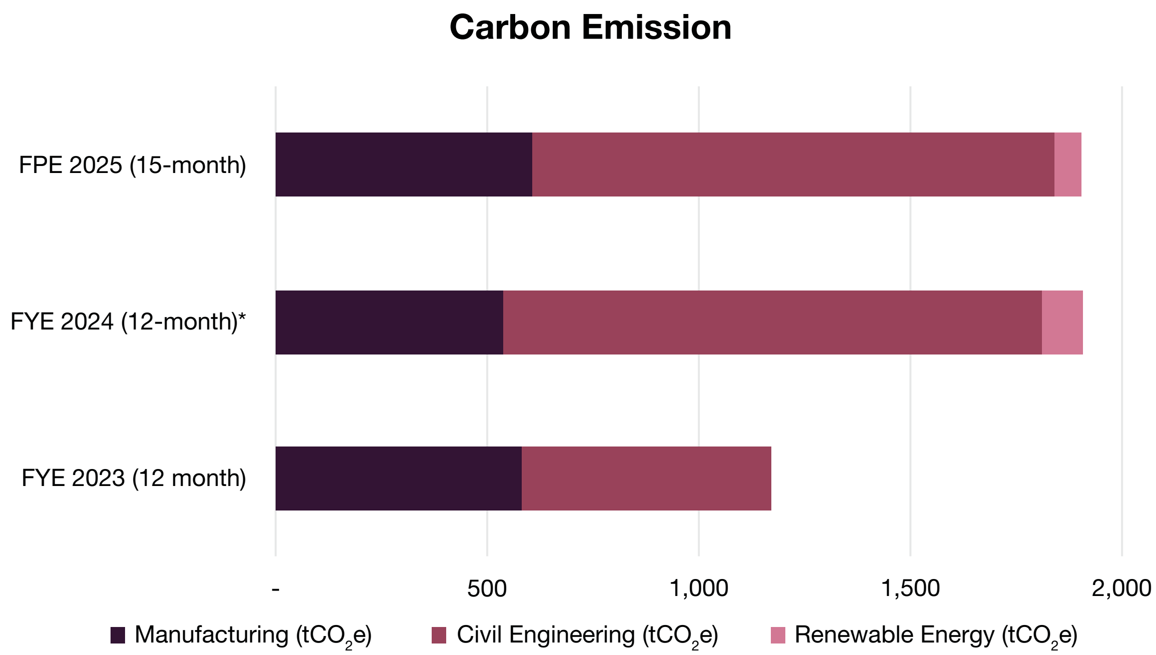
Sustainability Statement (Cont'd)

ENERGY MANAGEMENT (CONT'D)

Energy Consumption Management of Key Business Segments

The energy consumption of AIZO primarily derives from diesel and electricity due to heavy machinery usage, transportation and the utilization of generator sets in manufacturing and our construction sites. Other sources of energy include purchased electricity, diesel, and petrol.

Our calculated carbon emission based on the consumption of diesel and electricity was 1,901 tCO_2e for FYE 2024 compared to 1,905 tCO_2e recorded during the last financial period.



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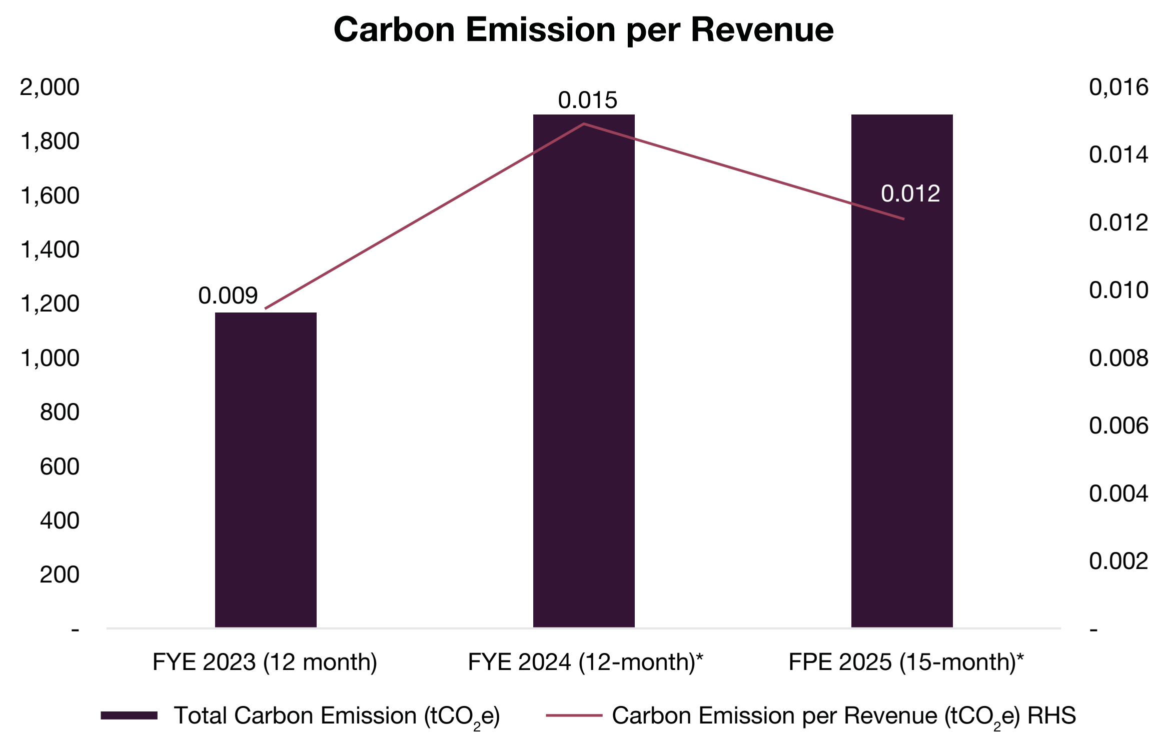

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Sustainability Statement (Cont'd)

ENERGY MANAGEMENT (CONT'D)

Energy Consumption Management of Key Business Segments (cont'd)

	FYE 2023 (12-month)	FYE 2024 (12-month)*	FPE 2025 (15-month)
Manufacturing (tCO_2e)	581	537	608
Civil Engineering (tCO_2e)	590	1,270	1,231
Renewable Energy (tCO_2e)	-	98	61
Total Carbon Emission (tCO_2e)	**1,171**	**1,905**	**1,901**
Revenue (RM'000)	**123,772**	**128,143**	**157,026**
Carbon Emission per Revenue (tCO_2er)	**0.009**	**0.015**	**0.012**

Based on the calculation above, our total carbon emission (tCO_2e) has been steadily increasing since FYE 2023, due to the increase in manufacturing and construction activities over the period. However, due to the utilization of energy efficient methods, AIZO managed to record lower carbon emission in its civil engineering-related services and generation of renewable energy. Our Renewable Energy division made its maiden contribution to our carbon emission in FYE 2024, albeit at a very low amount and its negligible impact on the environment.

As AIZO recorded higher revenue during FPE 2025, carbon emission efficiency improved to 0.012 tCO_2 er compared to 0.015 tCO_2 er registered in FYE 2024. This is largely due to our continued efforts in enhancing the efficiency and effectiveness of our consumption of diesel and electricity per ton of products produced.

Energy Efficiency and Resource Optimization

Resource optimization is a pillar of the Group's environmental responsibility. Key initiatives include:

- Deploying **smart energy management systems** to reduce operational consumption.
- Replacing traditional lighting and equipment with energy-efficient alternatives.
- Implementing **closed-loop water recycling systems** at production facilities to reduce water intensity.

These measures improve productivity, reduce costs, and lower environmental risk exposure.

Green Innovation and Circular Economy

AIZO is investing in green innovation to align with Malaysia's transition toward a sustainable economy:

- **Bio-Bitumen**: Research and development into bio-based alternatives to reduce dependence on petroleum inputs.
- **Sustainable Construction**: Incorporating eco-friendly building materials and pursuing green building certifications.
- **Renewable Energy Expansion**: Scaling up solar and hybrid projects in line with Malaysia's National Energy Transition Roadmap.
- **Circular Economy**: Repurposing by-products into aggregates and rehabilitating quarries into biodiversity zones or community spaces.

We are also seeking financial technology solutions to support sustainability, such as green micro-loans and carbon credit trading platforms.

Sustainability Statement (Cont'd)

ENERGY MANAGEMENT (CONT'D)

Climate Resilience and Adaptation

Environmental responsibility also means preparing for climate-related physical risks. The Group has integrated climate risk into its ERM framework, identifying flooding, heatwaves, and extreme weather as potential disruptors of supply chains and operations. Adaptive measures include enhancing site drainage, weather-proofing critical assets, and diversifying energy sources to increase resilience.

Future Commitments

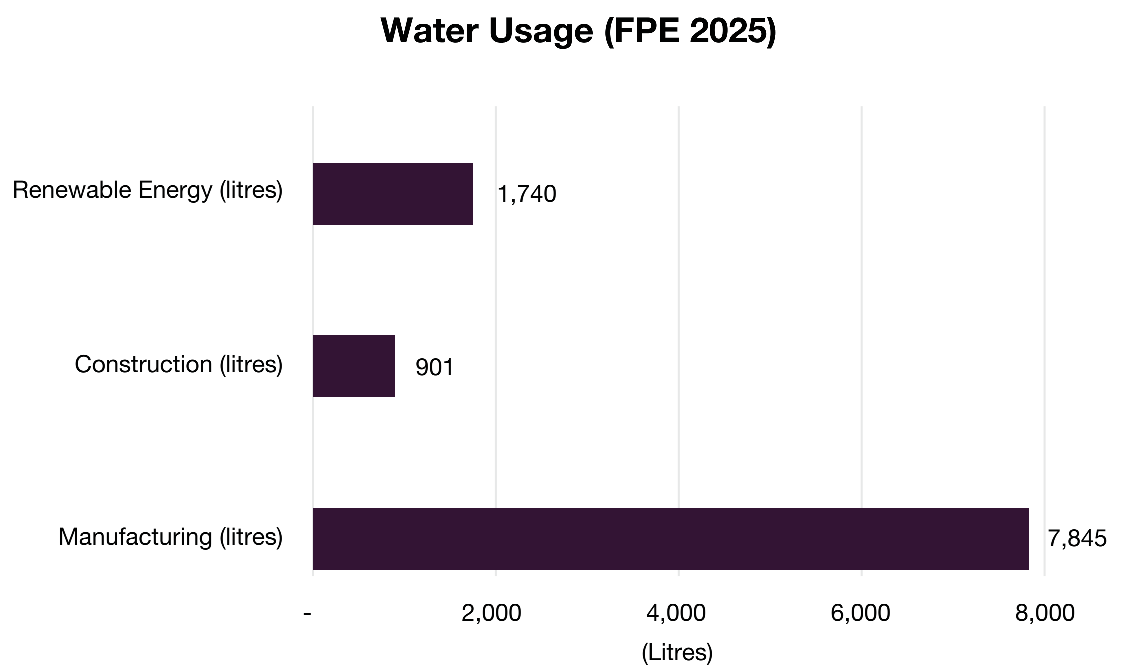
Looking ahead, AIZO will –

Future Commitments
• Expand Scope 3 GHG reporting to cover the entire supply chain. • Introduce product lifecycle assessments for major offerings. • Increase the use of recycled and low-carbon materials across its value chain. • Strengthening biodiversity programs linked to land rehabilitation. • Align all environmental disclosures with **IFRS S1 & S2,** TCFD recommendations, and Bursa Malaysia requirements.

WATER MANAGEMENT PRACTICES

Commitment to the Environment

Water is a vital resource for AIZO's mining, construction, and manufacturing operations. The Group takes proactive steps to reduce water use, improve efficiency, and ensure that water discharges meet regulatory and environmental standards. This is despite the utilization of water among our business segments is insignificant as compared to our energy consumption and waste management. AIZO is cognizant of the importance of water management especially on an ESG basis, hence, we are monitoring our water consumption pattern and will be tracking and reporting our water management in the future.



Sustainability Statement (Cont'd)

WATER MANAGEMENT PRACTICES (CONT'D)

Commitment to the Environment (cont'd)

Water Management	Actions Taken
Efficient Use	Closed-loop water recycling systems are gradually being introduced at our facilities, allowing for water to be reused in cooling, dust suppression, and washing activities.
Monitoring and Compliance	Discharge wastewater quality is regularly monitored to ensure compliance with DOE standards. Wastewater is treated before release, with pH, turbidity, and pollutant levels monitored to prevent contamination of natural waterways.
Water Intensity Reduction	Similar to Energy Management, AIZO is taking initiatives to reduce the utilization of water in our facilities.
Risk Management	Water scarcity is recognized as a material climate risk. AIZO is conducting site-level water risk assessments to identify vulnerabilities to droughts, floods, and changing rainfall patterns.
Community Responsibility	AIZO ensures that its water use does not negatively impact local communities, particularly in areas where resources are shared. Collaborations with local stakeholders are ongoing to maintain access to clean water.

Future Targets

By FYE 2027, AIZO plans to expand water recycling across all major operations and adopt smart water meters to improve tracking and efficiency.

Link to ESG Value Creation

Effective waste and water management supports:

Goals	Details
Environmental Goals	Reduced emissions and resource consumption, aligned with SDG 6 (Clean Water & Sanitation) and SDG 12 (Responsible Consumption & Production).
Social Goals	Protection of community water access and improved worker health through safer disposal practices.
Governance Goals	Compliance with DOE regulations and transparent reporting, reducing legal and reputational risks.

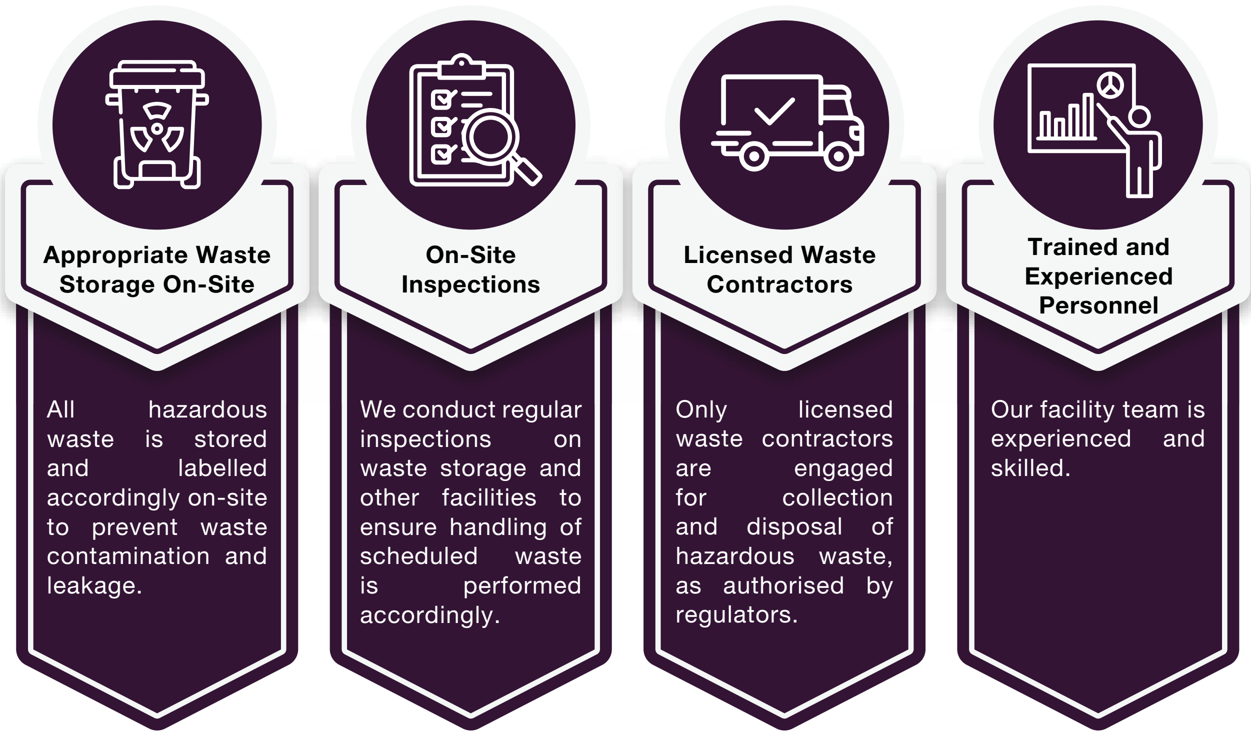
Sustainability Statement (Cont'd)

WASTE MANAGEMENT PRACTICES

Commitment to the Environment

AIZO adopts a waste hierarchy approach, prioritizing reduction, reuse, recycling, and responsible disposal. As a result, the Group believes in recycle, reuse and reduce ("**RRR**") the materials we utilize in our production process and day-to-day operations. These initiatives include reducing the need to use unnecessary components and caping the production of by-products. We make a point to recycle our used materials and paper, particularly in packaging and wrapping. Most importantly, we are working hard to minimize the waste generated from our production and construction.

We adopt the following steps in our waste management -



Waste Management	Actions Taken
Industrial Waste	In bitumen and construction operations, AIZO segregates waste into hazardous (e.g., used oils, chemicals) and non-hazardous (e.g., construction debris, packaging). Hazardous waste is disposed of through licensed contractors in compliance with the Department of Environment ("**DOE**") guidelines.
Recycling and Recovery	Construction sites are increasingly adopting material recovery processes, where leftover concrete and asphalt are repurposed for road works and other infrastructure.
Innovation in Circular Economy	AIZO is piloting projects to integrate recycled materials into bitumen production and to reuse by-products as aggregates for construction. This reduces both costs and environmental impact.
Community Engagement	Employees and local communities are engaged in awareness campaigns on waste segregation, reinforcing a culture of sustainability.

Sustainability Statement (Cont'd)

WASTE MANAGEMENT PRACTICES (CONT'D)

Commitment to the Environment (cont'd)

AIZO manages its scheduled waste by utilizing the Electronic Scheduled Waste Information System ("**eSWIS**"), which is one of the environmental mainstreaming tools maintained by the Ministry of Natural Resources, Environment and Climate Change Malaysia. eSWIS is an online portal which allows users to file any scheduled waste consignment and inventory details, review of submitted consignment notes for transfer and receiving, in an efficient and secure environment.

Waste generators and waste contractors are properly recorded, tracked, and monitored in their waste movement, consignment in compliance with Environmental Quality (Scheduled Waste) Regulation 2005 and Environmental Quality (Prescribed Premises) (Scheduled Waste Treatment and Disposal Facilities) Regulation 1989). All the new schedule generated shall be fully recorded into eSWIS, the details including production information, waste code, waste name, waste component, waste type, waste type, and packaging type. While for recurring scheduled waste, we shall update the waste code, waste name and quantity.

AIZO also works hard to minimize the waste generated from our production and construction. We have competent Certified Environmental Professional In Scheduled Waste Management ("**CePSWaM**") to monitor scheduled waste management in the factory operation.

We also constantly send our competent personnel to attend environmental training. This is to ensure that all the staff in AIZO are aware on the scheduled waste compliance such as scheduled waste handling, labeling, packaging and storing.

During FPE 2025, AIZO generated waste amounting to 1 to 2MT per month. We are working towards improving the data collection and disposal of waste generated.

Future Targets

From FYE 2030 onwards, the Group aims to achieve a 50% waste diversion rate, with expanded recycling facilities at construction sites and increased adoption of bio-based and recycled bitumen.

Future Outlook

AIZO will continue to invest in technologies and partnerships that advance circular economy practices, water conservation, and resource efficiency. By embedding waste and water management into strategic planning, the Group ensures that operational efficiency, environmental stewardship, and stakeholder trust remain mutually reinforcing pillars of sustainable growth.

Commitment to Resource Efficiency

AIZO recognizes that responsible waste and water management is a critical part of environmental stewardship. Across its diverse operations, bitumen manufacturing, renewable energy, construction & services, and financial technology, the Group seeks to minimize waste generation, maximize resource efficiency, and reduce water intensity. These efforts are closely aligned with Bursa Malaysia's disclosure requirements and Malaysia's environmental regulatory framework.

OUR PEOPLE

Commitment to People and Communities

AIZO acknowledges that its success is inseparable from the well-being of its employees, the resilience of its supply chain partners, and the prosperity of the communities it serves.

The Group views employees and communities as vital stakeholders. To attract and retain talent, the Group provides competitive remuneration, career pathways, and inclusive policies. Social responsibility is embedded into the Group's sustainability framework to ensure fair labour practices, safe workplaces, community empowerment, and inclusivity in every aspect of its operations.

Sustainability Statement (Cont'd)

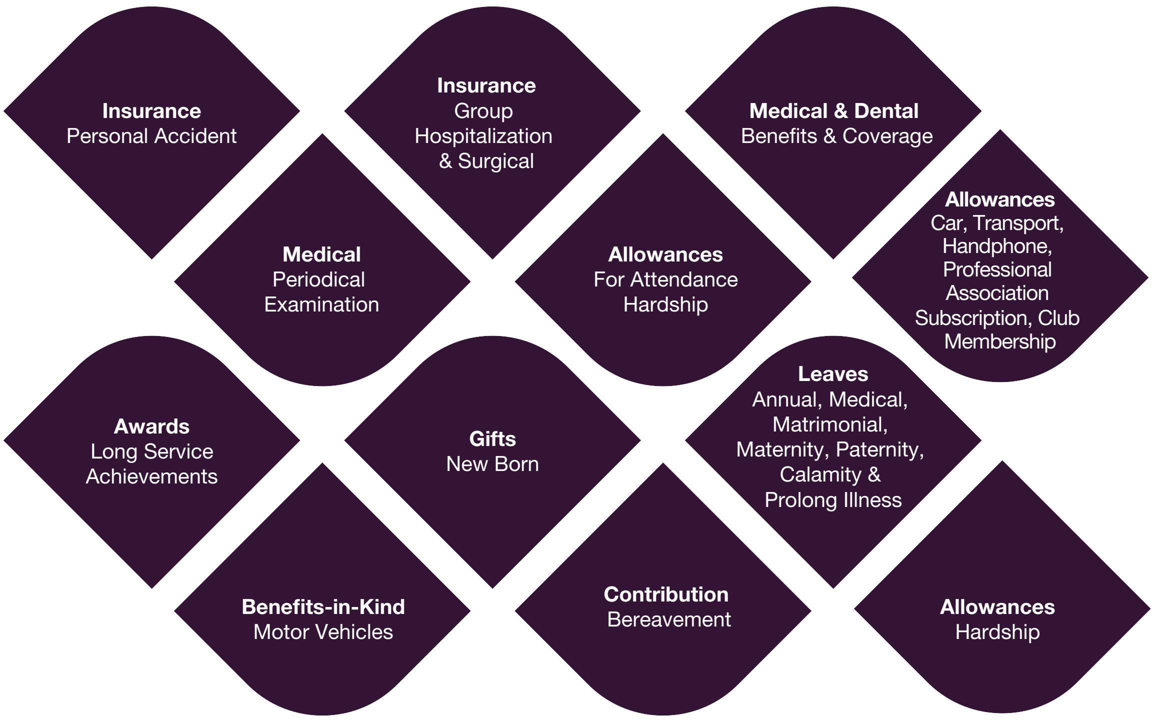
WORKFORCE DEVELOPMENT AND EMPLOYEE WELFARE

The Group is committed to creating a workplace where employees feel valued, motivated, and empowered to grow.

AIZO continued to send its employees to attend seminar and training on the Employment (amendment) Act 2022 held by the Malaysian Employers Federation Academy ("**MEF**") during FPE 2025. AIZO understands and emphasizes the importance of labour rights and therefore we continue to update ourselves on any update on the Employment Act. Key initiatives include -

Key initiatives	Details
Fair Compensation and Benefits	Competitive remuneration packages, allowances, and incentive schemes ensure that employees are rewarded fairly.
Learning, Training and Development	During FPE 2025, employees received 1,435 training hours, covering technical expertise, leadership, safety protocols, and ESG awareness.
Talent Retention	Career progression frameworks and mentoring programs support succession planning and long-term employee retention.
Diversity and Inclusion	Women now make up 25% of the workforce in FPE 2025, with policies in place to further increase female representation and youth leadership opportunities.

The diagram below shows our benefits to our employees -



In addition to the above-mentioned benefits, AIZO also organizes departmental and company trips and celebrate various festivals to strengthen bonding relationship between employees and create a healthy working environment. We also will take the opportunity to invite our stakeholders such as selected clients and suppliers to join us in the celebrations.

Sustainability Statement (Cont'd)

Hari Raya Open House

Sustainability Statement (Cont'd)

OCCUPATIONAL HEALTH AND SAFETY

Health and safety are top priorities across construction sites, bitumen plants, and renewable energy projects. We have invested in regular safety drills, mandatory use of Personal Protective Equipment ("**PPE**"), and the introduction of digital safety monitoring systems.

A comprehensive Safety, Health and Environment (**"SHE**") Management System ensures compliance with industry best practices and regulatory requirements. The Group has a SHE Working Committee to ensure that our Safety and Health Policy is adhered to, concerns are raised and attended to and periodically updated.

Our Safety and Health Policy outlines how our business operations are conducted in a safe manner, through the implementation of various measures and controls by all levels of our workforce. AIZO is monitoring the pattern on lost-time incidence and wishes to report that there is no major lost-time incident.

Best Practices	Results
Performance	Zero fatalities were recorded during FPE 2025.
Preventive Measures	Regular safety drills, digital hazard reporting systems, and enhanced PPE standards are enforced.
Culture of Safety	Employees and contractors receive mandatory safety training, and leadership walkabouts reinforce a safety-first mindset.

LABOUR PRACTICES AND RIGHTS

AIZO fosters an inclusive and diverse work environment as we emphasize upholding the labour rights of our staff force. Our Code of Conduct and other labour policies protect labour rights and is based on local employment regulations, such as the Malaysian Employment Act 1955, and relevant industry standards, such as the Responsible Business Alliance ("**RBA**").

Our Code of Conduct and other human resource and labour policies protect labour rights and is based on local employment regulations, such as the Malaysian Employment Act 1955, and relevant industry standards.

The labour rights we uphold include –

Sustainability Statement (Cont'd)

LABOUR PRACTICES AND RIGHTS (CONT'D)

AIZO upholds the highest standards of labour practices -

Best Practices	Results
Compliance with ILO Conventions	Strict prohibition of forced labour, child labour, and workplace discrimination.
Grievance Mechanism	Confidential channels enable employees to raise issues without fear of retaliation, with cases reviewed independently to ensure fair outcomes. During FPE 2025, AIZO did not receive any report of grievances.
Employee Conduct and Discipline	A transparent framework guides behaviour, discipline, and grievance resolution, protecting both employee rights and organizational standards.

These initiatives reflect AIZO's holistic approach to social responsibility, supporting both its workforce and the broader communities where it operates.

Link to ESG and Value Creation

Social responsibility initiatives directly contribute to AIZO's ESG objectives:

Link	Details
Environmental Link	Training workers in sustainable practices reduces emissions and waste at operational sites.
Governance Link	Upholding human rights and fair labour practices reduces reputational risks and builds investor confidence.
Economic Link	By investing in employees and communities, AIZO enhances productivity, reduces turnover, and ensures stable stakeholder relationships.

Future Outlook

Looking forward, AIZO aims to -

Future Outlook
• Maintaining female representation at least 25%. • Establish a formal community engagement framework with measurable impact indicators. • Expand partnerships with NGOs and academic institutions to enhance workforce upskilling. • Strengthen the Employee Well-Being Program, incorporating mental health and wellness support. • Increase annual CSR investment to ensure communities thrive alongside business growth.

Sustainability Statement (Cont'd)

GOVERNANCE AND ETHICAL CONDUCT

Commitment to Strong Governance

AIZO views strong governance as the foundation of its sustainability strategy and overall corporate resilience. Effective governance not only ensures regulatory compliance but also builds investor confidence, fosters stakeholder trust, and enhances long-term value creation. The Board of Directors plays a central role by providing oversight, setting ethical standards, and ensuring that sustainability is fully integrated into business decisions.

GOVERNANCE FRAMEWORK

The Group's governance structure ensures that checks and balances are embedded into every level of decision-making:

Governance Structure	Roles & Duties
Board of Directors	Provides strategic oversight and ultimate accountability for ESG matters.
Audit and Risk Management Committee	Ensures the integrity of financial reporting, risk oversight, and compliance.
Sustainability Committee	Oversee ESG integration, climate risk disclosures, and stakeholder engagement.
Sustainability Working Group	Executes initiatives and reports on performance to the BSC and Board.

This structure is supported by a robust ERM framework, which integrates ESG-related risks such as climate change, cybersecurity, supply chain vulnerabilities, and regulatory shifts.

CODE OF ETHICS AND BUSINESS CONDUCT

AIZO is committed to ensuring the highest standards of corporate governance throughout the Group so that the affairs of the Group are conducted with integrity and professionalism with the objective of safeguarding shareholders' investment and enhancing shareholders' value, while reinforcing confidence of our stakeholders in the group. As a result, the high standards of business ethics and compliance across the group reflect our core values, which are Honesty, Integrity and Operational Excellence.

We have adopted a comprehensive Code of Ethics and Business Conduct that applies to all employees, directors, and business partners. We require all our employees to maintain the highest standards of conduct and integrity when conducting business with customers, suppliers, and other stakeholders. In addition, we do not tolerate any breach of the Group's Code of Ethics and Conduct ("**Code**") and encourage our employees to highlight any instances of malpractice and non-compliance.

The Code sets out expectations for:

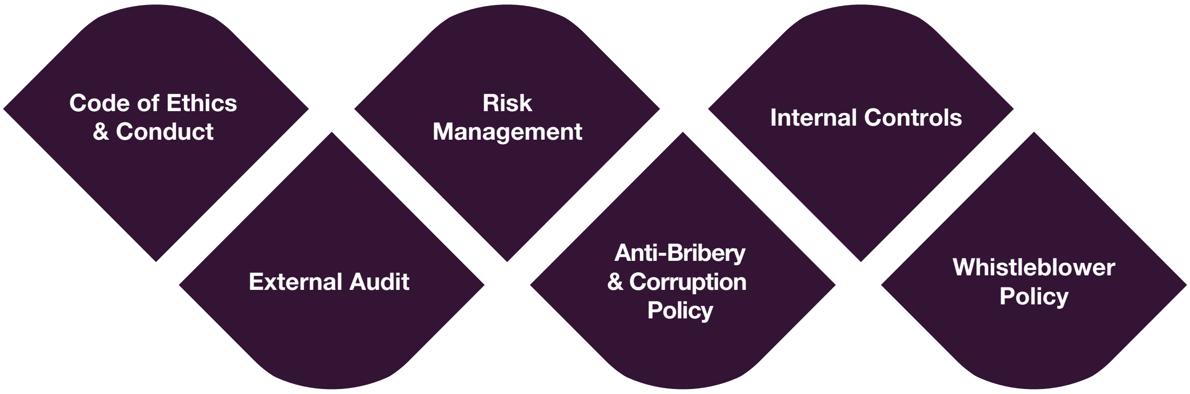
- Integrity in all business dealings.
- Fair competition and responsible marketing.
- Confidentiality of company and client information.
- Compliance with all applicable laws and regulations.

Regular training and awareness campaigns ensure that employees fully understand their responsibilities under the Code.

Sustainability Statement (Cont'd)

CODE OF ETHICS AND BUSINESS CONDUCT (CONT'D)

Our corporate governance practices include the following -



ANTI-BRIBERY AND CORRUPTION ("ABAC") POLICY

The Anti-Corruption Amendments requires Public Listed Companies ("**PLCs**") on Bursa Malaysia to establish and implement policies and procedures on anti-corruption and whistleblowing to prevent corrupt practices, which will enable PLCs to have a measure of defence against corporate liability for corruption under Section 17A of the MACC Act. In addition, the Anti-Corruption Amendments require PLCs and their board of directors to review the policies and procedures periodically or at least once every three years to assess their effectiveness. The Anti-Corruption Amendments also require PLCs to ensure that corruption risks are included in the annual risk assessment of PLCs and their group of companies.

AIZO is fully committed to ensuring the highest business conduct, upholding integrity, and good corporate governance. The Group has a zero-tolerance approach to bribery and corruption. The ABC Policy applies across all business units and supply chain partners. Key features include:

- Mandatory declaration of conflicts of interest.
- Prohibition of facilitation payments and kickbacks.
- Due diligence for suppliers, contractors, and third parties.
- Training sessions for employees in high-risk functions, such as procurement and project management.

During FPE 2025, we conducted ABAC training for our staff.

Sustainability Statement (Cont'd)

ANTI-BRIBERY AND CORRUPTION ("ABAC") POLICY (CONT'D)

Anti-Bribery Corruption Education Programme

Internal audits and ARMC oversight ensure compliance, with disciplinary actions, including termination and enforcement for breaches.

We are glad to announce that there are no reported incidents of corruption and bribery during the financial period under review.

CORPORATE GOVERNANCE

AIZO believes that good Corporate Governance is a pre-requisite for the Group to build sustainable long-term value for its shareholders. We are therefore guided by legislative and regulatory requirements, including corporate governance, best practices published by the relevant authorities.

Our Corporate Governance Overview Statement forms part of our Annual Report.

WHISTLEBLOWER POLICY

To strengthen transparency, AIZO has established a Whistleblower Policy that allows employees, contractors, and stakeholders to report suspected misconduct safely and anonymously. Multiple reporting channels are available, including independent third-party hotlines. All reports are investigated confidentially, with protection guaranteed against retaliation. Outcomes are reported to the ARMC for accountability.

The Whistleblower Policy of AIZO was formulated based on the Whistle Blower Protection Act 2010. This Whistle Blower Protection Act provides assurance and confidence to our employees and external parties that we have an effective channel to report on any activity that breaches our Code and/or any breach of ethics or omission by an employee of AIZO.

Our Whistleblower Policy can be accessed from our website at www.aizo.com.my. Whistle blowers can write to whistleblowing@aizo.com.my and the report will go directly to Chairman of Audit and Risk Management Committee.

Furthermore, there were no whistleblowing reports received during the financial period.

STANDARD CODE OF ETHICS AND EMPLOYEES' DISCIPLINE & CONDUCT ("Code")

AIZO enforces a clear framework for employee conduct and discipline. This framework -

- Ensures fairness in disciplinary proceedings.
- Provides clear escalation procedures for grievances.
- Reinforces company values of respect, professionalism, and accountability.
- Links performance evaluation with compliance to ethical standards, not just financial results.

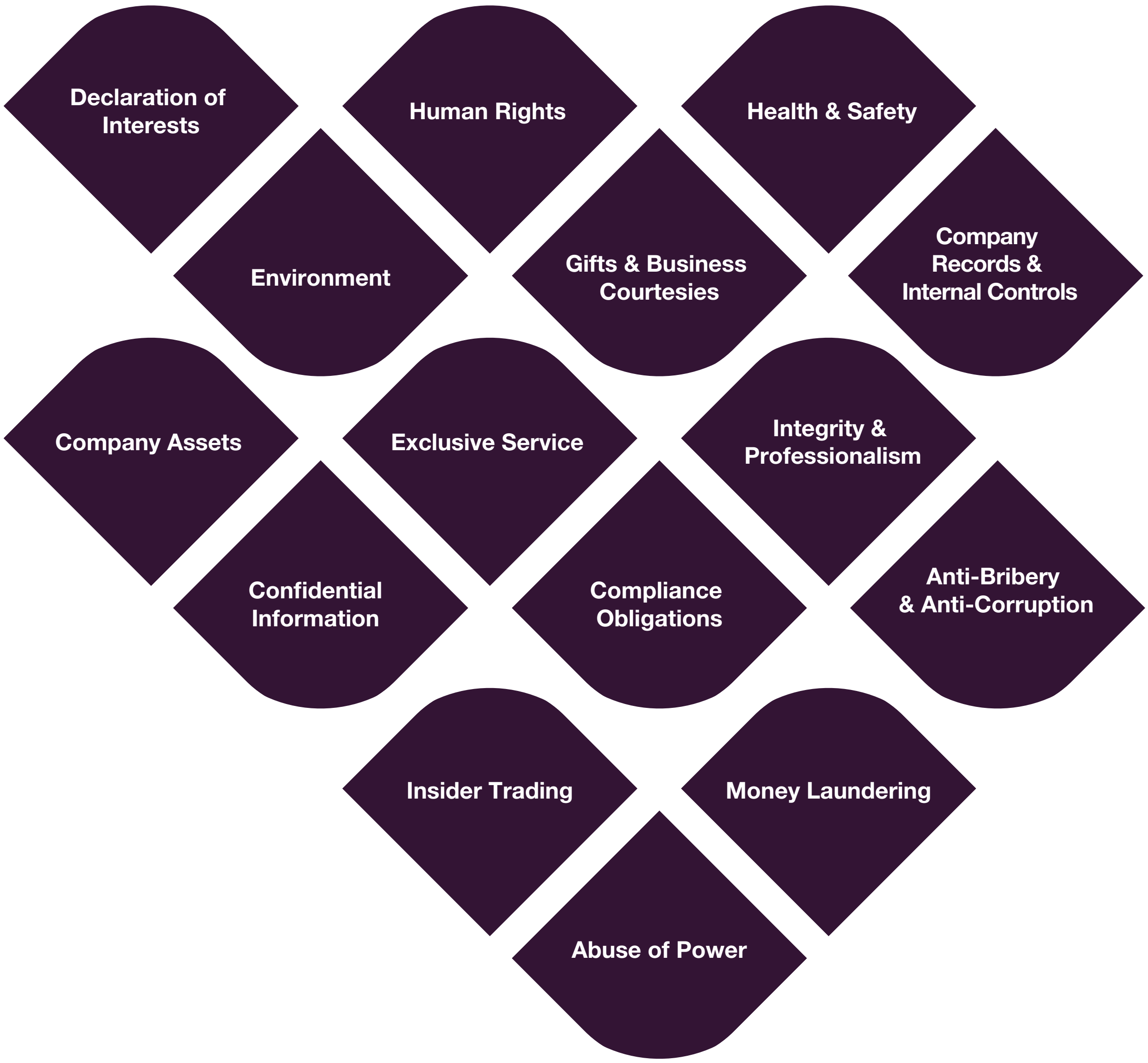
All employees of AIZO are expected to comply with the Code which is adopted at all levels within the group. It covers the principles by which behaviours are assessed and guides an employee's direct and indirect roles and responsibilities inside and outside the group. These principles are shared with all employees and emphasized during training sessions. Upon employment in AIZO, employees pledge their agreement to the Code when signing their letter of offer.

By aligning conduct with values, the Code strengthens workplace culture while protecting employee rights.

Sustainability Statement (Cont'd)

STANDARD CODE OF ETHICS AND EMPLOYEES' DISCIPLINE & CONDUCT ("Code") (CONT'D)

The Code encompasses the following policies –



COMPLIANCE WITH LAWS AND REGULATIONS

AIZO ensures full compliance with Bursa Malaysia Listing Requirements, Malaysia Companies Act, environmental regulations, labour laws, and data protection requirements ("**PDPA**").

For financial technology operations, AIZO complies with Bank Negara Malaysia guidelines and international cybersecurity standards. Regular legal reviews are conducted to anticipate regulatory changes and maintain compliance.

CULTURE OF ETHICAL LEADERSHIP

Governance and ethical conduct are not limited to policies. They are driven by leadership tone at the top. Directors and senior management lead by example, embedding ethical behaviour into daily operations. Ethical leadership is reinforced through:

- Quarterly reviews of governance practices.
- Open-door policies encouraging employee feedback.
- Commitment to transparency in reporting and disclosures.

Sustainability Statement (Cont'd)

CULTURE OF ETHICAL LEADERSHIP (CONT'D)

Integration with ESG and Value Creation

Strong governance and ethical conduct directly enhance AIZO's ESG performance by -

- Reducing legal, operational, and reputational risks.
- Improving access to sustainability-linked financing.
- Building trust with regulators, investors, and communities.
- Aligning with global frameworks such as IFRS S1.

By ensuring governance structures are robust and ethical conduct is ingrained, AIZO not only complies with regulations but also positions itself as a responsible and trustworthy corporate leader.

Future Actions

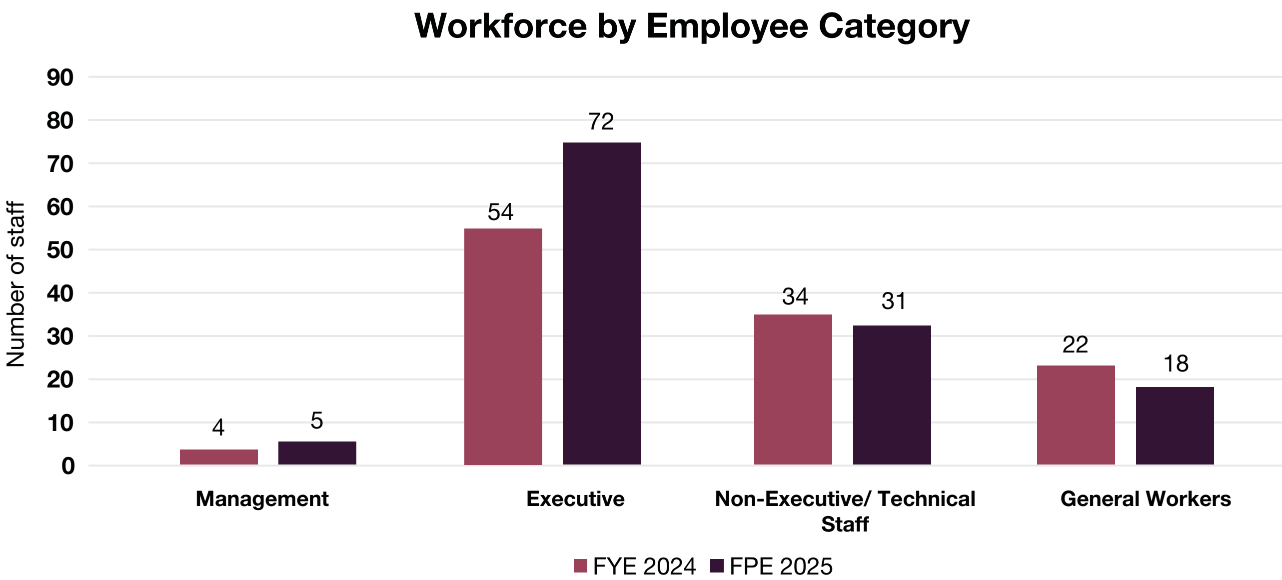
AIZO will continue to strengthen governance by –

Future Actions
• Expanding digital tools for compliance monitoring. • Enhancing third-party due diligence for suppliers. • Increasing Board and management training on emerging ESG regulations.

DIVERSITY, EQUITY & INCLUSION ("DEI") – WORKFORCE

Commitment to an Inclusive Workforce

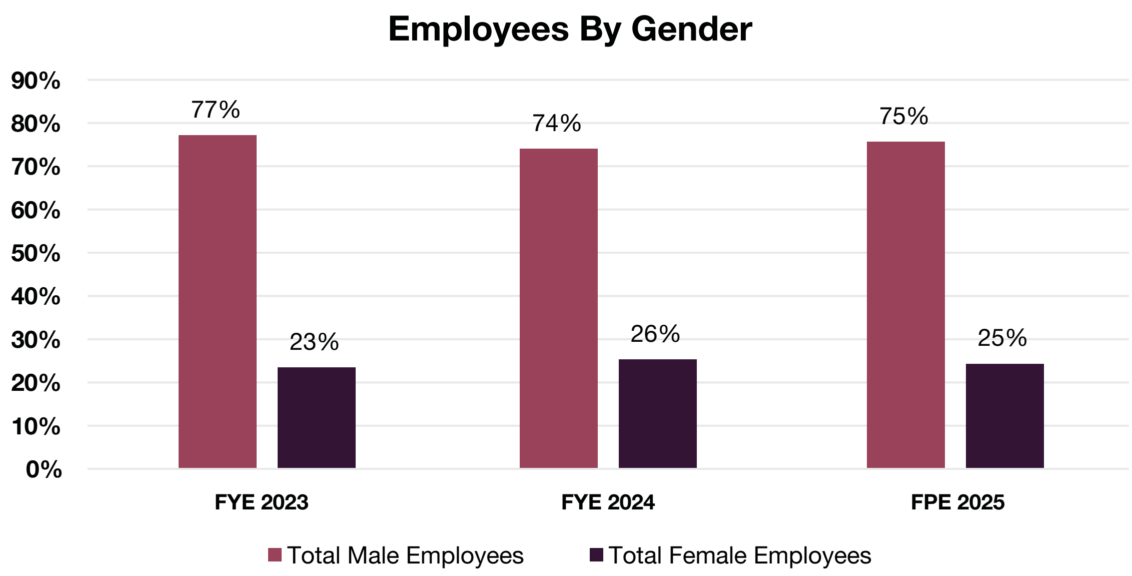
AIZO believes that diversity, equity, and inclusion are not just ethical imperatives but also strategic drivers of innovation, productivity, and long-term value creation. The Group is committed to building a workplace that reflects the diversity of the communities it serves, where every employee, regardless of gender, age, ethnicity, religion, background, or ability, feels respected, valued, and empowered to contribute.

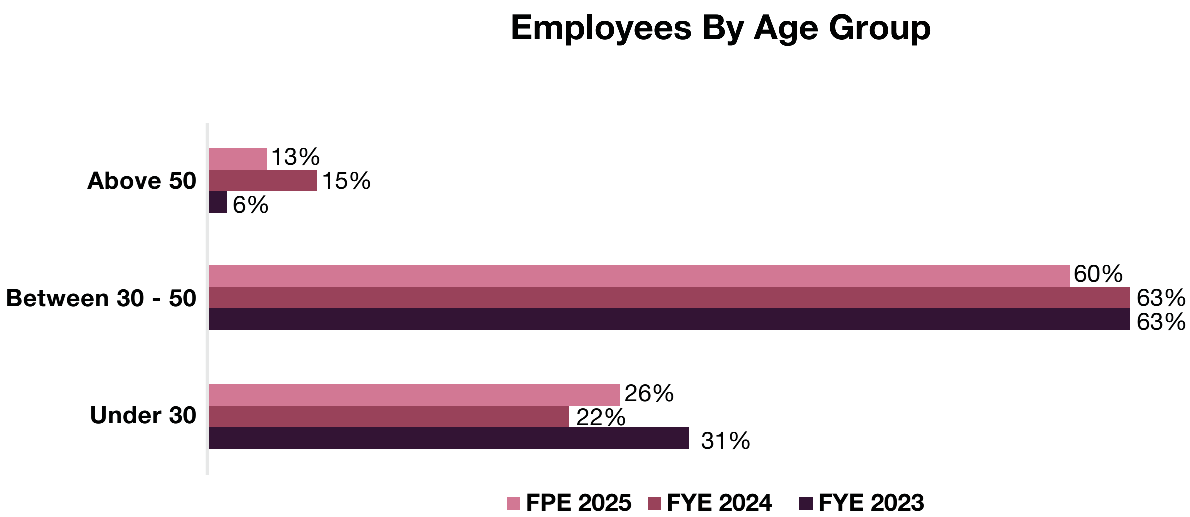


Sustainability Statement (Cont'd)

DIVERSITY, EQUITY & INCLUSION ("DEI") – WORKFORCE (CONT'D)

Commitment to an Inclusive Workforce (cont'd)

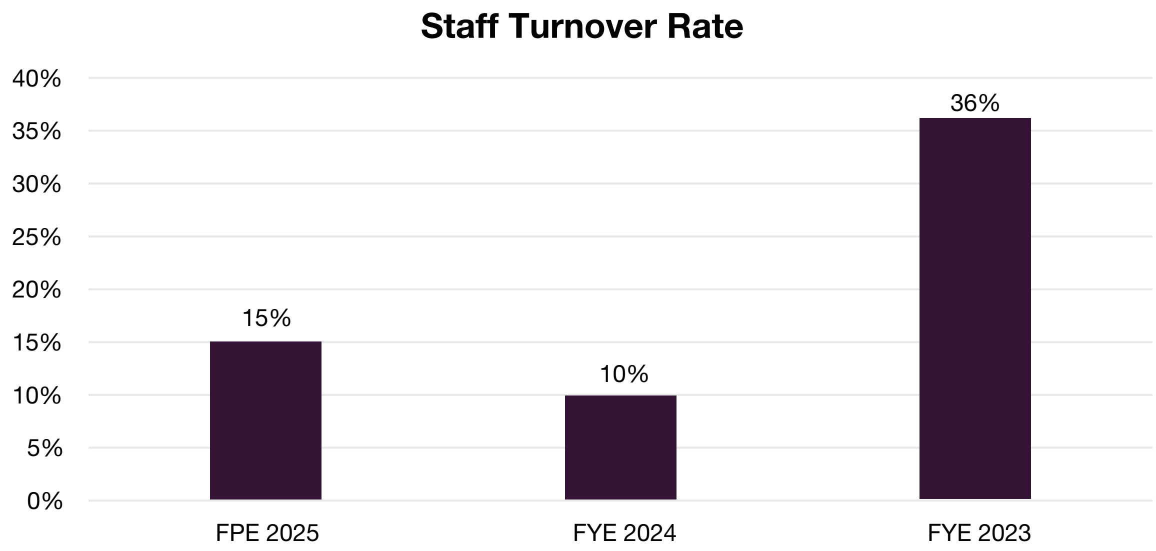




AIZO is focusing on grooming its next level of workforce that are managerial material and ready to support the future growth of the Group. We continue to grow our workforce aged below 50 years old while retaining our experienced staff.

DIVERSITY, EQUITY & INCLUSION ("DEI") – WORKFORCE (CONT'D)

Commitment to an Inclusive Workforce (cont'd)



During FPE 2025, AIZO recorded a higher staff attrition rate of 15% from 10% in FYE 2024. The higher staff attrition rate is largely due to the competitive employment market resulting in higher employee-voluntary resignation. During FPE 2025, we stepped up on our retention program to invest in our employees through training and staff development programs.

Diversity Across the Workforce

The Group's workforce includes employees from a wide range of professional, cultural, and educational backgrounds. This diversity strengthens AIZO's ability to adapt to changing markets and customer expectations.

Diversity	Details
Gender Diversity	During FPE 2025, women account for 25% of the workforce, with an explicit target to raise female representation in leadership positions.
Age and Generational Diversity	The Group benefits from the energy of younger employees and the experience of senior professionals. Structured mentoring programs encourage knowledge transfer across generations.
Cultural and Ethnic Representation	Reflecting Malaysia's multicultural society, AIZO values the perspectives of employees from different backgrounds, ensuring inclusive decision-making.

Equity in Opportunities and Rewards

Equity ensures that employees have fair access to growth opportunities, regardless of personal background or status. Key initiatives include -

Equity	Details
Equal Pay for Equal Work	Regular benchmarking exercises ensure that pay structures are competitive and non-discriminatory.
Transparent Promotion Pathways	Career advancement is merit-based, supported by performance appraisals and leadership assessments.
Targeted Development Programs	Leadership programs for women and underrepresented groups support career progression into senior management.
Inclusive Benefits	Employee benefits are designed to support both full-time and contract staff, ensuring equitable treatment.

Sustainability Statement (Cont'd)

DIVERSITY, EQUITY & INCLUSION ("DEI") – WORKFORCE (CONT'D)

Inclusion in Culture and Practices

Inclusion means creating an environment where every voice is heard and valued. AIZO fosters an inclusive culture through –

Inclusion	Details
Employee Engagement	Regular town halls, feedback surveys, and open-door policies ensure employees have a say in company direction.
Flexible Work Practices	Where possible, flexible hours and remote work arrangements accommodate employees' diverse needs.
Cultural Awareness	Celebrations of cultural and religious events foster unity and mutual respect within the workforce.
Accessibility	The Group is assessing workplace facilities to ensure greater accessibility for employees with disabilities.

Governance and Accountability for DEI

DEI is overseen by the Board and monitored by the Sustainability Committee, supported by the Sustainability Working Group. Clear KPIs on diversity and inclusion are incorporated into management performance reviews. Progress is reported annually in the Sustainability Statement, ensuring transparency and accountability.

Link to ESG and Global Goals

DEI contributes directly to several UNSDGs –

SDG	Details
SDG 5 (Gender Equality)	Promoting women in leadership
SDG 8 (Decent Work and Economic Growth)	Ensuring fair pay and safe, inclusive workplaces
SDG 10 (Reduced Inequalities)	Providing equitable opportunities for all

From a business perspective, diverse teams improve problem-solving, creativity, and resilience, while inclusive practices reduce employee turnover and enhance employer branding.

Future Commitments

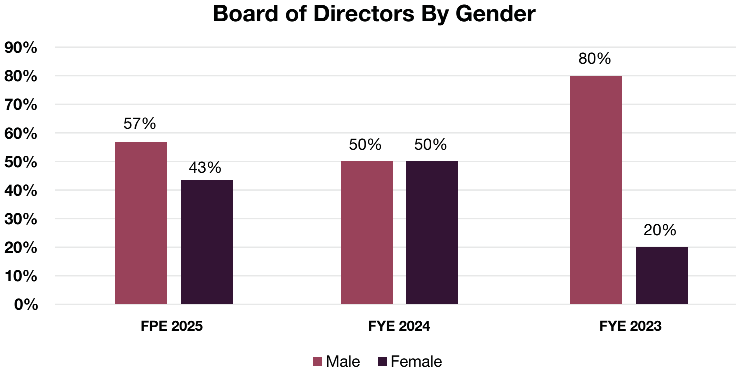
To strengthen its DEI journey, AIZO will -

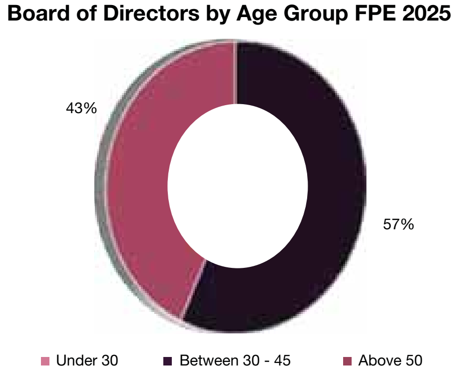
Future Commitments
• Gradually increase women's participation. • Establish a formal DEI Policy endorsed by the Board. • Introduce annual DEI training programs for all employees, focusing on unconscious bias and inclusive leadership. • Implement metrics for monitoring pay equity across genders and roles. • Expand opportunities for underrepresented groups, including persons with disabilities, through targeted hiring initiatives.

Sustainability Statement (Cont'd)

DIVERSITY, EQUITY & INCLUSION ("DEI") – BOARD OF DIRECTORS

AIZO recognizes that diversity, equity, and inclusion at the Board level are essential drivers of better governance, more robust decision-making, and the long-term sustainability of the organization. The Board is committed to ensuring that its makeup reflects a breadth of perspectives—across gender, cultural backgrounds, age, tenure, expertise, and independence—to strengthen strategic oversight and stakeholder trust.





The Board of AIZO has maintained at least one-fifth (1/5) of its composition comprising a female representative since FYE2021. Our female representatives are as follow –

Director	Age	Position in Board & Committees
Puan Feridah Binti Bujang Ismail	50	Independent Non-Executive Director Audit and Risk Management Committee Nomination and Remuneration Committee Sustainability Committee (Chairperson)
Puan Siti Aishah Binti Othman	65	Independent Non-Executive Director Audit and Risk Management Committee Nomination and Remuneration Committee (Chairperson) Sustainability Committee
Puan Emma Yazmeen Yip Binti Jeffrey Yip	30	Executive Director

Puan Feridah Binti Bujang Ismail and Puan Siti Aishah Binti Othman have been our board members since the year 2020. They are highly experienced and accomplished in their field. They serve as our Independent Non-Executive Directors ("**NED**") on the board.

Diversity on the Board

Diversity	Details
Gender Diversity	The Board ensures that there is female representation, in line with AIZO's Diversity Policy, at least one-woman director is maintained on the Board in accordance with regulatory expectations (per Bursa / Listing Requirements).
Cultural & Ethnic Diversity	Given Malaysia's multicultural society, Board composition includes representation from different ethnic and cultural backgrounds. This diversity enhances sensitivity to community issues and stakeholder engagement across various demographic groups.
Age & Tenure Diversity	The Board is balanced between experienced long-serving members and newer directors, ensuring continuity of institutional knowledge while infusing fresh perspectives and adaptability.
Independence & Expertise Diversity	A proportion of independent non-executive directors strengthens impartial oversight. Directors bring diverse functional expertise (finance, law, operations, technology, ESG) and international exposure, enhancing the Board's collective capabilities.

Sustainability Statement (Cont'd)

DIVERSITY, EQUITY & INCLUSION ("DEI") – BOARD OF DIRECTORS (CONT'D)

Equity and Inclusion at Board Level

Equity	Details
Equitable Access	Board nomination processes evaluate candidates based on merit, expertise, and alignment with DEI principles, not solely on networks or legacy criteria.
Inclusive Decision-Making	The Board fosters a culture where all directors, particularly those from underrepresented groups (if any) are encouraged to contribute fully, voice alternative views, and influence decisions without bias.
Succession Planning & Pipeline Development	The Board, via the Nomination and Remuneration Committee, supports mentorship and capacity-building initiatives to cultivate a diverse pipeline of future board candidates.
Performance & Accountability	DEI objectives are included in Board evaluations. Metrics such as gender ratio, attendance of diverse directors, and inclusivity in committee roles are tracked and reported.

Forward Commitments & Actions

Commitments	Actions
Targets	Maintaining high percentage of female representation.
Talent Sourcing	Expand candidate search beyond traditional networks to include underrepresented groups and cross-sector profiles.
Mentorship & Sponsorship	Participate in board mentoring programs to support women and diverse candidates to progress to board positions.
DEI Reporting	Disclose board DEI metrics annually (gender ratio, attendance, diversity in committee roles) with trends across years.
Capacity Building	Provide DEI and unconscious-bias training for the Board and Nomination Committee to strengthen inclusive decision culture.

EMPLOYEE LEARNING & DEVELOPMENTS

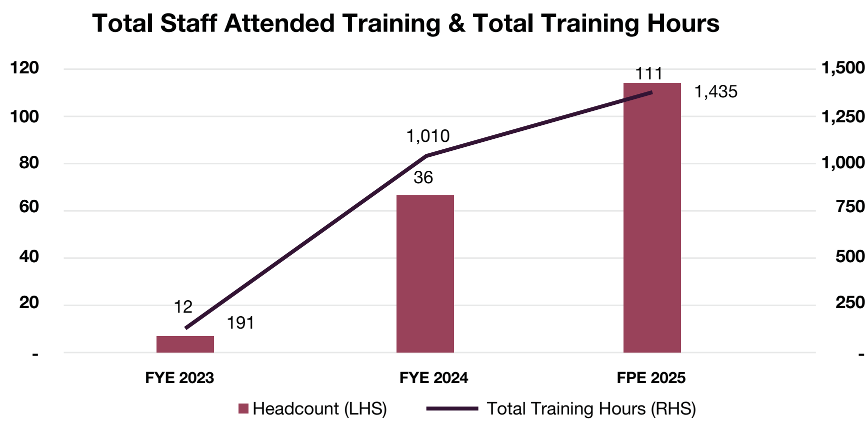
Commitment to Continuous Growth

The Group recognizes that the development of its employees is integral to sustaining business performance and ensuring long-term resilience. A well-trained workforce enhances operational efficiency, drives innovation, strengthens safety culture, and improves employee engagement. The Group views learning and development ("**L&D**") not as a one-off activity, but as a continuous journey of upskilling, reskilling, and empowering its people to meet evolving industry challenges.

Strategic Focus Areas in L&D

AIZO's L&D programs are designed to balance technical, leadership, and sustainability skills -

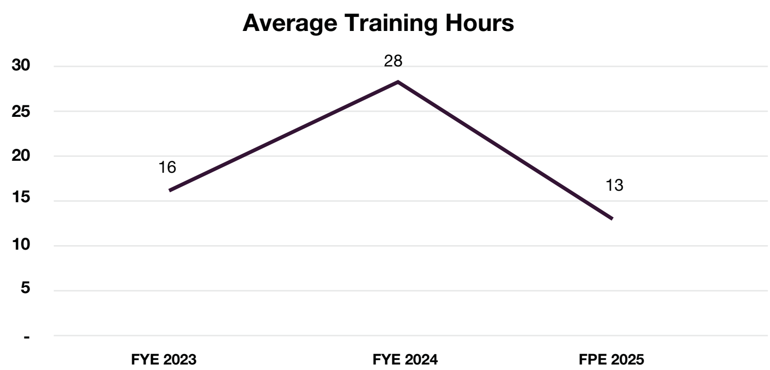
During FPE 2025, AIZO invested heavily in staff training where the number of staff participated in training jumped to 111 from 36 recorded during the previous financial period.



Training Hours and Reach

During FPE 2025, AIZO employees collectively completed 1,435 training hours, compared to 1,010 training hours in FYE 2024. These programs spanned safety, technical, financial, IT, and sustainability topics. A training needs analysis ("**TNA**") was conducted across divisions and departments to ensure resources were deployed where most impactful.

The average training hours recorded per staff eased to an average of 13 hours per employee in FPE 2025 as compared to 28 hours in FYE 2024 as management packed training programs into shorter duration to cater for the jump in the number of employees attending trainings.



Sustainability Statement (Cont'd)

EMPLOYEE LEARNING & DEVELOPMENTS (CONT'D)

Training Hours and Reach (cont'd)

Our staff training programs are identified based on business strategies and operational needs, meeting regulatory requirements, and ensuring the development of our people's technical, interpersonal, business and management skills.

The training programs that we have arranged for our management and staffs during the FPE 2025 are as follows: -

	Training Title	Entity	Position
1	Drilling Course 2024	Institute of Quarrying Malaysia Berhad	Technical Staff
2	Training Course For Shot-Firer 3/2024	Institute of Quarrying Malaysia Berhad	Executive & Technical Staff
3	Seminar Pematuhan Akta Kualiti Alam Sekeliling 1974 Pendekatan Perundangan dan Penggunaan Teknologi Dalam Pematuhan Pengurusan Effluen Perindustrian Dan Udara Bersih	Kelab Sukan Dan Kebajikan Jabatan Alam Sekitar Negeri Selangor	Executive
4	MFRS/IFRS: From Principles to Practice	Malaysian Institute of Accountants (MIA)	Executive
5	Certified Environmental Professional in Scrubber Operation	Master Jaya Greetech Sdn Bhd	Executive
6	Occupational Safety And Health Coordinator (OSH-C)	Pertubuhan Ikatan Komuniti Selamat	Technical Staff
7	Expressway Operation Safety Passport	National Institute of Occupational Safety and Health (NIOSH)	Executive
8	2025 Malaysia Budget Tax Seminar	Salihin Training & Consultancy Sdn Bhd	Executive & Management
9	National Employment Law Conference 2024	Myseminars Sdn Bhd	Executive & Management
10	Understanding E-Invoice	Salihin Training & Consultancy Sdn Bhd	Executive & Management
11	Seminar Orang Yang Berwibawa (OYB) Ke Arah Pematuhan Yang Berterusan	Kelab Sukan Dan Kebajikan Jabatan Alam Sekitar Negeri Selangor	Executive
12	HASiL - MEF Tax Seminar 2025	Malaysian Employer Federation	Executive & Management
13	Forklift Safety & Certification	Eversafe Universal Sdn Bhd	Technical Staff
14	Kursus Asas Pengiring Rapat (Bodyguard) Siri 1/2025	X K TEN Training Consultancy	Executive
15	Risk Management Awareness	Moore Risk Consulting Sdn Bhd	Executive & Management
16	OSH Coordinator for Mining & Quarrying Industry 2/2-25	Institute of Quarrying Malaysia Berhad	Executive
17	Cyber Security Awareness Training	Moore Risk Consulting Sdn Bhd	Management, Executive, Non-Executive, Technical Staff
18	TAXPOD Masterclass 2 0	YYC GST Consultants Sdn Bhd	Executive
19	ACCA Mid-Year Tax Focus Conference	ACCA Malaysia	Executive
20	Anti-Bribery Corruption Education Programme	MACC Malaysia	Management, Executive, Non-Executive, Technical Staff, General Worker
21	Kursus Microsoft Excel untuk Kontraktor	QE Consultant	Executive
22	Sustainability Reporting Alphabet Soup and Current Sustainability Reporting Updates for Malaysia Webinar		Management
23	Mandatory Accreditation Programme Part II Leading for Impact		Management

EMPLOYEE LEARNING & DEVELOPMENTS (CONT'D)

Link to ESG and Long-Term Value

Employee learning and development directly support SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth). By investing in people, AIZO not only strengthens internal capabilities but also enhances community and industry resilience. A skilled workforce contributes to higher quality products and services, improved customer satisfaction, and stronger stakeholder confidence.

Impact and Outcomes

The benefits of L&D are evident across AIZO's business segments -

Benefits
• Improved operational efficiency in construction projects with reduced rework rates. • Enhanced safety performance, with a measurable decline in incidents due to increased awareness and compliance. • Stronger employee retention, as professional growth opportunities rank among the top factors in employee satisfaction surveys. • Greater adaptability, with employees better prepared to embrace digital transformation and ESG-linked innovations.

Future Commitments

Looking ahead, AIZO plans to expand its L&D agenda by –

Future Commitments
• Introducing AI-powered training analytics to customize learning pathways. • Launching a Sustainability Academy to provide structured ESG training to employees, contractors, and suppliers. • Partnering with universities and professional bodies to offer certification programs in engineering, finance, and renewable energy. • Embedding L&D KPIs into performance reviews, ensuring accountability for continuous skill enhancement.

CYBERSECURITY

Cybersecurity is integral to AIZO's ESG framework, especially within financial technology. Cybersecurity not only prevents costly breaches but also builds customer trust, accelerating FinTech adoption and enhancing investor confidence.

With the Group's expansion into financial technology and the increasing digitization of operations, cybersecurity and data governance have become essential components of sustainability.

Protecting sensitive information, whether customer financial data, employee records, or supplier contracts is not only a regulatory obligation but also a cornerstone of digital trust.

Sustainability Statement (Cont'd)

CYBERSECURITY (CONT'D)

Cybersecurity Framework

AIZO has implemented a multi-layered Cybersecurity Framework aligned with ISO/IEC 27001 standards, supported by -

Actions	Details
Technical Defenses	Firewalls, encryption protocols, multi-factor authentication, and intrusion detection systems.
Monitoring	AI-powered systems for real-time threat detection and automated incident response.
Testing	Regular penetration tests and vulnerability assessments to identify and mitigate risks.

As a result, we continue to place great importance on our internal control framework to protect the privacy and security of data, information and intellectual properties belonging to us and our stakeholders. We have established a range of policies related to cybersecurity and IT management and we constantly review, upgrade and improvise to ensure that they are up-to-date, and our employees are aware of the latest threats. The policies are as follows:

- Acceptable Use Policy
- IT Cybersecurity and Incident Respon Policy
- Network Security Policy
- Computing System Usage Policy
- Mobile Device Policy
- IT Physical Security Policy
- Data Classification and Protection Policy
- Identity Access Management Policy
- IT Risk Management Policy
- Personal Data Protection Policy

Data Protection and Compliance

The Group complies fully with Malaysia's Personal Data Protection Act (**"PDPA"**) and ensures that customer and employee data is collected, processed, stored, and disposed of securely. FinTech platforms are designed with "privacy by design" principles, embedding data security from the ground up.

Culture of Awareness

Employees undergo mandatory cybersecurity and data protection training annually, with simulated phishing exercises and refresher courses to reinforce awareness. Vendors and technology partners are also required to meet minimum security standards before being onboarded.

Sustainability Statement (Cont'd)

CYBERSECURITY (CONT'D)

Incident Response and Business Continuity

A dedicated Cybersecurity Incident Response Team ("**CIRT**") is in place, tasked with managing breaches, coordinating responses, and reporting to the Board. Cybersecurity risks are fully integrated into the Group's enterprise risk management framework and linked with its Business Continuity Plan.

Financial Linkage

Robust cybersecurity prevents costly breaches and supports the scaling of financial technology offerings. By safeguarding data, AIZO enhances revenue potential from digital services while reducing exposure to fines and litigation.

Risks and Opportunities

Opportunities	Risks
Strong cybersecurity enhances investor confidence, attracts customers to FinTech products, and provides a competitive advantage in ESG-conscious markets.	Cyberattacks could result in financial losses, reputational harm, and regulatory fines.

COMMUNITY ENGAGEMENT

Commitment to Communities

AIZO recognizes that its operations have direct and indirect impacts on the communities in which it operates. The Group believes in creating shared value, ensuring that while it grows its business, local communities benefit from opportunities, resources, and partnerships. Community engagement is therefore approached not as charity, but as a long-term investment in social cohesion and sustainable development.

Employee Volunteering and Engagement

Employees are actively encouraged to take part in community initiatives through volunteer programs. These include teaching in rural schools, supporting environmental clean-up campaigns, and participating in community sports or cultural events. Employee volunteering not only strengthens community ties but also builds team spirit and pride in AIZO's values.

Impact and Measurement

During FPE 2025, AIZO focused on two underprivileged children's home as we believe that children are our future leaders. They are –

1. Pertubuhan Kebajikan Nur Syaheera Kuala Lumpur; and
2. Pertubuhan Kebajikan Anak Yatim dan OKU Mesra PJ.

In addition, the Group also donated funding and contributed resources to various Non-Governmental Organizations ("**NGOs**") and communities where we operate, recognizing our responsibility to contribute to socio-economic progress.

Sustainability Statement (Cont'd)

COMMUNITY ENGAGEMENT (CONT'D)

Impact and Measurement (cont'd)

Overall, AIZO invested RM25,000 in these Corporate Social Responsibility ("**CSR**") initiatives, directly benefiting over 200 people including children.

COMMUNITY ENGAGEMENT (CONT'D)

Link to ESG and UNSDGs

Community programs directly contribute to:

SDG	Details
SDG 4 (Quality Education)	Through scholarships and vocational training.
SDG 6 (Clean Water & Sanitation)	Via infrastructure improvements.
SDG 11 (Sustainable Cities & Communities)	Through disaster resilience and local development projects.
SDG 15 (Life on Land)	Via reforestation and ecosystem rehabilitation.

By embedding community work into its ESG framework, AIZO strengthens trust, supports social license to operate, and creates long-term shared value.

Future Outlook

Looking forward, AIZO plans to -

Future Commitments
• Establish a Community Engagement Framework with clearer KPIs for impact measurement. • Expand CSR partnerships with NGOs and universities to scale initiatives sustainably. • Increase annual CSR investment proportionate to business growth, ensuring communities benefit as the company expands. • Develop inclusive digital platforms that connect communities with job opportunities, financial literacy, and green awareness campaigns.

IFRS S1 & S2 Compliance Checklist

AIZO benchmarked its disclosures against IFRS S1 and S2. Strengths include governance, risk identification, and emissions reporting. Gaps include climate scenario analysis, Scope 3 emissions, and quantified enterprise value impacts. The Group has committed to addressing these gaps through scenario analysis, expanded disclosures, and financial quantification of ESG impacts. A visual checklist in the report provides stakeholders with a transparent view of alignment and areas for improvement.

Strengths	Gaps
Governance, emissions reporting, risk disclosure.	Scenario analysis, Scope 3 reporting, quantified financial impacts/enterprise value quantification.

To address these gaps, AIZO has committed to -

Future Commitments
• Conducting a climate scenario analysis to assess business resilience. • Expanding Scope 3 emissions disclosure beginning FYE2026. • Enhancing disclosure of financial impacts by segment (e.g., carbon costs, green revenue contributions).

Sustainability Statement (Cont'd)

GOING FORWARD

Looking ahead, AIZO has set clear, time-bound sustainability targets.

For bitumen manufacturing, the roadmap focuses on energy efficiency, bio-based inputs, and emissions reductions. In renewable energy, the Group plans to scale up solar and hybrid projects, backed by long-term Power Purchase Agreements ("**PPAs**"). For civil engineering services, the target is to recycle 50% of waste by 2030. In financial technology, AIZO will continue to expand financial inclusion and develop ESG-linked digital finance products such as green micro-loans and carbon finance platforms.

At the Group level, commitments include:

- Commencing Scope 3 emissions reporting by FYE 2026.
- Increasing renewable energy usage to 30% by 2030.
- Achieving alignment with Malaysia's Net Zero 2050 target.

This roadmap ensures that sustainability is not an add-on but a strategic driver of growth, innovation, and resilience.

CONCLUSION

AIZO integrates sustainability across all business segments, supply chain operations and governance systems, aligning strategy with stakeholder priorities and global frameworks.

By expanding renewable energy, embedding strong governance, and protecting data security, the Group demonstrates resilience and adaptability. In addition, by aligning with Bursa, UNSDGs, and IFRS S1 & S2, the Group enhances resilience, competitiveness, and long-term stakeholder trust.

With climate-related opportunities contributing to future growth and UNSDG alignment reinforcing global impact, AIZO positions itself as a responsible and forward-looking enterprise.

Sustainability Statement (Cont'd)

PERFORMANCE DATA TABLE

Common Sustainability Matters
(Para 6 (c))

Indicator	Measurement Unit	2024	2025
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Management	Percentage	100.00	80.00
Executive	Percentage	100.00	84.70
Non-executive/Technical Staff	Percentage	100.00	90.30
General Workers	Percentage	100.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	27,090.00	25,000.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	3	2
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	25.00	0.00
Management Between 30-50	Percentage	75.00	100.00
Management Above 50	Percentage	0.00	0.00
Executive Under 30	Percentage	14.80	22.20
Executive Between 30-50	Percentage	66.70	57.00
Executive Above 50	Percentage	18.50	20.80
Non-executive/Technical Staff Under 30	Percentage	20.60	35.50
Non-executive/Technical Staff Between 30-50	Percentage	64.70	61.30
Non-executive/Technical Staff Above 50	Percentage	14.70	3.20
General Workers Under 30	Percentage	40.90	33.30
General Workers Between 30-50	Percentage	50.00	61.10
General Workers Above 50	Percentage	9.10	5.60
Gender Group by Employee Category			
Management Male	Percentage	75.00	80.00
Management Female	Percentage	25.00	20.00
Executive Male	Percentage	61.10	65.30
Executive Female	Percentage	38.90	34.70
Non-executive/Technical Staff Male	Percentage	76.50	80.60
Non-executive/Technical Staff Female	Percentage	23.50	19.40
General Workers Male	Percentage	100.00	100.00
General Workers Female	Percentage	0.00	0.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	50.00	57.10
Female	Percentage	50.00	42.90
Under 30	Percentage	16.70	0.00
Between 30-50	Percentage	50.00	57.10
Above 50	Percentage	33.30	42.90

Sustainability Statement (Cont'd)

Indicator	Measurement Unit	2024	2025
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	777,734	806,035
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	3	23
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	7	101
Executive	Hours	925	955
Non-executive/Technical Staff	Hours	64	251
General Workers	Hours	14	128
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	23.00	12.00
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	3	0
Executive	Number	2	10
Non-executive/Technical Staff	Number	0	6
General Workers	Number	6	3
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.00	99.00
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used*	Megalitres	0.00606	0.010486
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	-
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	-
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	-
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	1,303.70
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	597.30
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	-

(*) Restated

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("**the Board**") of AIZO Group Berhad ("**the Company**") is pleased to present the statement on corporate governance ("**CG**") practices of the Company during the financial period ended 30 June 2025 ("**FPE 2025**"), as guided by the principles set out in the Malaysian Code on Corporate Governance 2021 ("**MCCG**").

This statement is prepared in compliance with Paragraph 15.25(1) of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and guided by Practice Note 9 of the MMLR and the CG Guide (4th edition) issued by Bursa Securities. This CG Overview Statement should also be read together with the CG Report 2025 of the Company ("**CG Report**") which is available on the Company's website at www.aizo.com.my and via an announcement made on Bursa Securities' website, as well as in conjunction with the other statements in the Annual Report 2025 of the Company (e.g. Statement on Risk Management and Internal Control, Audit and Risk Management Committee Report and Sustainability Statement) as the application of certain governance enumerations may be more evidently expressed in the context of the respective statements.

The CG Report provides detailed explanations of the Company's application of each practice as set out in the MCCG during the financial period under review.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

i. Board Responsibilities

The Company and its subsidiaries ("**the Group**") is headed by an experienced and effective Board. The Board assumes overall responsibility in leading the strategic direction, future expansion, good CG culture, risk management, human resource planning and development, as well as investments made by the Company, whilst overseeing the proper conduct of business and the governance of sustainability matters within the Group.

Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari, the Executive Chairman of the Company, is responsible in overseeing the Board in the effective discharge of its supervisory role emphasising on governance and compliance. The positions of the Chairman and Chief Executive Officer are set to be held by different individuals. The Board Charter has clear distinction of responsibilities to ensure there is a balance of power and authority, such that no one individual has unfettered powers of decision making. The segregation of roles also facilitates a healthy, open exchange of views between the Board and Management in their deliberation of the business, strategic aims and key activities of the Company. The role of a Chief Executive Officer has been assumed by the two (2) Executive Directors of the Company who hold joint responsibilities and accountabilities of the Company.

The Board delegates the day-to-day management of the Group to the Executive Directors and Management but reserves for its consideration pertinent significant matters. In discharging its stewardship role effectively, the Board delegates certain responsibilities to the following Board Committees which operate within its respective clearly defined Terms of Reference:-

- Audit and Risk Management Committee ("**ARMC**")
- Nomination and Remuneration Committee ("**NRC**")
- Sustainability Committee ("**SC**")

The Chairman of the respective Board Committees reports to the Board on key matters deliberated at the respective Board Committee meetings and makes recommendations to the Board for final decision, where and when necessary. The Terms of Reference of the respective Board Committees are published on the Company's website at www.aizo.com.my.

Corporate Governance Overview Statement (Cont'd)

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

ii. Board and Board Committees Meetings

The Directors' attendance at the Board and Board Committees' meetings of the Company during the FPE 2025 is set out below:-

Name	Board	NRC	ARMC	SC
Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari *Executive Chairman*	7/8	-	-	-
Ahmad Rahizal Bin Dato' Ahmad Rasidi *Executive Director*	8/8	-	-	-
Emma Yazmeen Yip Binti Mohd Jeffrey Yip *Executive Director*	8/8	-	-	-
[1*]**Ahmad Ruslan Zahari Bin Zakaria** *Independent Non-Executive Director*	7/8	3/3	6/7	3/3
Feridah Binti Bujang Ismail *Independent Non-Executive Director*	8/8	4/4	7/7	3/3
Siti Aishah Binti Othman *Independent Non-Executive Director*	8/8	4/4	7/7	3/3
[2*]**Lo Ling** *Independent Non-Executive Director*	4/4	1/1	-	-

Notes:

1* *Resigned as a member of NRC on 12 February 2025.*
2* *Appointed on 13 September 2024. Subsequent thereto, he was appointed as member of NRC on 12 February 2025.*

Board Charter

The Board Charter delineates the powers, duties and responsibilities of the Board, Board Committees and individual Directors, including the following matters which are solely reserved for the Board's decision:-

- Conflict of interest issues relating to a substantial shareholder or a Director, including approving related party transactions;
- Material acquisitions and disposition of assets not in the Group's ordinary course of business including significant capital expenditures;
- Strategic investments, divestments, mergers and acquisitions and corporate exercises;
- Limits of authority;
- Treasury policies including the Company's budget;
- Risk management policies;
- Key human resource issues;
- Appointment of auditors and review of financial statements including quarterly reports;
- Financing and borrowing activities;
- Ensuring regulatory compliance;
- Reviewing the policies, adequacy and integrity of internal controls; and
- Sustainability framework including policies and practices.

Corporate Governance Overview Statement (Cont'd)

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

ii. Board and Board Committees Meetings (cont'd)

Board Charter (cont'd)

The Board Charter further defines the respective roles of the Chairman of the Board, the Chief Executive Officer and Independent Director. It serves as a primary induction literature that guides the newly appointed and existing Board members on their duties and functions of the Board and its Committees.

The Board Charter is available on the Company's website at www.aizo.com.my and is reviewed by the Board to ensure its continued relevance, effectiveness and compliance with prevailing legislations, regulations and best practices. In addition, the Board regularly reviews its governance framework and key policies – including the Terms of Reference of the Board Committees, codes of conduct, risk and compliance policies, and sustainability framework to ensure their continued relevance and alignment with applicable laws, regulations, as well as prevailing best practices.

The Board is supported by qualified and competent Company Secretary. The Company Secretary is the member of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and has the requisite experience to provide unhindered advice to the Board to ensure its effective functioning, compliance with regulatory requirements and the proper conduct of Board and Board Committee proceedings. The Board has unrestricted access to the professional advice and services of the Company Secretary in discharging its duties effectively.

The roles and responsibilities of the Company Secretary include the following:-

- Advising the Board on matters in relation to the Company's Constitution, Board policies and procedures, compliance with the relevant regulatory requirements, CG practices and the latest developments of the MMLR to meet the Board's needs and stakeholders' expectations;
- Ensure the Board procedures and applicable rules are observed;
- Maintaining records of the Board and ensuring effective management of the Company's statutory records;
- Preparing comprehensive minutes to document Board proceedings and ensuring conclusions are accurately recorded;
- Assisting the communications between the Board and Management;
- Providing full access and services to the Board and carrying out other functions deemed appropriate by the Board from time to time;
- Serve as focal points for stakeholders' communication and engagement on CG issues or other related matters;
- Preparing agendas and coordinating the preparation of the Board papers; and
- Facilitate the orientation of new directors and assist in directors' training and development.

The Board recognises that decision-making process is highly dependent on the quality of information furnished. In furtherance to this, every Director has:-

- Complete, adequate and timely information prior to Board and Boad Committees' meetings and on an ongoing basis;
- Adequate resources required to perform his/her duties;
- Full and unrestricted access to timely, accurate and complete information within the Company and the Group;
- Authority to have all meeting materials prepared and issued to the Board and Board Committee members within reasonable period before respective meetings to enable them to contribute constructively towards matters to be deliberated during the meeting;
- Authority to delegate any of its responsibilities to any person or Board Committee(s) that is deemed fit;
- Direct communication channels with employees, Senior Management personnel and relevant external parties; and
- Unrestricted access to the advice and services of the Company Secretary and, where necessary, may seek independent professional advice, at the Company's expense, in order to discharge their duties effectively.

Corporate Governance Overview Statement (Cont'd)

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

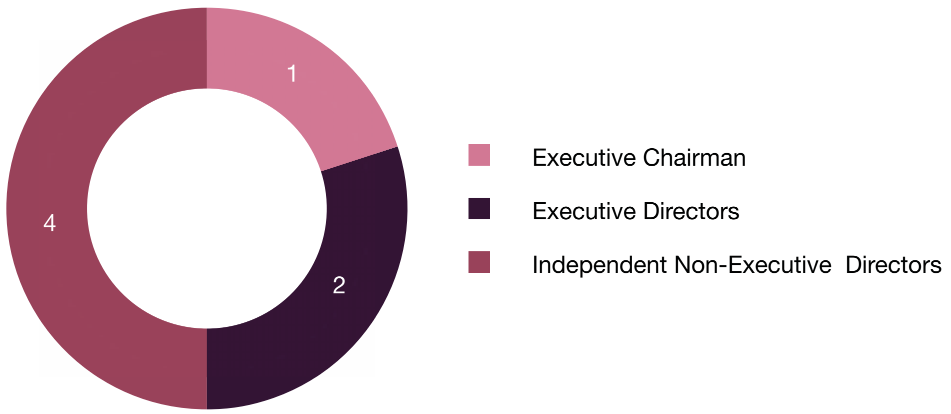
ii. Board and Board Committees Meetings (cont'd)

Board Composition

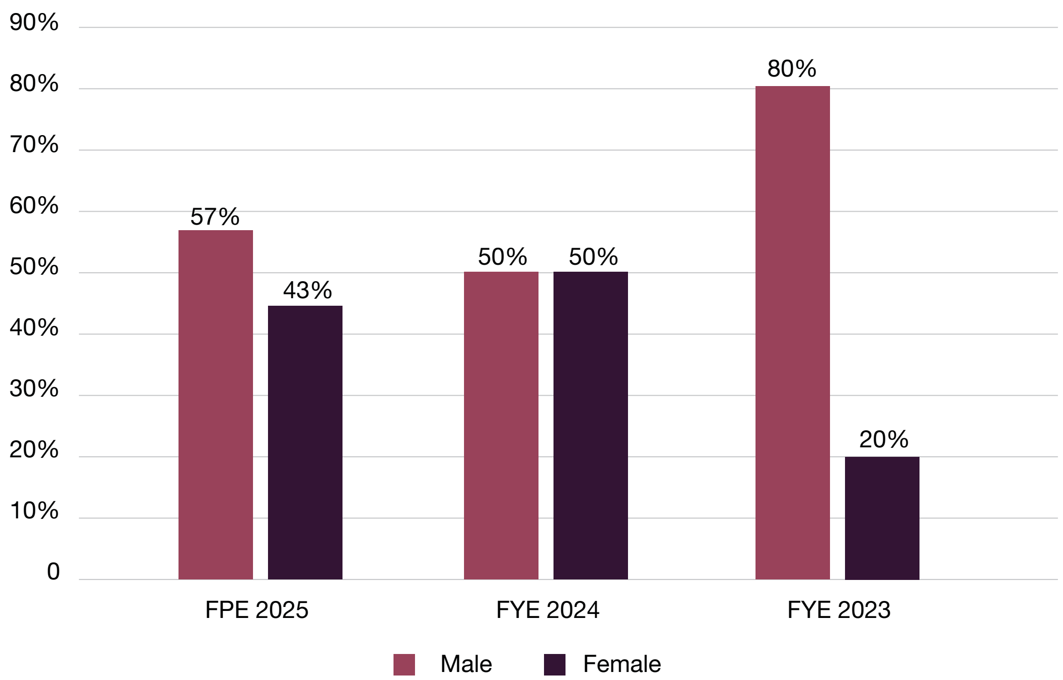
The Board composition is well balanced, comprising experienced businessmen and qualified professionals of diverse age and ethnicity. The Directors collectively bring with them diverse knowledge, skill, extensive experience and expertise in areas such as leadership, strategic planning, corporate governance, risk management and internal controls, government and policy, business management and entrepreneurial which enable them to discharge their duties and responsibilities effectively, objectively and independently.

As at 30 June 2025, the Board has seven (7) members, comprising one (1) Executive Chairman, two (2) Executive Directors and four (4) Independent Non-Executive Directors. The Board has three (3) women directors, representing 42.86% of the total Board members. The profile of each Director can be found on pages 4 to 10 of this Annual Report.

BOARD COMPOSITION



Board of Directors By Gender



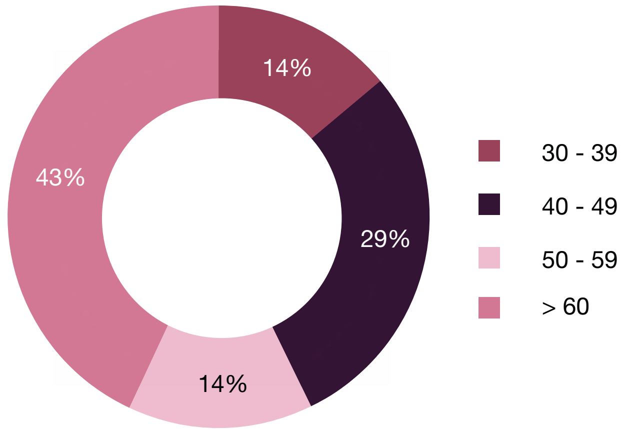
Corporate Governance Overview Statement (Cont'd)

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

ii. Board and Board Committees Meetings (cont'd)

Board Composition (cont'd)

Percentage of Directors by Age Group



The current Board composition complies with Paragraph 15.02 of the MMLR of Bursa Securities, which requires at least two (2) Directors or one-third (1/3) of the Board of the Company, whichever is higher, to be independent. The NRC, with the concurrence of the Board, is of the view that the current Board size is optimum based on the Group's operation and that it reflects a fair mix of financial, technical and business experiences that are important to the stewardship of the Group. The Board is also satisfied with the current composition of Directors which enables effective oversight and delegation of responsibilities. All Independent Directors of the Company are always within reach of the shareholders and issues are discussed openly at meetings, thus shareholders may approach any of the Independent Directors of the Company. In view thereof, the Board had not nominated a Senior Independent Non-Executive Director at this juncture.

As at the date of issuance of this report, Encik Ahmad Ruslan Zahari Bin Zakaria ("**Encik Ruslan**"), being one of the Independent Non-Executive Directors of the Company has attained a cumulative term of eleven (11) years of service. The NRC and the Board, have upon their assessment for the financial period under review, concluded that Encik Ruslan has complied with the criteria of "independence" as set out in the MMLR of Bursa Securities and is able to remain objective and independent in expressing his views and fair participation in deliberations and decision-making of the Board and the Board Committees. The Board intends to continue retaining Encik Ruslan as Independent Director pursuant to the MMLR of Bursa Securities. The Company will be seeking shareholders' approval through a two-tier voting process, for his continuation in office as Independent Non-Executive Director on the Board at the forthcoming Annual General Meeting ("**AGM**").

iii. NRC

The NRC is primarily responsible for recommending suitable appointments to the Board, taking into consideration the Board structure, size, composition and the required mix of expertise and experience which the director should bring to the Board, as well as formulate and review the remuneration policies for the Board as well as the Key Senior Management of the Company to ensure the same remain competitive, appropriate, and in alignment with the prevalent market practices. The NRC also assesses the effectiveness of the Board and Board Committees as a whole and the contribution of each Director. The NRC has its own terms of reference which deals with its authority and duties.

Corporate Governance Overview Statement (Cont'd)

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

iii. NRC (cont'd)

The NRC, which comprised exclusively Independent Non-Executive Directors, is currently made up of the following members:-

Name and Directorship of NRC members	Designation
Siti Aishah Binti Othman *Independent Non-Executive Director*	Chairperson
Feridah Binti Bujang Ismail *Independent Non-Executive Director*	Member
Lo Ling *Independent Non-Executive Director*	Member

There were four (4) NRC meetings held during the financial period under review and the key activities undertaken by the NRC in discharging its duties for FPE 2025 include:-

(a) Reviewed and assessed the performance and effectiveness of the Board as a whole, the Board Committees and the contribution of each Director.

(b) Reviewed and was satisfied with the mix of skills, knowledge, expertise and experience, composition and size of the Board in terms of gender, ethnicity and age.

(c) Reviewed and assessed the independence of Independent Directors and concluded that the Independent Directors are independent and have complied with the criteria of independence as set out in the MMLR of Bursa Securities.

(d) Assessed and was satisfied with the character, experience, integrity, competence and time commitment of each Director and Chief Financial Officer ("**CFO**").

(e) Reviewed the term of office and performance of the ARMC and each of its members in accordance with the MMLR, and additionally assessed the effectiveness of the other Board Committees as part of the Board evaluation process.

(f) Discussed on the training programmes for the Directors to enhance their skills and knowledge.

(g) Evaluated the performance of the following Directors and recommended their re-election at the Twenty-Two AGM of the Company to the Board in accordance with the Constitution of the Company:

- Encik Ahmad Rahizal Bin Dato' Ahmad Rasidi *(Clause 97 of the Constitution)*
- Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari *(Clause 105 of the Constitution)*
- Puan Emma Yazmeen Yip Binti Mohd Jeffrey Yip *(Clause 105 of the Constitution)*

(h) Reviewed and recommended the following for the Board's approval:

- Revised Terms of Reference of the NRC
- Succession Planning Policy
- Directors and Key Senior Management's Remuneration Policy
- Directors' Fit and Proper Policy
- Diversity Policy

Corporate Governance Overview Statement (Cont'd)

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

iii. NRC (cont'd)

There were four (4) NRC meetings held during the financial period under review and the key activities undertaken by the NRC in discharging its duties for FPE 2025 include:- (cont'd)

(i) Reviewed and recommended the Directors' fees payable to the Non-Executive Directors and Directors' benefits payable to all Directors from the AGM in 2024 until the next AGM in 2025, as well as the remuneration package of the respective Executive Directors and Key Senior Management of the Company for the Board's approval.

(j) Reviewed the Succession Planning on the critical positions.

(k) Reviewed and discussed the Organizational Chart, Departments Structure and the Roles of Human Resource Function.

(l) Reviewed the NRC Statement (within the Corporate Governance Overview Statement) for incorporation into the Annual Report 2024 and recommend for the Board's approval.

(m) Reviewed and recommended the proposed continuation in office of Encik Ruslan as Independent Non-Executive Director to the Board.

(n) Reviewed and recommended the appointment of a director in a subsidiary of the Group, noting the individual's family relationship with an existing Director and ensuring appropriate governance considerations were observed.

(o) Reviewed and recommended the appointment of Mr Lo Ling as Independent Non-Executive Director for the Board's approval.

(p) Reviewed and recommended the board's composition for the Board's approval.

(q) Reviewed and recommended the director's fees and benefits payable to the newly appointed Independent Non-Executive Director for the Board's approval.

(r) Reviewed and recommended the director's fees to the Chairman of Share Issuance Scheme for the Board's approval.

(s) Reviewed and recommended the proposition of bonus for the Executive Directors, Senior Management, employees and the proposition of allowance to the Independent Non-Executive Directors of the Group for the Board's approval.

(t) Reviewed and recommended the proposed Education Fund and Housing Allowance for top management for the Board's approval.

The NRC has been entrusted with the responsibility to identify and recommend suitable candidates with the required criteria and credential to the Board if there is any vacancy arising from resignation, retirement or any other reasons or if there is a need to appoint additional Director, leveraging on various channels including the wide network of professional and business contacts as well as recommendation from existing Directors, Key Senior Management or major shareholders. The NRC is authorised by the Board to engage independent search firms in identifying suitable potential candidates for appointment of directors when such need arises or as and when it considers necessary. Talent management and succession planning have been enhanced to attract, retain and develop required talent to ensure that the Group has a ready supply of talent to meet its current and future needs.

The Company also endeavours to have a balance representation by taking into consideration a range of different skills, age, gender, ethnicity, backgrounds and experiences represented amongst its Directors, officers and employees as the Board is aware that it is important in ensuring robust decision-making processes with diversified viewpoints in facilitating effective governance of the Company. The Diversity Policy of the Company outlines its approaches to achieving and maintaining diversity (including gender diversity) in its Board and Key Senior Management positions. The Diversity Policy can be found on the Company's website at www.aizo.com.my.

Corporate Governance Overview Statement (Cont'd)

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

iii. NRC (cont'd)

Based on the following summary of gender diversity in different category of employees, the NRC is of the view that there is balanced gender diversity at Executive and Managerial levels of employees in the Company for the financial period under review:-

CATEGORY OF EMPLOYEES	FEMALE	MALE	TOTAL
Non-executive	6	43	49
Manager/Executive	24	48	72
Senior Management	1	4	5
Total No. of Employees	31	95	126

The NRC will review the suitability of candidates based on skills, knowledge, character, integrity, expertise and experience, competency, commitment (including time commitment) and where appropriate, the independence of candidates for appointment as Independent Director. The assessment of the Independent Directors is in accordance with the criteria as set out in the Board Charter and the MMLR of Bursa Securities.

The Board and Board Committees evaluation process was led by the NRC Chairperson who is an Independent Director and supported by the Company Secretary. The evaluation process was conducted via questionnaires to review the effectiveness of the Board and its Committees and the performance of each individual Directors based on self-review and peer assessment. The NRC reviews the outcome of the assessments and report to the Board, in particular, areas for improvement and also used as the basis of recommending the relevant Directors for re-election at the AGM.

The Board, via the NRC, continues to identify suitable training programmes for Directors to satisfy their training needs by attending appropriate briefings, seminars, conferences and courses to keep abreast with the changes in legislations and regulations affecting the Group.

iv. SC

The SC is responsible to assist the Board in fulfilling its fiduciary responsibilities relating to sustainability matters, including but not limited to Economics, Environmental, Social and Governance ("**EESG**") issues that are material to the Group. The composition of the SC since its establishment is as follows:-

Name and Directorship of SC members	Designation
Feridah Binti Bujang Ismail *Independent Non-Executive Director*	Chairperson
Ahmad Ruslan Zahari Bin Zakaria *Independent Non-Executive Director*	Member
Siti Aishah Binti Othman *Independent Non-Executive Director*	Member

Corporate Governance Overview Statement (Cont'd)

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

iv. SC (cont'd)

There were three (3) SC meetings held during the financial period under review and the key activities undertaken by the SC in discharging its duties for FPE 2025 include:-

(a) Reviewed the Sustainability Framework and Policy, the Terms of Reference of Sustainability Committee, the Terms of Reference of Sustainability Working Group and recommended for Board's approval.

(b) Reviewed and discussed the formation of Sustainability Working Group.

(c) Reviewed the Sustainability Statement prior to the recommendation to the Board for approval for inclusion into the 2025 Annual Report.

(d) Discussed the preparation of Sustainability Statement for the financial period ending 30 June 2025.

(e) Discussed on the preparation of AIZO's group of companies in meeting the latest requirements on sustainability and Environmental, Social and Governance.

v. Directors' Trainings

The Board acknowledges that new directors must attend the Mandatory Accreditation Program as prescribed by Bursa Securities and the training needs of all Directors are identified through the annual Board assessment by the NRC. The Directors are mindful that they need to continue to enhance their skill and knowledge to keep abreast of relevant changes in regulations and development in the industry and maximise their effectiveness as Directors during their tenure. Throughout the period in office, the Directors are continually being updated on the Group's business and regulatory requirements. The Company Secretary also briefed and highlighted the relevant guidelines and developments on statutory and regulatory requirements from time to time to the Board. The External Auditors also briefed the Board on any current and future changes to the Malaysian Financial Reporting Standards that affect the Group's financial statements.

The Directors have participated and will continue to undergo the relevant training programmes to further enhance their skills and knowledge, as well as keeping themselves abreast of the latest statutory and/or regulatory requirements in discharging their fiduciary duties as Directors to the Company. The briefings, seminars, conferences, workshops and training programmes attended by the Directors during the FPE 2025 are summarised as below:-

Director	Seminars/Conferences/Training Programmes Attended
Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	1. Sustainability Reporting Alphabet Soup and Current Sustainability Reporting Updates for Malaysia Webinar 2. Risk Management Awareness
Ahmad Rahizal Bin Dato' Ahmad Rasidi	1. Sustainability Reporting Alphabet Soup and Current Sustainability Reporting Updates for Malaysia Webinar 2. Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 3. Risk Management Awareness 4. Cybersecurity Awareness 5. Anti-Bribery Corruption Education Programme

Corporate Governance Overview Statement (Cont'd)

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

v. Directors' Trainings (cont'd)

Director	Seminars/Conferences/Training Programmes Attended
Emma Yazmeen Yip Binti Mohd Jeffrey Yip	1. Sustainability Reporting Alphabet Soup and Current Sustainability Reporting Updates for Malaysia Webinar 2. Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 3. Risk Management Awareness 4. Cybersecurity Awareness 5. Anti-Bribery Corruption Education Programme
Ahmad Ruslan Zahari Bin Zakaria	1. Sustainability Reporting Alphabet Soup and Current Sustainability Reporting Updates for Malaysia Webinar 2. Latest developments on sustainability reporting and sustainability assurance 3. Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 4. Risk Management Awareness 5. Anti-Bribery Corruption Education Programme
Feridah Binti Bujang Ismail	1. Sustainability Reporting Alphabet Soup and Current Sustainability Reporting Updates for Malaysia Webinar 2. Latest developments on sustainability reporting and sustainability assurance 3. Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 4. Risk Management Awareness
Siti Aishah Binti Othman	1. Sustainability Reporting Alphabet Soup and Current Sustainability Reporting Updates for Malaysia Webinar 2. Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 3. Risk Management Awareness 4. Anti-Bribery Corruption Education Programme

Corporate Governance Overview Statement (Cont'd)

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

v. Directors' Trainings (cont'd)

Director	Seminars/Conferences/Training Programmes Attended
Lo Ling	1. Risk Management Awareness 2. Mandatory Accreditation Programme Part II: Leading for Impact (LIP) 3. Anti-Bribery Corruption Education Programme

vi. Re-election of Directors

In accordance with the Company's Constitution, an election of Directors shall take place each year at an AGM and one-third (1/3) of the Directors are subject to retirement by rotation, in any event, each Director shall retire from office once in every three (3) years. The Directors to retire in each year are the Directors who have been longest in office since their last appointment or re-election. The Directors appointed by the Board during the financial year are subject to retirement at the next AGM held following their appointments in accordance with the Company's Constitution. All retiring Directors are eligible for re-election. The re-election of each Director is voted on separate resolution during the AGM of the Company.

The Company has adopted Directors' Fit and Proper Policy to assess the fitness and propriety of a candidate before being appointed and seeking re-election as a director of the Company and the Group. This serves to ensure that any person to be appointed or re-elected as a director within the Group possess the character, experience, integrity, competence and time to effectively discharge his/her role as a Director of the Company. The Directors' Fit and Proper Policy is available on the Company's website at www.aizo.com.my.

vii. Code of Ethics and Conduct, Whistleblower Policy, Conflict of Interest Policy and Anti-Bribery Management System Policy

The Board has put in place its Code of Ethics and Conduct, Whistleblower Policy, Conflict of Interest Policy and Anti-Bribery Management System Policy to promote an environment of integrity and ethical behaviour within the Group.

The basic principles of Code of Ethics and Conduct have been observed and carried out by having appropriate regards to the interests of the Company's customers, shareholders, people, business partners and broader community in which the Company operates.

The Whistleblower Policy serves as a guide to employees on how to raise genuine concerns related to possible improprieties on matters relating to financial reporting, compliance and other malpractices at the earliest opportunity and in an appropriate manner. The Board has adopted the policy with the aim that any employee or stakeholder can report and disclose through established channels any improper or unethical activities relating to the Company and its Group.

The Conflict of Interest Policy ensures that actual, potential and perceived conflicts of interest are identified and managed effectively. It is intended to provide guidance on how to deal with conflict of interest situations as they arise. Proper identification and management of conflicts of interest ensures that business decisions are made in the best interests of the Company and the Company is protected from any consequent damage to its activities and reputation.

The Anti-Bribery Management System Policy serves as a mechanism to ensure a sustainable anti-bribery and anti-corruption programme be implemented in the Company whereby adequate resources would be in place for the implementation of the same.

The Code of Ethics and Conduct, Whistleblower Policy, Conflict of Interest Policy and the Anti-Bribery Management System Policy are available on the Company's website at www.aizo.com.my.

Corporate Governance Overview Statement (Cont'd)

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

viii. Remuneration

The NRC established sets of policy, framework and reviews the remuneration of the Directors and Key Senior Management which are linked to strategy and/or performance or long-term objectives of the Company to ensure that the Company is able to attract and retain capable Directors and Key Senior Management to run the Group successfully. The Executive Directors' remuneration is structured to link rewards to corporate and individual performance. In the case of Non-Executive Directors, the level of remuneration reflects the experience and level of responsibilities undertaken.

In determining the remuneration of the Directors and Key Senior Management, the Company's objective is to provide fair and competitive remuneration to its Board and Key Senior Management in order for the Company to benefit by attracting and retaining a high-quality team. The NRC is authorised by the Board to seek appropriate professional advice within and outside the Group as and when it considers necessary.

The annual salaries, incentive arrangements, service arrangements and other employment conditions for the Executive Directors and Key Senior Management are reviewed by the NRC and recommended to the Board for approval and where necessary, subject to shareholders' approval. Key Senior Management who reports directly to the Executive Directors are evaluated annually premised on annual measurements and targets set. Thereafter, the Executive Directors would approve the remuneration of Key Senior Management based on their performance. The Directors and Key Senior Management's Remuneration Policy is available for reference on the Company's website at www.aizo.com.my.

The determination of the remuneration for Non-Executive Directors is a matter for the Board as a whole. The Director concerned will abstain from deliberations and voting on decisions relating to the payment of their own Directors' fees and/or benefits, prior to the tabling of such for shareholders' approval at the Company's AGM. The Directors who are shareholders of the Company will also abstain from voting on the resolution relating to the payment of the Directors' fees and benefits at the AGM of the Company.

The details of the remuneration of Directors (both the Company and the Group) who served during the FPE 2025 are as follows:-

The Group

Name	Fees (RM'000)	Meeting/ Travel Allowance (RM'000)	Salaries (RM'000)	Bonus (RM'000)	Other emoluments (RM'000)
Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	-	-	1,200	80	496.8
Ahmad Rahizal Bin Dato' Ahmad Rasidi	-	-	750	50	351.2
Emma Yazmeen Yip Binti Mohd Jeffrey Yip	-	-	750	50	351.2
Ahmad Ruslan Zahari Bin Zakaria	120	19.9	-	-	-
Feridah Binti Bujang Ismail	90	24	-	-	-
Siti Aishah Binti Othman	90	24.1	-	-	-
[1*]Lo Ling	50.3	6.5	-	-	-

Corporate Governance Overview Statement (Cont'd)

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

viii. Remuneration (cont'd)

The details of the remuneration of Directors (both the Company and the Group) who served during the FPE 2025 are as follows:- (cont'd)

The Company

Name	Fees (RM'000)	Meeting/ Travel Allowance (RM'000)	Salaries (RM'000)	Bonus (RM'000)	Other emoluments (RM'000)
Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	-	-	1,200	80	496.8
Ahmad Rahizal Bin Dato' Ahmad Rasidi	-	-	300	20	292
Emma Yazmeen Yip Binti Mohd Jeffrey Yip	-	-	300	20	292
Ahmad Ruslan Zahari Bin Zakaria	120	19.9	-	-	-
Feridah Binti Bujang Ismail	90	24	-	-	-
Siti Aishah Binti Othman	90	24.1	-	-	-
[1*]Lo Ling	50.3	6.5	-	-	-

Notes:

[1*] *Appointed on 13 September 2024.*

In determining the remuneration packages of the Group's Key Senior Management, factors that were taken into consideration include individual responsibilities, skills, expertise and contributions to the Group's performance and whether the remuneration package is competitive and sufficient to ensure that the Group is able to attract and retain executive talents. The Board is of the opinion that the disclosure of Key Senior Management's remuneration would not be in the best interest of the Group as it would affect the Group's efforts in talent retention and management within the competitive industry as well as for confidentiality reasons.

PRINCIPAL B: EFFECTIVE AUDIT AND RISK MANAGEMENT

i. ARMC

During the financial period under review, the ARMC comprises exclusively the Independent Non-Executive Directors of the Company. The composition of the ARMC complies with the MMLR of the Bursa Securities and the Chairman of the ARMC is not the Chairman of the Board, to ensure the objectivity of the Board's review of the ARMC findings and recommendations remain intact. The ARMC assesses the performance (including independence) of the external auditors and recommends to the Board annually the appointment or re-appointment of the external auditors of the Company, guided by the factors as prescribed under Paragraph 15.21 of the MMLR of Bursa Securities.

The members of ARMC are equipped with vast experience from various industries and are capable of providing sound advice to the Board not only in terms of financial reporting but also on internal audit of the Group's risk management and internal control environment. The ARMC provides robust and comprehensive oversight on financial reporting, objectivity and effectiveness of external and internal audit processes, reportable related party transactions, conflict of interest and potential conflict of interest situations as well as risk management matters.

Corporate Governance Overview Statement (Cont'd)

PRINCIPAL B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

i. ARMC (cont'd)

The ARMC's Term of Reference sets out its goals, objectives, duties, responsibilities and criteria on the composition of ARMC, which includes the requirement for a former audit partner of the Group to observe a cooling-off period of at least three (3) years before being able to be appointed as a member of ARMC.

The NRC reviews the composition, term of office and performance of the ARMC annually to determine whether the ARMC as a whole and its members have carried out their duties in accordance with the Terms of Reference of the ARMC before recommendation to the Board for assessment, and also ensuring that only Non-Executive Directors, majority of whom shall be Independent Directors, who are financially literate and are able to understand matters under the purview of the ARMC including financial reporting process are considered for membership in ARMC. All members of the ARMC undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

The external auditors would meet the ARMC without the presence of the Executive Board members and Management at least once a year to highlight and discuss on matters relating to the Group and its audit activities, such as limitation in the scope of audit, internal controls and other governance issues, if any, that may require the attention of the ARMC or the Board.

The ARMC ensures the external audit function is independent and reviews the contracts for the provision of non-audit services by the external auditors to ensure no occurrence of conflict of interest situation. The external auditors have provided their written assurance to the ARMC in respect of their independence throughout the conduct of the audit in accordance with the terms of relevant professional and regulatory requirements for the FPE 2025. The external auditors are invited to attend the AGM to answer questions pertaining to the conduct of the audit, the preparation and content of the auditor's report, the application of the relevant accounting policies and the auditors' independence.

For the FPE 2025, the audit and non-audit fees paid to the external auditors, Messrs. Al Jafree Salihin Kuzaimi PLT and its affiliated firms by the Company and the Group are stated in the table below:-

Nature of Services	Company (RM)	Group (RM)
Audit	71,000	243,000
Non-Audit	5,000	5,000
Total	76,000	248,000

The details on the activities of the ARMC during the FPE 2025 are disclosed in the ARMC Report on pages 101 to 104 of this Annual Report.

ii. Risk Management and Internal Control Framework

The Board acknowledges the significance of a sound system of risk management and internal control to manage the overall risk exposure of the Group. The Board has established a governance structure to ensure effective oversight of risks and controls in the Group. The adequacy and effectiveness of the risk management and internal control system is continuously being reviewed to ensure that it is sound and sufficient to safeguard the Group's assets, as well as shareholders' investments and the interests of all stakeholders.

For the FPE 2025, the Group outsourced its internal audit function to Moore Risk Consulting Sdn. Bhd., who reported directly to the ARMC. The resources and scope of work covered by the internal audit function during the financial period under review, including its observation and recommendations, are provided in the ARMC Report of this Annual Report. The Group's internal audit function was headed by Mr Joe Lee, who holds the CIA, CPSM, CPA, and CA qualifications, supported by a team of seven (7) staffs.

The ARMC has also received assurance from the outsourced internal auditors that the internal audit services are free from any relationships or conflicts of interest which could impair their objectivity and independence. The outsourced internal auditors are also arranged to meet with the ARMC without the presence of the Executive Board members and Management at least once a year.

Corporate Governance Overview Statement (Cont'd)

PRINCIPAL B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

ii. Risk Management and Internal Control Framework (cont'd)

The ARMC also reviewed the identified risks and recommendations by the internal auditors and the Management responses in correspond thereto, which then discussed on mitigation initiatives and report to the Board accordingly. Details of the internal audit function together with the scope of the Group's internal control functions are set out in the Statement on Risk Management and Internal Control and ARMC Report of this Annual Report.

The Board affirms its overall responsibility with established and clear functional responsibilities and accountabilities which are carried out and monitored by the ARMC. The Board, with the assistance of the ARMC, undertakes periodic reviews and a formal annual assessment on the adequacy and effectiveness of the Group's risk management and internal control systems.

The details of the Group's Risk Management and Internal Control Framework are set out in the Statement on Risk Management and Internal Control on pages 105 to 106 of this Annual Report.

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

i. Communication with Stakeholders

Ongoing engagement and communication with stakeholders are vital in fostering a healthy relationship between the Company and its stakeholders. In recognising this, the Board has formalised a Corporate Disclosure Policies and Procedures to enable comprehensive, accurate and timely disclosure of material information relating to the Group to the regulators, shareholders and stakeholders; not only to comply with the disclosure requirements as stipulated in the MMLR of Bursa Securities, but also setting out the persons authorised and responsible to approve and disclose such material information to the Company's shareholders and stakeholders in compliance with the MMLR of Bursa Securities.

The Board has established a dedicated section for corporate information on the Company's website at www.aizo.com.my, where information on the Company's announcements, financial information, share prices and the Company's annual report could be accessed. It also contains all Company's announcements made to the Bursa Securities as well as the contact details of designated person to address any enquiries.

It has always been the Group's practice to maintain good relationship with its shareholders. Major corporate developments and happenings in the Group have always been duly and promptly announced to all shareholders, which aligned with Bursa Securities' objectives of ensuring transparency and good CG practices throughout the Company and the Group.

The Group's financial performance, major corporate developments and other relevant information are promptly disseminated to shareholders and investors via announcements of its quarterly results, annual report, corporate announcements to Bursa Securities. Further update of the Group's activities and operations are also disseminated to shareholders and interested investors.

ii. Conduct of General Meetings

The Board is aware that the AGM is the primary platform for two-way communication between the shareholders, the Board and Management of the Company. Hence, shareholders are encouraged to participate in the meeting and are given opportunity to enquire and comment on the Group's performance and operations and the Board to clarify issues pertaining to the Group's business activities, performance and other related matters.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

ii. Conduct of General Meetings (cont'd)

The Notice of the Twenty-Second ("**22nd**") AGM was circulated to shareholders of the Company on 30 July 2024, being more than twenty-eight (28) days in advance of the meeting held on 28 August 2024, in line with the recommendation of MCCG to enable shareholders to have ample time to go through the Annual Report and papers supporting the resolutions proposed to be resolved. In addition to sending emails and/or despatched of notification letter to shareholders, the Notice of the AGM is also published on a nationally circulated newspaper alongside an announcement made to the Bursa Securities. This allows shareholders to have immediate access to the Notice of the AGM and make the necessary arrangements to attend the AGM by themselves or to appoint the Chairman of the meeting, corporate representative, proxies or attorneys to attend and vote on their behalf. All questions raised during the 22nd AGM were duly responded by the Board and the summary of which was published on the Company's corporate website. Save for Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari, all Directors as of that time were in attendance during the 22nd AGM with Senior Management of the Company, together with other participants including the external auditors.

When there is special business or where special resolutions are proposed, the explanation of the effects of such special business or special resolutions shall be provided in the Notice of the AGM. All resolutions set out in the Notice of the 22nd AGM were put to vote by poll and duly passed. The Company had also appointed Quantegic Services Sdn. Bhd. as the independent scrutineer to validate the votes cast and verify the poll results, before the poll results being announced by the Chairman of the meeting and the outcome of the AGM was announced to Bursa Securities on the even date, in compliance with the MMLR of Bursa Securities.

The minutes of the 22nd AGM was published on the Company's website. The minutes of the 22nd AGM were published on the Company's website within thirty (30) business days after the 22nd AGM, upon being reviewed and approved by the Board.

FOCUS AREA ON CORPORATE GOVERNANCE

Corporate governance was clearly imperative for the Group during the FPE 2025 against the backdrop of regulatory changes in the domestic corporate governance realm and a relatively challenging economic environment that was characterised by volatile market conditions and commodity prices. Against the aforementioned setting, during the financial period under review, the Board directed its focus on the core duties of the Board which are grounded on the creation of long-term value for stakeholders.

The Board shall continue to enhance the Company's corporate disclosure requirements in the best interest of the Company's shareholders and stakeholders in the upcoming years. The areas to be prioritised by the Board will be those principles which have not been adopted by the Company as disclosed in the CG Report.

This CG Overview Statement was approved by the Board of the Company on 3 October 2025.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The primary function of the Audit and Risk Management Committee ("**ARMC**") is to assist the Board of Directors ("**the Board**") in fulfilling its fiduciary duties as well as providing oversight on the integrity of the Group's financial reporting and its audit processes, and risk management framework. The ARMC is responsible for ensuring that the Group has in place effective internal controls and risk management systems to identify, assess and mitigate key risks that may affect the achievement of its business objectives. The Board of AIZO Group Berhad ("**the Company**") is pleased to present the following ARMC Report which illustrates the insights as to the manner in which the ARMC has discharged their duties and responsibilities during the financial period ended 30 June 2025 ("**FPE 2025**"). This report is prepared in compliance with Paragraph 15.15 of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**").

COMPOSITION

The ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors. The current composition of the ARMC is as follows:-

Name and Directorship of ARMC members	Designation
Ahmad Ruslan Zahari Bin Zakaria *Independent Non-Executive Director*	Chairman
Feridah Binti Bujang Ismail *Independent Non-Executive Director*	Member
Siti Aishah Binti Othman *Independent Non-Executive Director*	Member

Encik Ahmad Ruslan Zahari Bin Zakaria and Puan Feridah Binti Bujang Ismail have fulfilled the requirements of Paragraph 15.09(1)(c) of the MMLR of Bursa Securities. No alternate director is appointed as an ARMC member.

The Nomination and Remuneration Committee ("**NRC**") undertakes an annual assessment of the composition and performance of the ARMC and each of its members, and reports its findings to the Board. Based on the assessment conducted for FPE 2025, the Board is satisfied that the present composition of the ARMC is appropriate and that the ARMC and its members have effectively discharged their responsibilities.

The roles, duties and responsibilities of the ARMC are spelt out in the Terms of Reference of the ARMC, a copy of which is available on the Company's website at www.aizo.com.my.

ATTENDANCE OF MEETINGS

A total of seven (7) ARMC meetings were held during the FPE 2025. The details of attendance of each ARMC member during their tenure of office are as follows:-

Name and Directorship of ARMC members	Attendance
Ahmad Ruslan Zahari Bin Zakaria *Independent Non-Executive Director*	6/7 (85.71%)
Feridah Binti Bujang Ismail *Independent Non-Executive Director*	7/7 (100%)
Siti Aishah Binti Othman *Independent Non-Executive Director*	7/7 (100%)

The Chief Financial Officer, external auditors and internal auditors together with the relevant Management personnel were invited to attend ARMC meetings to present their reports and provide updates and developments on issues arising from the audit reports. The ARMC Chairman thereafter reported the significant matters discussed during the ARMC meetings and ARMC's recommendations, if any, to the Board for their consideration.

Discussions and deliberation at the ARMC meetings were recorded in the minutes of the ARMC meetings, which were tabled to the Board after they were confirmed at each subsequent ARMC meeting.

Audit and Risk Management Committee Report (Cont'd)

TERMS OF OFFICE AND PERFORMANCE

To assess the terms of office of the ARMC members and performance of the ARMC in held accordance with Paragraph 15.20 of the MMLR of Bursa Securities, the NRC conducted its annual review at its meeting held on 22 August 2025, taking into account input from the ARMC Chairman and relevant supporting materials. The NRC reported its findings to the Board at the Board meeting held on the same date. Based on the NRC's review, the Board is satisfied that the ARMC's composition remains appropriate and that the ARMC and its members have effectively discharged their responsibilities in accordance with the ARMC Terms of Reference.

SUMMARY OF ACTIVITIES

The activities undertaken by the ARMC during the FPE 2025 in discharging of its duties and responsibilities include:-

Financial Reporting

(a) Reviewed the unaudited quarterly financial results and annual audited financial statements, including the announcements pertaining thereto before recommending to the Board for approval to release to Bursa Securities. The review focused primarily on:

- major judgemental areas, significant and unusual events;
- significant adjustments resulting from audit;
- the going concern assumptions;
- compliance with the Malaysian Financial Reporting Standards and other applicable approved accounting standards in Malaysia; and
- compliance with Paragraph 9.22 and Appendix 9B of the MMLR of Bursa Securities and other regulatory requirements.

External Audit

(a) Reviewed the external auditor's reports in relation to audit and accounting issues arising from the audit and the Management's responses.

(b) Reviewed and discussed with external auditors regarding the terms of engagement, audit planning memorandum of the Company and its subsidiaries ("**the Group**") including the scope of work of the external auditors to ensure it adequately covers the Group's activities for the FPE 2025, audit status report and issues arising from the statutory audit of the Group.

(c) Reviewed the audit and non-audit fees payable to the external auditors and recommended to the Board for approval.

(d) Met with the external auditors, Messrs. Al Jafree Salihin Kuzaimi PLT on 28 May 2024 without the presence of Executive Directors and Management of the Group to ensure there were no restrictions on the scope of their audit and to discuss any matters that the external auditors did not wish to raise in the presence of Management.

(e) Evaluated the technical competency and audit independence, objectivity and professional scepticism of the external auditors before recommending to the Board their re-appointment and remuneration. The external auditors had also provided written assurance to the ARMC that in accordance with the terms of all relevant professional and regulatory requirements, they had been independent throughout the audit engagement.

Conflict of Interest and Related Party Transactions

(a) Reviewed and monitored the compliance of any related party transactions, conflict of interest and potential conflict of interest situations that may arise within the Company or the Group, including any transactions, procedure or course of conduct that may raise questions of Management integrity or impartiality.

(b) Reviewed the RRPT and related party transactions entered by the Group on a quarterly basis to ensure that the transactions entered into were at arm's length basis and on normal commercial terms and not detrimental to the interests of the minority and non-interested shareholders of the Company, prior to the recommendation of the same to the Board for approval.

Audit and Risk Management Committee Report (Cont'd)

Risk Management and Internal Control

(a) Assessed the overall effectiveness of the risk management and internal control system of the Group on an ongoing basis.

(b) Reviewed the Enterprise Risk Management Adequacy, proposal of Risk Management Documentation Support and Risk Management Progress Report.

(c) Reviewed the Statement on Risk Management and Internal Control prior to the recommendation of the same to the Board for approval for inclusion into the 2024 Annual Report.

Internal Audit

(a) Reviewed and approved the appointment of Internal Auditors of the Group.

(b) Reviewed and approved the annual Group internal audit plan to ensure adequate scope and comprehensive coverage of the Group's activities as well as sufficient resources requirements.

(c) Reviewed and discussed with the internal auditors regarding the internal audit process, internal audit findings, issues arising from the internal audit report, the audit recommendations made as well as the Management's response to these recommendations in respect of the following for the FPE 2025:

    (i) AIZO Group Berhad – IT General Control; and
    (ii) AIZO Group Berhad – Hire-to-Retire Review

(d) Reviewed the progress updates on the follow-up audit review of the previous internal audit reports and monitored the implementation of the agreed mitigating plans or actions by Management on outstanding issues to ensure all key risks and control weaknesses are properly addressed.

(e) Met with the internal auditors on 24 February 2025 without the presence of Executive Directors and Management of the Group for discussion on internal audit related matters.

(f) Reviewed and evaluated the adequacy of the scope, functions, competency and resources of the internal audit function to ensure its effectiveness and efficiency.

Others

(a) Reviewed the revised Terms of Reference of the ARMC, Terms of Reference of the Risk Management Steering Committee, Conflict of Interest Policy, Whistleblower Policy and External Auditors Assessment Policy prior to the recommendation to the Board for approval and adoption.

(b) Reviewed the Corporate Governance Report, Corporate Governance Overview Statement, Management Discussion and Analysis, Statement on Risk Management and Internal Control and ARMC Report prior to the recommendation to the Board for approval for inclusion into the 2024 Annual Report.

(c) Assessed the Moneylending Business Policy and Governance Framework of Bio Ring Ventures Sdn. Bhd. prior to the recommendation to the Board for approval.

(d) Reviewed business plan and risk overview of a 60%-owned subsidiary, Uniqa (M) Sdn. Bhd. for money service business.

Audit and Risk Management Committee Report (Cont'd)

INTERNAL AUDIT FUNCTION

Details of the Group's internal audit function are set out in the Statement on Risk Management and Internal Control of this Annual Report.

A SUMMARY OF ANY CONFLICT OF INTEREST OR POTENTIAL CONFLICT OF INTEREST SITUATION REVIEWED BY THE ARMC PURSUANT TO PARAGRAPH 15.12(1)(H) OF MMLR

During the financial year under review, the ARMC reviewed a conflict of interest situation involving a Director arising from a family relationship with a senior employee in a subsidiary of the Group. The ARMC considered the matter at its meeting on 28 May 2024 and appropriate safeguards were implemented, including the Director abstaining from any deliberations or decisions of the Board and Board Committees on matters relating to the said subsidiary. The ARMC and the Board are satisfied that the measures in place are adequate to mitigate the potential conflict.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (the "**Board**") is pleased to present the Statement on Risk Management and Internal Control ("**SORMIC**") for AIZO Group Berhad ("**AIZO**" or "**the Company**") and its subsidiaries ("**the Group**") for the financial period ended 30 June 2025. This SORMIC is prepared in compliance with Paragraph 15.26(b) of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and has been guided by the "Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers."

BOARD RESPONSIBILITY

The Board is fully committed to maintaining an effective framework for risk management and internal control (the "**System**") and acknowledges its primary responsibility for overseeing the System's integrity and sufficiency. It is understood that no system of internal control can be completely infallible. Instead, the System is designed to provide reasonable, not absolute, assurance that business objectives can be met and that risks of failure are managed, rather than eliminated. This approach aims to safeguard the Group's assets and protect shareholder investments by mitigating the risk of material financial misstatements, losses or fraud.

The Board recognises that risk management is an essential element of the Group's operations. As such, the Board ensures due care is taken to identify, evaluate and manage all significant risks encountered by the Group. An ongoing, systematic process for these activities has been established and was active throughout the financial period, up to the date of this statement's approval.

RISK MANAGEMENT

The Board has entrusted the oversight of the Group's risk management effectiveness to the Audit and Risk Management Committee ("**ARMC**"). The ARMC receives support from the Risk Management Steering Committee, which is composed of key management members and operates at the subsidiary and business unit levels. To ensure comprehensive coverage, Risk Management Unit Heads and Risk Officers are appointed to lead and manage risks within each operating company. The Risk Management Steering Committee is responsible for on-the-ground risk assessment, including identifying, measuring, controlling and monitoring risks within their respective areas of operation.

The Group's risk management framework is structured around the "three lines of defence." The first line consists of the risk-taking units (Business Units), who are responsible for the day-to-day management of risks inherent in their activities. The second line is the risk control unit (Risk Management Steering Committee), which establishes the risk management framework and develops the necessary tools and methodologies. The third line is the internal audit function, which provides an independent and objective review of the risk management approach's effectiveness.

To ensure proper risk oversight, the Group has ten (10) dedicated Risk Management Units ("**RMU**") covering the following key business areas: (1) manufacturing, (2) construction, (3) financial technology, (4) human resources and administration, (5) finance, (6) information technology, (7) mining, (8) money lending, (9) property development and (10) solar power. These units review the business units' risk profiles and propose actionable plans to address any identified vulnerabilities, ensuring the internal control systems remain effective. All changes in risk profiles and corresponding action plans are documented in risk management reports, which are submitted to the ARMC for review and then to the Board for final approval. The Board and ARMC discuss these reports on a half-yearly basis. In addition, a comprehensive review and update of the Group's risk register was undertaken during the financial period, where each of the RMUs was interviewed to systematically identify both existing and emerging risks, assess their potential impact, and propose appropriate mitigating actions. The consolidated outcomes were then incorporated into the risk register to ensure that it remains current, robust, and reflective of the Group's overall risk environment.

Statement on Risk Management and Internal Control (Cont'd)

INTERNAL CONTROL

The Board has implemented a robust internal control framework with the following essential features:

1. A clearly defined organisational structure with formal lines of responsibility, delegation of authority and a hierarchical reporting system to ensure accountability and proper segregation of duties;
2. Established operational approval limits and authorised signatories for key management functions and significant transactions;
3. Formalised policies and procedures that detail standard operating procedures for critical processes, employment terms and disciplinary regulations applicable across the Group;
4. Centralised control over key corporate functions, including finance, tax, treasury and legal matters;
5. Ongoing training and development programs to enhance staff competencies and foster a risk-conscious culture throughout the organisation;
6. A formalised annual budgeting and business planning process that sets clear targets for each operating unit. Performance is monitored through monthly division reviews, with a quarterly comparison of actual performance against budget and major variances are analysed and presented to the ARMC and Board;
7. Regular Head of Department Meetings to review monthly performance, monitor business development and resolve operational issues. Significant variances in financial performance are periodically reviewed and management regularly briefs the Board on major policy changes, business environment shifts and external factors affecting the Group;
8. The Board and ARMC actively review all risk management and internal control issues highlighted by both internal and external auditors; and
9. The ARMC reviews quarterly financial results and yearly financial statements before they are presented to the Board for approval and subsequent release to Bursa Securities. The Board also reviews the minutes of all ARMC meetings.

The Board has received assurance from the ARMC that the Group's risk management and internal control system has operated adequately and effectively in all material aspects.

INTERNAL AUDIT FUNCTION

The internal audit function is a critical component of the assurance framework, providing independent support to the ARMC to ensure the System's adequacy and effectiveness. For the financial period under review, the Group's internal audit function was outsourced to an independent professional firm. This external firm provides unbiased feedback and a detailed report on its observations regarding the Group's corporate governance and internal control system directly to the ARMC. The internal audit report outlines key findings and includes recommendations to address them, along with management's official comments and proposed action plans. These reports are presented at ARMC meetings and then forwarded to the Board for further discussion. The outsourced auditors also conduct regular follow-ups with management and report the implementation status of agreed recommendations back to the ARMC.

For the financial period ended 30 June 2025, the total cost incurred for the internal audit function was RM56,000.00

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

In compliance with Paragraph 15.23 of the Bursa Securities MMLR, this SORMIC has been reviewed by the Group's External Auditors. Their limited assurance review was conducted in accordance with Audit and Assurance Practice Guide ("**AAPG**") 3, which does not require them to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control systems. Based on their review, the External Auditors have confirmed that nothing came to their attention that would suggest this Statement is inconsistent with their understanding of the processes adopted by the Board in reviewing the adequacy and integrity of the Group's System.

CONCLUSION

The Board has reviewed the Group's System and is satisfied that, for the financial period up to the date of this Statement, there were no material losses, contingencies or uncertainties arising from control weaknesses that would require separate disclosure in the Annual Report. Recognising the importance of maintaining a strong and responsive risk management and internal control system, the Board is committed to taking all necessary measures to continuously enhance the Group's control environment in the future.

This Statement is made in accordance with a resolution of the Board dated 3 October 2025.

ADDITIONAL COMPLIANCE INFORMATION

Utilisation of Proceeds

The Company also had issued and allotted a total of 178,769,000 new Ordinary Shares pursuant to the Rights Issue of Irredeemable Convertible Preference Shares and Private Placement Exercise.

Details of the allotment during the financial period ended 30 June 2025 are as follows:-

Date	Number of shares allotted	Issued Price	Proceeds Raised
8 May 2024	100,000	RM0.0900	9,000.00
17 May 2024	90,000	RM0.0900	8,100.00
9 October 2024	26,770,300	RM0.1250	3,346,287.50
24 October 2024	100,000	RM0.0900	9,000.00
25 October 2024	44,617,200	RM0.1220	5,443,298.40
15 November 2024	31,000,000	RM0.1341	4,157,100.00
10 December 2024	30,000,000	RM0.1191	3,573,000.00
10 February 2025	23,000,000	RM0.1089	2,504,700.00
21 May 2025	23,091,500	RM0.0813	1,877,338.95
Total	**178,769,000**	**-**	**20,927,824.85**

The proceeds have been fully utilised for working capital purposes and to defray expenses incidental to the Rights Issue of Irredeemable Convertible Preference Shares and Private Placement.

Material Contracts involving Interest of the Directors, Chief Executive and Major Shareholders

AIZO has not entered into any material contracts involving Interest of the Directors, Chief Executive and major shareholders (not being contracts entered into in the ordinary course of business) for the financial period ended 30 June 2025.

Share Issuance Scheme

The Company had at the Extraordinary General Meeting held on 28 June 2021 obtained its shareholders' approval to establish a Share Issuance Scheme ("**Scheme**") of up to 15% of the total number of issued shares of the Company (excluding treasury shares) at any one time during the duration of the Scheme for the eligible Directors and employees of the Group. The Company had on 18 November 2021 implemented the Scheme.

The details of the Scheme are set out as follows:-

		Directors and Senior Management
Total number of options granted	407,553,930	270,455,903
Total number of options exercised	229,334,610	141,602,903
Total options outstanding*	**178,219,320**	**128,853,000**

* The total options outstanding had lapsed as they were not accepted by the Eligible Persons.

Granted to Directors and Senior Management	During the financial period ended 30 June 2025	Since the commencement of the Scheme
Aggregate maximum allocation	-	287,916,427 (71%)
Actual granted	-	270,455,903 (66%)

The Company had on 22 and 23 July 2025 announced that the Eligible Persons, comprising Directors, a person connected to a Director, and other eligible employees, had indicated their intention to surrender their respective balances of unexercised SIS Options amounting to 45,923,700 SIS Options. This surrender formed part of the Company's internal review and optimisation of its share scheme structure, undertaken to ensure closer alignment with its long-term business objectives and operational efficiency.

Additional Compliance Information (Cont'd)

Responsibility Statement by Directors

In accordance with Paragraph 15.26(a) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Board of Directors is required to issue a statement on its responsibility for the preparation of the annual audited financial statements.

The Board is responsible for ensuring that the financial statements of the Company and the Group are properly prepared in accordance with the provisions of the Companies Act 2016 and the applicable Malaysian Financial Reporting Standards ("**MFRS**") issued by the Malaysian Accounting Standards Board, so as to give a true and fair view of the financial position of the Company and the Group as at 30 June 2025, and of their financial performance and cash flows for the financial year then ended.

In preparing the financial statements, the Board has ensured that appropriate accounting policies have been consistently applied and supported by reasonable and prudent judgments and estimates. The Board is also responsible for taking reasonable steps to safeguard the assets of the Group and to prevent and detect fraud, errors, and other irregularities.

As at the date of this Statement, the Board is satisfied that the Company has, in all material respects, complied with the principles and practices of good corporate governance as set out in the Malaysian Code on Corporate Governance, save for the departures that have been disclosed accordingly.

This report was approved by the Board on 3 October 2025.

REPORT AND FINANCIAL STATEMENTS

DIRECTORS' REPORT

The Directors hereby submit their report together with the audited financial statements of the Group and the Company for the financial period from 1 April 2024 to 30 June 2025.

PRINCIPAL ACTIVITIES

The principal activities of the Company are those of investment holding and provision of managerial services. The principal activities of its subsidiary companies are disclosed in Note 15 to the financial statements.

There have been no significant changes in the nature of these activities during the financial period.

CHANGE OF COMPANY'S NAME

With effect from 20 September 2024, the name of the Company was changed from Minetech Resources Berhad to AIZO Group Berhad.

CHANGE OF FINANCIAL PERIOD

The Group and the Company changed their financial period from 31 March to 30 June. Accordingly, the financial statements of the Group and the Company cover a 15 months period from 1 April 2024 to 30 June 2025 compared to the previous 12 months period ended 31 March 2024.

FINANCIAL RESULTS

	Group RM	Company RM
Net loss for the period	(19,597,534)	(21,317,064)
Loss attributable to:		
Owners of the parent	(18,184,019)	(21,317,064)
Non-controlling interests	(1,413,515)	-
	(19,597,534)	(21,317,064)

Directors of the Group and the Company are in opinion that, the results of the operations of the Group and the Company during the financial period were not substantially affected by any item, transaction or event of a material and unusual nature, other than as disclosed in the notes to the financial statements.

RESERVES AND PROVISIONS

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

DIVIDENDS

There were no dividends proposed, declared or paid by the Company since the end of the previous financial year. The Board of Directors do not recommend any dividend in respect of the current financial period.

ISSUE OF SHARES AND DEBENTURES

During the current financial period, the Company:

(a) On 8 May 2024, a total of 100,000 new ordinary shares of the Company ("Shares") were issued pursuant to the conversion of 100,000 Irredeemable Convertible Preference Shares ("ICPS") to 100,000 new Shares by way of conversion of one (1) ICPS together with cash payment of RM0.09 for one (1) new Share. The conversion price for the ICPS is RM0.12 for one (1) new Share.

(b) On 17 May 2024, a total of 90,000 new ordinary shares of the Company ("Shares") were issued pursuant to the conversion of 90,000 Irredeemable Convertible Preference Shares ("ICPS") to 90,000 new Shares by way of conversion of one (1) ICPS together with cash payment of RM0.09 for one (1) new Share. The conversion price for the ICPS is RM0.12 for one (1) new Share.

(c) On 9 October 2024, the Company issued 26,770,300 new ordinary shares at discounted price of RM0.125 each for a total consideration of RM3,346,287.50 via Private Placement for working capital purposes.

(d) On 24 October 2024, a total of 100,000 new ordinary shares of the Company ("Shares") were issued pursuant to the conversion of 100,000 Irredeemable Convertible Preference Shares ("ICPS") to 100,000 new Shares by way of conversion of one (1) ICPS together with cash payment of RM0.09 for one (1) new Share. The conversion price for the ICPS is RM0.12 for one (1) new Share.

(e) On 25 October 2024, the Company issued 44,617,200 new ordinary shares at discounted price of RM0.122 each for a total consideration of RM5,443,298.40 via Private Placement for working capital purposes.

(f) On 15 November 2024, the Company issued 31,000,000 new ordinary shares at discounted price of RM0.1341 each for a total consideration of RM4,157,100.00 via Private Placement for working capital purposes.

(g) On 10 December 2024, the Company issued 30,000,000 new ordinary shares at discounted price of RM0.1191 each for a total consideration of RM3,573,000.00 via Private Placement for working capital purposes.

(h) On 10 February 2025, the Company issued 23,000,000 new ordinary shares at discounted price of RM0.1089 each for a total consideration of RM2,504,700.00 via Private Placement for working capital purposes.

(i) On 21 May 2025, the Company issued 23,091,500 new ordinary shares at discounted price of RM0.0813 each for a total consideration of RM1,877,338.95 via Private Placement for working capital purposes.

SHARE ISSUANCE SCHEME ("SIS")

At an Extraordinary General Meeting held on 28 June 2021, shareholders approved the establishment of a Share Issuance Scheme of up to 15% of the total number of issued shares of the Company (Excluding any Treasury Shares) to all eligible employees and Directors of the Group excluding its dormant subsidiaries.

The effective date of the SIS was on 18 November 2021. These options are for 5 years and shall expire on 17 November 2026. The options are exercisable provided the employee has not served a notice of resignation or receive a notice of termination from the date of grant and certain conditions are met.

The salient features and other terms of the SIS are disclosed in Note 26 to the financial statements.

Directors' Report (Cont'd)

SHARE ISSUANCE SCHEME ("SIS") (CONT'D)

Details of the options exercised for ordinary shares of the Company pursuant to the SIS as at 30 June 2025 are as follows:

	Exercise Price RM	No. of Option
Expiry date		
17 November 2026	0.0307	178,219,320
17 November 2026	0.0593	68,831,290

Details of share options granted to the Directors are disclosed in the section on Directors' Interests in this report.

DIRECTORS

The Directors in office since the beginning of the current financial period until the date of this report are:

Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	
Ahmad Rahizal Bin Dato' Ahmad Rasidi*	
Emma Yazmeen Yip Binti Mohd Jeffrey Yip*	
Ahmad Ruslan Zahari Bin Zakaria	
Feridah Binti Bujang Ismail	
Siti Aishah Binti Othman	
Lo Ling	(Appointed on 13 September 2024)

* Director of the Company and of its subsidiary companies

The Directors who held office in the subsidiary companies (excluding those who are listed above) since the beginning of the current financial period until the date of this report are:

Jot Seng Keong	
Datuk IR. Zaimi Bin Md Ali	
Nadia Binti Jamil	
Faisal Amir Bin Aminuddin	
Hafiz Bin Noh	
Meor Muhd Arief Muzaffar Bin Meor Azli	(Appointed on 4 April 2024)
Mohamed Ashraf Bin Mohamed Yusof	(Appointed on 4 April 2024)
Rohani Binti Abd Raffar	(Appointed on 29 April 2024)
Ahmad Royzainy Bin Dato' Ahmad Rasidi	(Appointed on 30 May 2024)
Mohd Nazlee Bin Jamaluddin	(Appointed on 4 October 2024)

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

DIRECTORS' INTERESTS

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

	Number of ordinary shares			
	At 01.04.2024 Units	Bought Units	Sold Units	At 30.06.2025 Units
Interests in the Holding Company				
Direct interests				
Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	272,000,000	18,929,000	-	290,929,000
Emma Yazmeen Yip Binti Mohd Jeffrey Yip	6,000,000	-	-	6,000,000
Ahmad Ruslan Zahari Bin Zakaria	300,000	-	-	300,000
Feridah Binti Bujang Ismail	700,000	140,000	(840,000)	-
Siti Aishah Binti Othman	395,000	-	-	395,000
Lo Ling	-	26,848,600	-	26,848,600

None of the other Directors in office at the end of the financial period had any interest in the shares in the Company or its related corporations during the financial period.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Directors as shown below) by reason of a contract made by the Company or a related 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 disclosed in Note 35(c) to the financial statements, there were no arrangements during and at the end of the financial period, which had the object of enabling the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate.

The directors' remuneration are as follows:

	Group RM	Company RM
Executive Directors of the Company		
Salaries, wages and other emoluments	2,675,000	2,675,000
Defined contribution plans	325,871	325,871
	3,000,871	3,000,871
Executive Directors of the subsidiary companies		
Salaries, wages and other emoluments	1,207,000	-
Defined contribution plans	149,535	-
	1,356,535	-
	4,357,406	3,000,871

Directors' Report (Cont'd)

DIRECTORS' BENEFITS (CONT'D)

The directors' remuneration are as follows: (cont'd)

	Group RM	Company RM
Non-Executive Directors of the Company		
Fees	366,300	350,300
Other emoluments	96,904	96,904
	463,204	447,204

INDEMNITY AND INSURANCE COSTS

During the financial period, the total amount of indemnity coverage and insurance premium amount of indemnity for Directors and Officers of the Group were RM10,000,000 and RM16,000 respectively.

OTHER STATUTORY INFORMATION

(a) Before the financial statements of the Group and the Company were prepared, the Directors took reasonable steps:

   (i) to ascertain that action had been taken in relation to the write off of bad debts and the making of allowance for expected credit losses and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for expected credit losses; and

   (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and the Company have been written down to an amount which the current assets might have expected to realise.

(b) At the date of this report, the Directors are not aware of any circumstances:

   (i) which would render the amounts written off for bad debts or the amount of the allowance for expected credit losses in the financial statements of the Group and the Company inadequate to any substantial extent; or

   (ii) which would render the values attributed to current assets in the financial statements of the Group and the Company misleading; or

   (iii) not otherwise dealt with in this report or the financial statements of the Group and the Company which would render any amount stated in the financial statements misleading; or

   (iv) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate.

(c) At the date of this report, there does not exist:

   (i) any charge on the assets of the Group and the Company which has arisen since the end of the financial period which secures the liabilities of any other person; or

   (ii) any contingent liability of the Group or the Company which has arisen since the end of the financial period.

OTHER STATUTORY INFORMATION (CONT'D)

(d) In the opinion of the Directors:

(i) no material contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial period which will or may affect the ability of the Group and the Company to meet their obligations as and when they fall due;

(ii) the results of the operations of the Group and the Company during the financial period were not substantially affected by any item, transaction or event of a material and unusual nature; and

(iii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial period and the date of this report which is likely to affect substantially the results of the operations of the Group and the Company for the financial period in which this report is made.

AUDITOR AND AUDITORS' REMUNERATION

The auditors, Al Jafree Salihin Kuzaimi PLT, have expressed their intention not to seek reappointment at the forthcoming Annual General Meeting.

The details of auditors' remuneration are as follows:

	Group RM	Company RM
Al Jafree Salihin Kuzaimi PLT	243,000	71,000

To the extent permitted by law, the Company has agreed to indemnify its auditors, Al Jafree Salihin Kuzaimi PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Al Jafree Salihin Kuzaimi PLT for the financial period ended 30 June 2025.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 21 October 2025.

EMMA YAZMEEN YIP BINTI MOHD JEFFREY YIP
Director

AHMAD RAHIZAL BIN DATO' AHMAD RASIDI
Director

Kuala Lumpur

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

We, **EMMA YAZMEEN YIP BINTI MOHD JEFFREY YIP** and **AHMAD RAHIZAL BIN DATO' AHMAD RASIDI**, being two of the Directors of **AIZO GROUP BERHAD (Formerly known as Minetech Resources Berhad)**, do hereby state that, in the opinion of the Directors, the accompanying financial statements are drawn up in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and the Company as at 30 June 2025 and of their financial performance and cash flows for the financial period from 1 April 2024 to 30 June 2025.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 21 October 2025.

EMMA YAZMEEN YIP BINTI MOHD JEFFREY YIP Director	**AHMAD RAHIZAL BIN DATO' AHMAD RASIDI** Director

Kuala Lumpur

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

I, **MOHD DZULFADHLY BIN ROZELAN**, being the officer primarily responsible for the financial management of **AIZO GROUP BERHAD (Formerly known as Minetech Resources Berhad)**, do solemnly and sincerely declare that the accompanying financial statements are in my opinion, 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 **MOHD DZULFADHLY**)
BIN ROZELAN at Kuala Lumpur in the)
Federal Territory on 21 October 2025)

MOHD DZULFADHLY BIN ROZELAN

Before me,

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF AIZO GROUP BERHAD
(Formerly known as Minetech Resources Berhad) (Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of AIZO Group Berhad (formerly known as Minetech Resources Berhad), which comprise the statements of financial position as at 30 June 2025 of the Group and the Company, and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and the Company for the financial period from 1 April 2024 to 30 June 2025, and notes to the financial statements, including material accounting policies, as set out on the accompanying pages

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and the Company as at 30 June 2025, and of their financial performance and cash flows for the financial period from 1 April 2024 to 30 June 2025 in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

We are independent of the Group and 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 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 the Company for the current financial period. These matters were addressed in the context of our audit of the financial statements of the Group and the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit is addressed is provided in that context.

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

Independent Auditors' Report (Cont'd)

Key Audit Matters (cont'd)

Key Audit Matters	How our audit addressed the key audit matters
1. Revenue and costs recognition	
(a) sales of goods	
The Group recognised revenue from sales of goods amounting to RM47.15 million, which represent 30.00% of total revenue of the Group for the financial period ended 30 June 2025. Given its magnitude and significant volume of transactions involved, revenue recognition is identified as a key audit matter in our audit. There is a risk that revenue could be subject to misstatement, particularly in respect of the timing and amount of revenue recognised. Refer to the Note 3(t)(i) for the material accounting policies and Note 4 to the financial statements.	Our procedures included, amongst others: • We obtained understanding of the Group's relevant internal controls and tested the controls over timing and amount of revenue recognised; • We evaluated the transaction price by agreeing the invoices issued with the agreed purchase orders from customers; • We evaluated the allocation of transaction price to the respective performance obligations; • We evaluated the appropriateness of the timing of revenue recognition based on the related goods to the customer; and • We tested the recording of sales transactions close to the year end to establish whether the transactions were recorded in the correct accounting period.
(b) sales of services	
The Group recognised revenue from sales of services amounting to RM92.13 million, which represent 58.67% of total revenue of the Group for the financial period ended 30 June 2025. Given its magnitude and significant volume of transactions involved, revenue recognition from sales of services recognized at a point in time is identified as a key audit matter in our audit. There is a risk that revenue could be subject to misstatement, particularly in respect of the timing and amount of revenue recognised. Refer to the Note 3(t)(i) for the material accounting policies and Note 4 to the financial statements.	Our procedures included, amongst others: • We obtained understanding of the Group's relevant internal controls and tested the controls over timing and amount of revenue recognised; • We evaluated the transaction price by agreeing the invoices with the agreed purchase orders from customers; • We evaluated the allocation of transaction price to the respective performance obligations; • We evaluated the appropriateness of the timing of revenue recognition based on the performance obligation satisfied; and • We tested the recording of sales transactions close to the year end to establish whether the transactions were recorded in the correct accounting period.

Key Audit Matters (cont'd)

Key Audit Matters	How our audit addressed the key audit matters
1. Revenue and costs recognition (cont'd) **(c) construction contracts** The Group recognised revenue from construction contracts amounting to RM17.66 million, which represent 11.25% of total revenue of the Group for the financial period ended 30 June 2025. Revenue recognition of a construction contract is inherently complex and we focused on this area because there are significant management estimates and judgements involved in determining the: • Stage of completion; • Extent of the construction costs incurred to date; • Estimated total construction costs; and • Need to estimate liquidated ascertained damages ("LAD") on the project where the estimated completion date is beyond the contractual completion date. Refer to Note 2(c) on significant accounting judgements, estimates and assumptions, Notes 3(l) and 3(t)(i) on material accounting policies, Note 4, 18 and 20 to the financial statements.	Our procedures included, amongst others: • We tested the operating effectiveness of the key controls in respect of the review and approval of the project budgets to assess the reliability of those budgets. • We identified and assessed the significant estimates and judgements made by the Directors in the recognition of the revenue and costs arising from construction contracts. This was performed by corroborating the stages of completion and extent of costs incurred to date on major projects by agreeing to internal or external quantity surveyors' latest valuations. • We have also agreed, on a sample basis, costs incurred to the supporting documentations such as subcontractor claim certificates and invoices from vendors. • We assessed the reasonableness of the estimated total construction costs of major projects by agreeing to supporting documentation such as approved budgets, quotations, correspondences, contracts, letter of awards, agreements and variation orders with sub-contractors; and • We have assessed the potential cause of delay by inspecting correspondences with project owners and corroborated key judgment applied by the management in assessing any requirement for consideration of liquidated ascertained damages ("LAD") to determine the adequacy of provision for LAD, if any.

Independent Auditors' Report (Cont'd)

Key Audit Matters (cont'd)

Key Audit Matters	How our audit addressed the key audit matters
2. Recoverability of trade receivables As at 30 June 2025, the net carrying amount of trade receivables of the Group amounted to RM38.22 million as discussed in Note 18 to the financial statements. The management performed an impairment assessment in respect of the trade receivables' expected credit loss using the simplified approach as the trade receivables arised from transactions that do not contain siginficant financing components. The management applied assumptions in assessing the level of allowance for impairment losses on trade receivables based on the following: • specific known facts or circumstances on customers' ability to pay; and/or • by reference to past default experiences. The management assessed at each reporting date whether there is any objective evidence that trade receivables are impaired based on validity of contractual terms, analysis of customer creditworthiness, past historical trends and expected repayments. This is an area of audit focus as the determination of the quantum of the impairment loss is a subjective area due to the significant level of judgement and assumptions applied by the management.	Our procedures included, amongst others: We obtained an understanding of the Group's: • Control over the receivables approval and collection process - we assessed the validity of material long outstanding receivable by obtaining external confirmation. We also consider amounts (settlement) received subsequent to the year up to the date of the financial statements, past payment histories and unusual pattern to identify potential impairment balances to be impaired at reporting date. • Process to identify and assess the impairment of trade receivables - we assessed the appropriateness of the assessment for the trade receivables' expected credit losses using simplified approach which includes: - Discussion with management to ascertain the appropriateness of using simplified approach and to understand the underlying assumptions used in the simplified approach impairment model under MFRS 9 when determining the expected credit loss. - Reviewed management's basis of estimation to determine the default rate including review of past historical trends, creditworthiness assessments and expected payments based on settlement agreements with customers. - Challenging management's view on credit risk of trade receivables and take into consideration the subsequent collection as well as historical patterns for outstanding trade receivables and holding discussions with those charged with governance and management. • We tested the accuracy of the ageing against supporting documents on a sampling basis. • We have ensured the disclosures in the notes to the financial statements are in accordance with MFRS 9.

Independent Auditors' Report (Cont'd)

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 Annual Report but does not include the financial statements of the Group and the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the Annual Report 2025, which is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements of the Group and 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 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 the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

Independent Auditors' Report (Cont'd)

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

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosure in the financial statements of the Group and the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements of the Group and the Company, including the disclosures, and whether the financial statements of the Group and the Company represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

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

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

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

Other matters

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

AL JAFREE SALIHIN KUZAIMI PLT
201506002872 (LLP0006652-LCA) & AF1522
CHARTERED ACCOUNTANTS

FAIZUL NIZAN BIN ZULKEFLI
NO. 03855/10/2026 J
CHARTERED ACCOUNTANT

Dated: 21 October 2025

Selangor, Malaysia

STATEMENTS OF COMPREHENSIVE INCOME
FOR THE FINANCIAL PERIOD FROM 1 APRIL 2024 TO 30 JUNE 2025

	Note	Group 01.04.2024 to 30.06.2025 RM	Group 01.04.2023 to 31.03.2024 RM	Company 01.04.2024 to 30.06.2025 RM	Company 01.04.2023 to 31.03.2024 RM
Continuing operations					
Revenue	4	157,045,798	127,034,582	2,175,000	1,824,000
Cost of sales		(133,803,532)	(112,140,432)	-	-
Gross profit		23,242,266	14,894,150	2,175,000	1,824,000
Other income	5	1,907,046	3,735,123	277,335	1,106,420
Administrative expenses		(35,549,004)	(22,326,028)	(23,690,346)	(19,206,445)
Selling and marketing expenses		(331,179)	(522,323)	-	-
Finance costs	6	(5,492,767)	(2,728,500)	(79,053)	(12,596)
Share of results of associate, net of tax	16	(232,984)	96,503	-	-
Loss before tax	7	(16,456,622)	(6,851,075)	(21,317,064)	(16,288,621)
Taxation	8	(3,140,912)	(1,932,609)	-	-
Loss from continuing operations, representing total comprehensive loss for the period/year		(19,597,534)	(8,783,684)	(21,317,064)	(16,288,621)
Total comprehensive loss for the period/year attributable to:					
Owners of the Company		(18,184,019)	(6,953,291)	(21,317,064)	(16,288,621)
Non-controlling interests		(1,413,515)	(1,830,393)	-	-
		(19,597,534)	(8,783,684)	(21,317,064)	(16,288,621)
Loss per share					
Basic (sen)	9	(0.93)	(0.39)		
Diluted (sen)	9	(0.73)	(0.30)		

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

STATEMENTS OF FINANCIAL POSITION
AS AT 30 JUNE 2025

	Note	Group 30.06.2025 RM	Group 31.03.2024 RM	Company 30.06.2025 RM	Company 31.03.2024 RM
Assets					
Non-current Assets					
Property, plant and equipment	11	74,147,647	76,225,071	2,746,541	527,810
Right-of-use assets	12	24,824,085	3,854,502	1,486,225	169,349
Investment properties	13	8,392,152	8,538,582	6,879,311	7,000,000
Inventories	14	-	-	-	-
Investment in subsidiary companies	15	-	-	28,563,861	28,663,862
Investment in an associate and joint venture	16	51,000	3,696,503	-	-
Intangible assets	17	282,216	-	-	-
Trade receivables	18	807,846	7,434,558	-	-
		108,504,946	99,749,216	39,675,938	36,361,021
Current Assets					
Inventories	14	2,776,294	3,158,738	-	-
Trade receivables	18	37,408,399	31,197,643	-	-
Other receivables	19	12,017,122	4,884,833	2,031,764	142,970
Contract assets	20	4,452,068	347,980	-	-
Amount due from subsidiary companies	21	-	-	42,521,726	41,225,516
Tax recoverable		200,018	-	-	-
Other investments	22	451,295	2,969,218	2,245	2,534,607
Fixed deposits with licensed banks	23	4,951,444	7,106,385	-	-
Cash and bank balances	24	14,911,501	15,225,243	548,322	1,005,902
		77,168,141	64,890,040	45,104,057	44,908,995
Total Assets		185,673,087	164,639,256	84,779,995	81,270,016
Equity					
Share capital	25	137,664,278	117,055,311	137,664,278	117,055,311
Reserves	27	(46,258,520)	(28,074,838)	(68,317,461)	(47,000,397)
Treasury shares	28	(47,990)	(47,990)	(47,990)	(47,990)
Equity attributable to owners of the Company		91,357,768	88,932,483	69,298,827	70,006,924
Non-controlling interests		(8,531,156)	(7,069,685)	-	-
Total Equity		82,826,612	81,862,798	69,298,827	70,006,924

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

Statements Of Financial Position As At 30 June 2025 (Cont'd)

	Note	Group 30.06.2025 RM	Group 31.03.2024 RM	Company 30.06.2025 RM	Company 31.03.2024 RM
Liabilities					
Non-current Liabilities					
Loans and borrowings	29	34,370,577	16,442,025	1,217,883	39,770
Deferred tax liability	30	919,265	905,366	-	-
		35,289,842	17,347,391	1,217,883	39,770
Current Liabilities					
Trade payables	31	24,494,203	28,224,854	-	-
Other payables	32	8,723,457	6,813,556	1,151,681	895,111
Amount due to subsidiary companies	21	-	-	11,586,684	10,190,240
Loans and borrowings	29	32,347,751	30,086,601	768,920	137,971
Contingent liability		756,000	50,000	756,000	-
Tax payable		1,235,222	254,056	-	-
		67,556,633	65,429,067	14,263,285	11,223,322
Total Liabilities		102,846,475	82,776,458	15,481,168	11,263,092
Total Equity and Liabilities		185,673,087	164,639,256	84,779,995	81,270,016

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL PERIOD FROM 1 APRIL 2024 TO 30 JUNE 2025

Attributable to Equity holders of the Company

Non-distributable

	Share capital RM (Note 25)	Treasury shares RM (Note 28)	Accumulated losses RM	Total RM	Non-controlling interest RM	Total equity RM
Group						
At 1 April 2024	117,055,311	(47,990)	(28,074,838)	88,932,483	(7,069,685)	81,862,798
Total comprehensive loss for the period	-	-	(18,184,019)	(18,184,019)	(1,413,515)	(19,597,534)
Transactions with equity holders:						
Conversion of ICPS to ordinary share	26,100	-	-	26,100	-	26,100
Private placement	20,901,725	-	-	20,901,725	-	20,901,725
Share issue expenses	(318,858)	-	-	(318,858)	-	(318,858)
Acquisition of new subsidiaries	-	-	337	337	(47,956)	(47,619)
	20,608,967	-	337	20,609,304	(47,956)	20,561,348
At 30 June 2025	137,664,278	(47,990)	(46,258,520)	91,357,768	(8,531,156)	82,826,612

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

Statements Of Changes In Equity For The Financial Period From 1 April 2024 To 30 June 2025 (Cont'd)

	Attributable to Equity holders of the Company — Non-distributable					
	Share capital RM (Note 25)	Treasury shares RM (Note 28)	Accumulated losses RM	Total RM	Non-controlling interest RM	Total equity RM
Group						
At 1 April 2023	105,518,093	(47,990)	(18,868,276)	86,601,827	(3,940,605)	82,661,222
Total comprehensive loss for the year	-	-	(6,953,291)	(6,953,291)	(1,830,393)	(8,783,684)
Transactions with equity holders:						
Conversion of ICPS to ordinary share	2,884,473	-	-	2,884,473	-	2,884,473
Share issuance scheme	8,652,745	-	-	8,652,745	-	8,652,745
Changes in ownership interest in subsidiary	-	-	(2,253,271)	(2,253,271)	(1,298,687)	(3,551,958)
	11,537,218	-	(2,253,271)	9,283,947	(1,298,687)	7,985,260
At 31 March 2024	117,055,311	(47,990)	(28,074,838)	88,932,483	(7,069,685)	81,862,798

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

Statements Of Changes In Equity
For The Financial Period From 1 April 2024 To 30 June 2025
(Cont'd)

	← Non-distributable →			
	Share capital RM (Note 25)	**Treasury shares RM (Note 28)**	**Accumulated losses RM**	**Total RM**
Company				
At 1 April 2024	117,055,311	(47,990)	(47,000,397)	70,006,924
Total comprehensive loss for the period	-	-	(21,317,064)	(21,317,064)
Transactions with equity holders:				
Conversion of ICPS to ordinary share	26,100	-	-	26,100
Private placement	20,901,725	-	-	20,901,725
Share issue expenses	(318,858)	-	-	(318,858)
	20,608,967	-	-	20,608,967
At 30 June 2025	137,664,278	(47,990)	(68,317,461)	69,298,827
At 1 April 2023	105,518,093	(47,990)	(30,711,776)	74,758,327
Total comprehensive loss for the year	-	-	(16,288,621)	(16,288,621)
Transactions with equity holders:				
Conversion of ICPS to ordinary share	2,884,473	-	-	2,884,473
Share issuance scheme	8,652,745	-	-	8,652,745
	11,537,218	-	-	11,537,218
At 31 March 2024	117,055,311	(47,990)	(47,000,397)	70,006,924

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

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL PERIOD FROM 1 APRIL 2024 TO 30 JUNE 2025

		Group		Company	
	Note	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Cash flows from operating activities					
Loss before tax		(16,456,622)	(6,851,075)	(21,317,064)	(16,288,621)
Adjustments for:					
Depreciation of:					
- right-of-use assets	7	1,040,220	485,285	518,877	132,617
- investment properties	7	146,430	20,593	120,689	-
- property, plant and equipment	7	6,880,328	4,893,678	291,151	128,316
Impairment losses on:					
- trade receivables	7	2,499,654	3,189,660	-	-
- other receivables	7	3,119,058	2,569,255	1,083,040	-
- amount due from subsidiary companies	7	-	-	9,839,782	8,490,412
- investment in subsidiary companies	7	-	-	1,100,000	4,728,848
- investment in associate companies	7	3,463,519	-	-	-
- property, plant and equipment	7	358	163,042	-	-
Reversal of impairment losses on:					
- trade receivables	7	(331,977)	(101,505)	-	-
- other receivables	7	(403,695)	(200,000)	-	-
- amount due from subsidiary companies	7	-	-	(1,357,993)	(17,105)
Provision for liquidated ascertained damages	7	1,950,000	-	-	-
Contingent liability	7	756,000	50,000	756,000	-
Financing cost	6	5,492,767	2,728,500	79,053	12,596
Interest income	5	(661,029)	(563,252)	(49,400)	(31,220)
Write off:					
- right-of-use assets		19,848	-	9,582	-
- lease liabilities		(30,360)	-	(15,409)	-
(Gain)/Loss on disposal of:					
- property, plant and equipment	5, 7	(73,309)	(208,700)	833	3,013
Gain on revaluation of investment properties	7	-	(1,000,000)	-	(1,000,000)
Unrealised loss/(gain) on foreign exchange	5, 7	(7,846)	(9)	-	-
Balance carried forward		7,403,344	5,175,472	(8,940,859)	(3,841,144)

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

Statements Of Cash Flows
For The Financial Period From 1 April 2024 To 30 June 2025 (Cont'd)

	Note	Group 01.04.2024 to 30.06.2025 RM	Group 01.04.2023 to 31.03.2024 RM	Company 01.04.2024 to 30.06.2025 RM	Company 01.04.2023 to 31.03.2024 RM
Cash flows from operating activities (cont'd)					
Balance brought forward		7,403,344	5,175,472	(8,940,859)	(3,841,144)
Share of result of associated company	16	232,984	(96,503)	-	-
Operating profit/(loss) before working capital changes		7,636,328	5,078,969	(8,940,859)	(3,841,144)
Changes in working capital:					
Inventories		382,444	908,735	-	-
Trade receivables		(3,693,875)	14,801,025	-	-
Other receivables		(7,135,841)	8,931,608	(2,992,472)	3,530,091
Contract assets		(4,104,088)	16,797,756	-	-
Trade payables		(3,730,651)	(25,456,839)	-	-
Other payables		(90,099)	490,127	256,570	(777,930)
Subsidiary companies		-	-	(8,381,555)	(3,914,511)
Cash (used in)/generated from operations		(10,735,782)	21,551,381	(20,058,316)	(5,003,494)
Interest received		661,029	563,252	49,400	31,220
Interest paid		(5,492,767)	(2,728,500)	(79,053)	(12,596)
Tax paid		(2,533,071)	(2,893,295)	-	-
Tax refund		192,181	12,596	-	-
Net cash (used in)/generated from operating activities		(17,908,410)	16,505,434	(20,087,969)	(4,984,870)
Cash flows from investing activities					
Purchase of property, plant and equipment	11(c)	(5,044,852)	(5,311,492)	(2,012,215)	(36,575)
Acquisition of:					
- additional shares in a subsidiary company	15	(1,083,066)	(3,550,000)	(999,999)	(3,550,000)
- associate company	16	-	(3,600,000)	-	-
Investment in joint venture		(51,000)	-	-	-
Proceeds from disposal of property, plant and equipment		615,750	231,700	1,500	-
Placement of deposit investment		-	(8,106,756)	-	(8,000,000)
Proceeds from withdrawal of deposit investments		2,553,000	5,500,000	2,553,000	5,500,000
Net cash used in investing activities		(3,010,168)	(14,836,548)	(457,714)	(6,086,575)

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

Statements Of Cash Flows For The Financial Period From 1 April 2024 To 30 June 2025 (Cont'd)

	Note	Group 01.04.2024 to 30.06.2025 RM	Group 01.04.2023 to 31.03.2024 RM	Company 01.04.2024 to 30.06.2025 RM	Company 01.04.2023 to 31.03.2024 RM
Cash flows from financing activities					
Drawdown of:					
- term loans		-	1,810,194	-	-
- bank overdraft		150,515	-	-	-
- short term borrowings		7,300,350	6,469,535	-	-
Increase/(decrease) in fixed deposit pledge		2,848,202	(210,126)	-	-
Repayment of:					
- term loans		(1,143,141)	(1,502,725)	-	-
- short term borrowings		(5,665,260)	(7,532,789)	-	-
- lease liabilities and hire purchase		(2,952,052)	(2,190,777)	(520,864)	(166,511)
Proceeds from issuance of shares		20,608,967	11,537,218	20,608,967	11,537,218
Net cash generated from financing activities		21,147,581	8,380,530	20,088,103	11,370,707
Net increase/(decrease) in cash and cash equivalents		229,003	10,049,416	(457,580)	299,262
Cash and cash equivalents at the beginning of financial period/year		14,326,316	4,276,900	1,005,902	706,640
Cash and cash equivalents at the end of financial period/year		14,555,319	14,326,316	548,322	1,005,902
Cash and cash equivalents at the end of the financial period/year comprises:					
Cash and bank balances	24	14,911,501	15,225,243	548,322	1,005,902
Add: Fixed deposits with licensed banks	23	4,951,444	7,106,385	-	-
Less: Bank overdraft		(1,794,086)	(1,643,570)	-	-
		18,068,859	20,688,058	548,322	1,005,902
Less: Fixed deposits pledged to licensed banks	23	(3,167,325)	(6,361,742)	-	-
Less: Fixed deposits over 3 months		(346,215)	-	-	-
Cash and cash equivalents		14,555,319	14,326,316	548,322	1,005,902

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

NOTES TO THE FINANCIAL STATEMENTS
30 JUNE 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 principal place of business of the Company is located at Level 37-02, Menara Affin @ TRX, Lingkaran TRX, Tun Razak Exchange, 55188 Kuala Lumpur Wilayah Persekutuan.

The registered office of the Company is located at Unit 521, 5th Floor, Lobby 6, Block A, Damansara Intan, No. 1, Jalan SS20/27, 47400 Petaling Jaya, Selangor Darul Ehsan.

The principal activities of the Company are those of investment holding and provision of managerial services. The principal activities of its subsidiary companies are disclosed in Note 15. There have been no significant changes in the nature of these activities of the Company and its subsidiary companies during the financial period.

2. BASIS OF PREPARATION

(a) Statement of compliance

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

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

Adoption of new and amended standard

During the financial year, the Group and the Company has adopted the following new and amended MFRSs that are mandatory for annual financial periods beginning on or after 1 April 2024:

Description	**Effective for annual period beginning on or after**
Amendments to MFRS 101: Presentation of Financial Statements (Classification of Liabilities as Current or Non-Current) and (Non-current Liabilities with Covenants)	1 January 2024
Amendments to MFRS 16: Lease (Lease Liability in a Sale and Leaseback)	1 January 2024
Amendments to MFRS 107 and MFRS 7: Disclosure of Supplier Finance Arrangements	1 January 2024

The adoption of the abovementioned standards and amendments did not have any material financial impact on the financial statements of the Group and of the Company.

2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (cont'd)

Standards issued but not yet effective

The following standards that have been issued by the Malaysian Accounting Standards Board will become effective in future financial reporting periods and have not been adopted by the Group and the Company in these financial statements:

Description	**Effective dates for financial periods beginning on or after**
Amendment to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026
Amendment to MFRS 9 and MFRS 7: (Classification and Measurement of Financial Instruments) and (Contracts Referencing Nature-dependent Electricity)	1 January 2026
Amendment to MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
Amendment to MFRS 19: Subsidiaries without Public Accountability (Disclosures)	1 January 2027
Amendment to MFRS 10 and MFRS 128: Sale or Contribution of Assets between Investor and its Associate or Joint Venture	Deferred

The Group and the Company intends to adopt the abovementioned standards and amendments when they become effective. The adoption is not expcected to have any material impact on the financial statements of the Group and of the Company, except as disclosed below:

A) MFRS 18: Presentation and Disclosure in Financial Statements

MFRS 18 introduces new categories and subtotals in the statement of profit or loss. It also requires disclosure of management-defined performance measures and includes new requirements for the location, aggregation and disaggregation of financial information.

Statement of profit and loss

MFRS 18 requires an entity to classify all income and expenses within its statement of profit or loss into one of five categories: operating; investing; financing; income taxes; and discontinued operations. MFRS 18 also requires an entity to present subtotals and totals for 'operating profit or loss', 'profit or loss before financing and income taxes' and 'profit or loss'.

Management-defined performance measures

MFRS 18 introduces the concept of a management-defined performance measure ("MPM") which it defines as a subtotal of income and expenses that an entity uses in public communications outside financial statements, to communicate management's view of an aspect of the financial performance of the entity as a whole to users. MFRS 18 also requires disclosure of information about all of an entity's MPMs within a single note to the financial statements and requires several disclosures to be made about each MPM, including how the measure is calculated and a reconciliation to the most comparable subtotal specified by MFRS 18 or another MFRS accounting standard.

Location of information, aggregation and disaggregation

MFRS 18 differentiates between 'presenting' information in the primary financial statements and 'disclosing' it in the notes, and introduces a principle for determining the location of information based on identified 'roles' of the primary financial statements and the notes. MFRS 18 requires aggregation and disaggregation of information to be performed with reference to similar and dissimilar characteristics.

The Group and the Company is currently assessing the financial impact that may arise from the adoption of MFRS 18.

Notes To The Financial Statements
30 June 2025
(Cont'd)

2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (cont'd)

Standards issued but not yet effective (cont'd)

B) Amendments to MFRS 9 and MFRS 7: Classification and Measurement of Financial Instruments

Amendments to MFRS 9 and MFRS 7 provides clarification on:

a. a financial liability is derecognised on the 'settlement date', i.e., when the related obligation is discharged, cancelled, expires or the liabilities otherwise qualifies for derecognition. It also introduces an accounting policy option to derecognise financial liabilities that are settled through an electronic payment system before settlement date if certain conditions are met.

b. way to assess the contractual cash flow characteristics of financial assets that include environmental, social and governance ("ESG")-linked features and other similar contingent features.

c. the treatment of non-recourse assets and contractually linked instruments.

The Group and the Company is currently assessing the financial impact that may arise from the adoption of MFRS 9 and MFRS 7 amendments.

(b) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest RM except when otherwise stated.

(c) Significant accounting judgements, estimates and assumptions

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

Judgements

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

Satisfaction of performance obligations in relation to contracts with customers

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

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

(i) the customer simultaneously receives and consumes the benefits provided by the Group's and by the Company's performance as the Group and the Company performs;

(ii) the Group and the Company do not create an asset with an alternative use to the Group or the Company and have an enforceable right to payment for performance completed to date; and

(iii) the Group's and the Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

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

2. BASIS OF PREPARATION (CONT'D)

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

Judgements (cont'd)

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

The Group and the Company determine the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

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

The Group and the Company include the renewal period as part of the lease term for leases of land and building with non-cancellable period included as part of the lease term as these are reasonably certain to be exercised because there will be a significant negative effect on operation if a replacement asset is not readily available.

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

Useful lives/depreciation of property, plant and equipment (Note 11) and right-of-use ("ROU") asset (Note 12)

The Group and the Company regularly review the estimated useful lives of property, plant and equipment and ROU assets based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment and ROU assets would increase the recorded depreciation and decrease the value of property, plant and equipment and ROU assets. The carrying amounts of the property, plant and equipment and right-of-use assets are disclosed in Notes 11 and 12 to the financial statements respectively.

Key sources of estimation uncertainty

Impairment of investment in subsidiary companies

The Company reviews its investments in subsidiary companies when there are indicators of impairment. Impairment is measured by comparing the carrying amount of an investment with its recoverable amount. Significant judgement is required in determining the recoverable amount. Estimating the recoverable amount requires the Company to make an estimate of the expected future cash flows from the cash generating units and also to determine a suitable discount rate in order to calculate the present value of those cash flows.

The carrying amount at the reporting date for investments in subsidiary companies is disclosed in Note 15 to the financial statements.

Inventories valuation

Inventories are measured at the lower of cost and net realisable value. The Group and the Company estimate the net realisable value of inventories based on an assessment of expected sales prices. Demand levels and pricing competition could change from time to time. If such factors result in an adverse effect on the Group's and on the Company's products, the Group and the Company might be required to reduce the value of its inventories. Details of inventories are disclosed in Note 14 to the financial statements.

Notes To The Financial Statements
30 June 2025
(Cont'd)

2. BASIS OF PREPARATION (CONT'D)

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

Key sources of estimation uncertainty (cont'd)

Determination of transactions prices

The Group and the Company are required to determine the transaction price in respect of each of its contracts with customers by making such judgement the Group and the Company assessed the impact of any variable consideration in the contract, due to discounts or penalties, the existence of any significant financing component and any non-cash consideration in the contract.

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

Impairment of goodwill on consolidation

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use amount requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The key assumptions used to determine the value in use is disclosed in Note 17 to the financial statements.

Deferred tax assets

Deferred tax assets are recognised for all unused tax losses, unabsorbed capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unused tax losses, unabsorbed capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The carrying value of recognised and unrecognised deferred tax assets are disclosed in Note 30 to the financial statements.

Revenue from construction contracts

The Group recognises contract revenue based on input method. The stage of completion is measured by reference to the contract costs incurred up to reporting date as a percentage of total estimated costs for each contract. Significant judgement is required in determining the stage of completion, the extent of the contract costs incurred, the estimated total contract costs, the profitability of the contracts, including the foreseeable losses, potential claims (variation orders) to owners of the projects and counter claims from subcontractors and liquidated ascertained damages ("LAD") based on expected completion dates of the contracts. In making this judgement, the Directors took into consideration the current circumstances and relied on input from the Group's project managers, external consultants, where appropriate, and past experience. In addition, in determining the provision for LAD to be recorded, the Directors also assessed the ability of the Group to recover from the subcontractors, the potential LAD imposed on the Group by the project owners for delays in projects caused directly by the subcontractors.

The contract assets and contract liabilities of the Group arising from construction contracts are disclosed in Note 20 to the financial statements.

Income taxes

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

The Group and the Company recognise liabilities for tax based on estimates of whether additional taxes will be due. Where the final tax outcome of these tax matters is different from the amounts that were initially recognised, such differences will impact the income tax and/or deferred tax provisions in the period in which such determination is made. Details of taxation are disclosed in Note 8 and 30 to the financial statements.

2. BASIS OF PREPARATION (CONT'D)

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

Key sources of estimation uncertainty (cont'd)

Contingent liabilities

Determination of the treatment of contingent liabilities is based on management's view of the expected outcome of the contingencies after consulting legal counsel for litigation cases and internal and external experts to the Group for matters in the ordinary course of business.

Fair value of financial instruments

Management uses valuation techniques in measuring the fair value of financial instruments where active market quotes are not available. Details of the assumptions used are given in the Note 40(c) regarding financial assets and liabilities. In applying the valuation techniques management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm's length transaction at the end of the reporting period.

Provision for expected credit loss of financial assets at amortised cost

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

The Group and the Company use a provision matrix to calculate expected credit loss for trade and other receivables. The provision rates are based on number of days past due. The provision matrix is initially based on the Group's and the Company's historical observed default rates. The Group and the Company will calibrate the matrix to adjust the historical credit loss experience. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and expected credit loss is a significant estimate.

Information about the expected credit losses and the carrying amounts at the reporting date for receivables are disclosed in Notes 18, 19, 20, and 21 to the financial statements.

Discount rate used in leases

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

Notes To The Financial Statements 30 June 2025 (Cont'd)

3. MATERIAL ACCOUNTING POLICIES

The Group and the Company apply the material accounting policies set out below, consistently throughout all periods presented in the financial statements unless otherwise stated.

(a) Basis of consolidation

(i) Subsidiary companies

Subsidiary companies are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiary companies are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary company is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in business combination are measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquiree on an acquisition-by acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed off in profit or loss as incurred.

If the business combination is achieved in stages, the acquirer's previously held equity interest in the acquiree is re-measured at its acquisition-date fair value and the resulting gain or loss is recognised in profit or loss.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (which cannot exceed one year from the acquisition date), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date, if known, would have affected the amounts recognised at that date.

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

Inter-company transactions, balances and unrealised gains or losses on transactions between Group companies are eliminated. Unrealised losses are eliminated only if there is no indication of impairment. Where necessary, accounting policies of subsidiary companies have been changed to ensure consistency with the policies adopted by the Group.

In the Company's separate financial statements, investment in subsidiary companies are stated at cost less accumulated impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts are recognised in profit or loss. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. Please refer to accounting policy Note 3(o)(i) on impairment of non-financial assets.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(a) Basis of consolidation (cont'd)

(ii) Changes in ownership interests in subsidiary companies without change in control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions - that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary company is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(iii) Disposal of subsidiary companies

If the Group loses control of a subsidiary company, the assets and liabilities of the subsidiary company, including any goodwill, and non-controlling interests are derecognised at their carrying value on the date that control is lost. Any remaining investment in the entity is recognised at fair value. The difference between the fair value of consideration received and the amounts derecognised and the remaining fair value of the investment is recognised as a gain or loss on disposal in profit or loss. Any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities.

(iv) Goodwill on consolidation

The excess of the aggregate of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total consideration transferred, non-controlling interest recognised and previously held interest measured at fair value is less than the fair value of the net assets of the subsidiary company acquired (ie. a bargain purchase), the gain is recognised in profit or loss.

Following the initial recognition, goodwill is measured at cost less accumulated impairment losses. Goodwill is not amortised but instead, it is reviewed for impairment annually or more frequent when there is objective evidence that the carrying value may be impaired. Please refer to accounting policy Note 3(o)(i) on impairment of non-financial assets.

(b) Investment in associate and joint venture

An associate is an entity over which the Group and the Company have significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not controlled or joint controlled over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investment in its associate and joint venture are accounted for using the equity method.

On acquisition of an investment in an associate and joint venture, any excess of the cost of investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill and included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities of the investee over the cost of investment is excluded from the carrying amount of the investment and is instead included as income in the determination of the Group's share of associate's profit or loss for the period in which the investment is acquired.

Notes To The Financial Statements
30 June 2025
(Cont'd)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(b) Investment in associate and joint venture (cont'd)

An associate and joint venture company are accounted for either at cost or equity method as described in MFRS 128 from the date on which the investee becomes an associate and joint venture. Under the equity method, on initial recognition the investment in an associate and joint venture are recognised at cost, and the carrying amount is increased or decreased to recognise the Group's share of profit or loss and other comprehensive income of the associates and joint venture after the date of acquisition. When the Group's share of losses in an associate and joint venture equals or exceeds its interest in the associates, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate and joint venture.

Profits or losses resulting from upstream and downstream transactions between the Group and its associate and joint venture are recognised in the Group's consolidated financial statements only to the extent of unrelated investors' interests in the associate and joint venture. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the assets transferred.

The financial statements of the associates and joint venture are prepared as of the same reporting date as the Company. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

The requirements of MFRS 136 *Impairment of Assets* are applied to determine whether it is necessary to recognise any additional impairment loss with respect to its net investment in the associate. When necessary, the entire carrying amount of the investment is tested for impairment in accordance with MFRS 136 as a single asset, by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss is recognised in profit or loss. Reversal of an impairment loss is recognised to the extent that the recoverable amount of the investment subsequently increases.

Upon loss of significant influence over the associate and joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate and joint venture upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

In the Company's separate financial statements, investment in associates and joint venture are stated at cost less accumulated impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts are recognised in profit or loss. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. The policy of recognition and measurement of impairment losses is in accordance with Note 3(o)(i) on impairment of non-financial assets.

(c) Foreign currency translation

(i) Foreign currency translations and balances

Transactions in foreign currency are recorded in the functional currency of the respective group entities using the exchange rates prevailing at the dates of the transactions. At each reporting date, monetary items denominated in foreign currencies are retranslated at the rates prevailing on that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are included in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operation. These are initially taken directly to the foreign currency translation reserve within equity until the disposal of the foreign operations, at which time they are recognised in profit or loss. Exchange differences arising on monetary items that form part of the Company's net investment in foreign operation are recognised in profit or loss in the Company's financial statements or the individual financial statements of the foreign operation, as appropriate.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(c) Foreign currency translation (cont'd)

(i) Foreign currency translations and balances (cont'd)

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the reporting period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. Exchange differences arising from such non-monetary items are also recognised in other comprehensive income.

(ii) Foreign operations

The assets and liabilities of foreign operations denominated in functional currencies other than RM, including goodwill and fair value adjustments arising on acquisition, are translated to RM at the rate of exchange prevailing at the reporting date, except for goodwill and fair value adjustments arising from business combinations before 1 January 2012 (the date of transition to MFRS) which are treated as assets and liabilities of the Company. The income and expenses of foreign operations, excluding foreign operations in hyperinflationary economies, are translated to RM at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve ("FCTR") in equity. However, if the operation is a non-wholly owned subsidiary company, then the relevant proportionate share of the translation difference is allocated to the noncontrolling interests. When a foreign operation is disposed off such that control, significant influence or joint control is lost, the cumulative amount in the FCTR related that foreign operations reclassified to profit or loss as part of the gain or loss on disposal.

When the Group disposes of only part of its interest in a subsidiary company that includes a foreign operation, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in an associate or joint venture that includes a foreign operation while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

(d) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The policy of recognition and measurement of impairment losses is in accordance with Note 3(o)(i) on impairment on non-financial assets.

(i) Recognition and measurement

Cost includes expenditures that are directly attributable to the acquisition of the assets and any other costs directly attributable to bringing the asset to working condition for its intended use, cost of replacing component parts of the assets, and the present value of the expected cost for the decommissioning of the assets after their use. The cost of self-constructed assets also includes the cost of materials and direct labour. For qualifying assets, borrowing costs are capitalised in accordance with the accounting policy on borrowing costs. All other repair and maintenance costs are recognised in profit or loss as incurred.

The cost of property, plant and equipment recognised as a result of a business combination is based on fair value at acquisition date. The fair value of property is the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion. The fair value of other items of plant and equipment is based on the quoted market prices for similar items.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in profit or loss.

Notes To The Financial Statements
30 June 2025
(Cont'd)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(d) Property, plant and equipment (cont'd)

(ii) Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and to the Company and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in the profit or loss as incurred.

(iii) Depreciation

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

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

Buildings and improvements	50 - 99 years
Plant and machinery	4 - 21 years
Motor vehicles	5 years
Furniture, fittings and office equipment	5 - 10 years
Renovation	10 years
Work in progress	Not depreciated until available for use

Spare parts which are held for use in the production or supply of goods are expected to be used during more than one period, and thus are classified under property, plant and equipment. The cost will be charged out to profit or loss when utilised.

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the property, plant and equipment.

(e) Leases

(i) As lessee

The Group and the Company recognise a ROU ("right-of-use") asset and a lease liability at the lease's commencement date. The ROU asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or site on which it is located, less any lease incentives received.

The ROU asset is subsequently measured at cost less any accumulated depreciation, accumulated impairment loss and, if applicable, adjusted for any remeasurement of lease liabilities. The policy of recognition and measurement of impairment losses is in accordance with Note 3(o)(i) to the financial statements.

The ROU asset under cost model is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful lives of the ROU asset or the end of the lease term. The estimated useful lives of the ROU assets determined on the same basis as those of property, plant and equipment are as follows:

Office	Over the remaining lease period
Office equipment	Over the remaining lease period
Leasehold building	Over the remaining lease period

The ROU assets are subject to impairment. Policies on impairment of right-of-use assets are as disclosed in Note 3(o)(i).

3. **MATERIAL ACCOUNTING POLICIES (CONT'D)**

(e) Leases (cont'd)

(i) As lessee (cont'd)

The lease liability is initially measured at the present value of future lease payments at the commencement date, discounted using the respective group entities' incremental borrowing rates. Lease payments included in the measurement of the lease liability include fixed payments, any variable lease payments, amount expected to be payable under a residual value guarantee, and exercise price under an extension option that the Group and the Company are reasonably certain to exercise.

Variable lease payments that do not depend on an index or a rate and are dependent on a future activity are recognised as expenses in profit or loss in the period in which the event or condition that triggers the payment occurs.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in rate, or if the Group and the Company change their assessment of whether they will exercise an extension or termination option.

Lease payments associated with short term leases and leases of low value assets are recognised on a straight-line basis as an expense in profit or loss. Short term leases are leases with a lease term of 12 months or less and do not contain a purchase option.

(ii) As lessor

When the Group and the Company act as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. Leases in which the Group and the Company do not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases.

If the lease arrangement contains lease and non-lease components, the Group and the Company apply MFRS 15 *Revenue from Contracts with Customers* to allocate the consideration in the contract based on the stand-alone selling price.

The Group and the Company recognise assets held under a finance lease in its statement of financial position and presents them as a receivable at an amount equal to the net investment in the lease. The Group and the Company use the interest rate implicit in the lease to measure the net investment in the lease.

The Group and the Company recognise lease payments under operating leases as income on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern in which benefit from the use of the underlying asset is diminished. The lease payment recognised is included as part of "Other income". Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

(f) Investment properties

Investment properties are properties held either to earn rental income or for capital appreciation or for both. Land held for a currently undetermined future use is regarded as held for capital appreciation. Investment properties are measured at cost, including transaction costs, less any accumulated depreciation and impairment losses.

The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met and excludes the costs of day-to-day servicing of an investment property.

Investment properties are depreciated on a straight-line basis to write down the cost of each asset to their residual values over their estimated useful lives. The Leasehold buildings are depreciation over the remaining period of the lease.

Notes To The Financial Statements 30 June 2025 (Cont'd)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(f) Investment properties (cont'd)

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Where an indication of impairment exists, the carrying amount of the asset is assessed and written down immediately to its recoverable amount. The policy of recognition and measurement of impairment losses is in accordance with Note 3(o)(i) on impairment of non-financial assets.

Investment properties are derecognised upon disposal or when they are permanently withdrawn from use and no future economic benefits are expected from their disposal. Upon disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the profit or loss.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from inventories to investment property that will be carried at fair value, any difference between the fair value of the property at that date and its previous carrying amount shall be recognised in profit or loss.

For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner occupied property becomes an investment property, the Group and the Company account for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

(g) Financial assets

Recognition and initial measurement

Financial assets are recognised in the statements of financial position when, and only when, the Group or the Company become a party to the contractual provisions of the financial instrument.

At initial recognition, the Group or the Company measure a financial asset at its fair value plus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance of the financial instruments. Transaction costs of financial assets carried at fair value through profit or loss ("FVTPL") are expensed in profit or loss.

Financial instrument categories and subsequent measurement

The Group and the Company determine the classification of financial assets at initial recognition and are not reclassified subsequent to their initial recognition unless the Group or the Company changes business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

The Group's and the Company's business model for managing financial assets refers to how they manage their financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

For purposes of subsequent measurement, financial assets are classified into the following categories:

(i) Financial assets at amortised cost

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and

- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Any gain and loss on derecognition are recognised in profit or loss.

The Group's and the Company's financial assets at amortised cost include trade and other receivables, amount due from subsidiary companies and associates, fixed deposits with licensed banks and cash and bank balances.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(g) Financial assets (cont'd)

Financial instrument categories and subsequent measurement (cont'd)

(ii) Financial assets at fair value through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income ("FVTOCI") are measured at FVTPL. This includes derivative financial assets (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument). On initial recognition, the Group or the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at fair value through other comprehensive income as at fair value through profit or loss if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets categorised as FVTPL are subsequently measured at their fair value. Net gains or losses, including any interest or dividend income are recognised in the profit or loss.

(iii) Financial assets at fair value through other comprehensive income

The Group and the Company have not designated any financial assets at FVTOCI.

All financial assets, except for those measured at FVTPL and equity investments measured at FVTOCI, are subject to impairment assessment as disclosed in Note 3(o)(ii).

Regular way purchase or sale of financial assets

Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned. All regular way purchases or sales of financial assets are recognised or derecognised on the trade date i.e., the date that the Group and the Company commit to purchase or sell the asset.

Derecognition

A financial asset or part of it is derecognised when, and only when the contractual rights to receive cash flows from the financial asset expire is transferred, or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party. On derecognition of a financial asset, the difference between the carrying amount of the financial assets and the sum of consideration received (including any new asset obtained less any new liability assumed) is recognised in profit or loss.

(h) Financial liabilities

Recognition and initial measurement

Financial liabilities are recognised in the statements of financial position when, and only when, the Group or the Company becomes a party to the contractual provisions of the financial instrument.

At initial recognition, the Group or the Company measures a financial liability at its fair value and, in the case of at amortised cost, net of directly attributable transaction costs.

The Group's and the Company's financial liabilities include trade and other payables, amount due to subsidiary companies and loans and borrowings.

Notes To The Financial Statements 30 June 2025 (Cont'd)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(h) Financial liabilities (cont'd)

Financial instrument categories and subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

(i) Financial liabilities at amortised cost

Financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

The Group and the Company's financial liabilities designated as amortised cost comprise trade and other payables, amount due to subsidiary companies and loans and borrowings.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

The Group and the Company have not designated any financial liabilities at FVTPL.

Derecognition

A financial liability is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

(i) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs when the guaranteed debtor fails to make payment when due.

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to initial recognition, financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee. If the debtor fails to make payment relating to financial guarantee contract when it is due and the Group, as the issuer, is required to reimburse the holder for the associated loss, the liability is measured at the higher of:

(i) the best estimate of the expenditure required to settle the present obligation at the reporting date; and

(ii) the amount initially recognised less cumulative amortisation.

Liabilities arising from financial guarantees are presented together with other provisions.

(j) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statements of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(k) Inventories

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

(i) Land held for property development

Land held for property development consists of purchase price of land, professional fees, stamp duties, commissions, conversion fees, other relevant levies and direct development cost incurred in preparing the land for development.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and the estimated cost necessary to make the sale. If net realisable value cannot be determined reliably, these inventories will be stated at the lower of cost or fair value less costs of to sell. Fair value is the amount the inventory can be sold in an arm's length transaction.

Land held for property development for which no significant development work has been undertaken or where development activities are not expected to be completed within the normal operating cycle, is classified as non-current asset.

Land held for property development is transferred to property development costs under current assets when development activities have commenced and are expected to be completed within the normal operating cycle.

(ii) Other inventories

Cost is determined on a first-in-first-out basis. Cost of raw materials and packaging materials consists of purchase plus the cost of bringing the inventories to their present location and condition. The cost of bituminous products includes cost of direct material, direct labour and an appropriate proportion of production overheads (based on normal operating capacity).

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(l) Construction contracts

Construction contracts are contract specifically negotiated for the construction of an asset or a combination of assets that are closely interrelated or interdependent in terms of their design, technology and functions or their ultimate purpose or use.

Cost incurred to fulfil the contracts, comprising cost of direct materials, direct labour, other direct costs, attributable overheads and payments to subcontractors are recognised as an asset and amortised over to profit or loss systematically to reflect the transfer of the contracted service to the customer.

The Group uses the efforts or inputs to the satisfaction of the performance obligations to determine the appropriate amount to recognise in a given period. This is measured by reference to the contract costs incurred up to the end of the reporting period as a percentage of total estimated costs for each contract. Costs incurred in the financial year in connection with future activity on a contract are excluded from contract costs in determining the stage of completion. They are presented as inventories, prepayments or other assets, depending on their nature. When the carrying amount of the asset exceeds the remaining amount of consideration that the Group expects to receive in exchange of the contracted asset, an impairment loss is recognised in profit or loss.

The Group presents as an asset the gross amount due from customers for contract work-in-progress for which costs incurred plus recognised profits (less recognised losses) exceed contract liabilities. Contract liabilities not yet paid by customers and retention monies are included within receivables and contract assets. The Group presents as a liability the gross amount due to customers for contract work for all contracts in progress for which contract liabilities exceed cost incurred plus recognised profits (less recognised losses).

Notes To The Financial Statements
30 June 2025
(Cont'd)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(m) Intangible assets

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair values at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

Please refer to accounting policy Note 3(o)(i) on impairment of non-financial assets for intangible assets.

(n) Cash and cash equivalents

Cash and cash equivalents consist of cash in hand, bank balances, bank overdrafts and deposits with banks and highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. For the purpose of statements of cash flows, cash and cash equivalents are presented net of bank overdrafts and pledged deposits.

(o) Impairment of financial assets

(i) Non-financial assets

The carrying amounts of non-financial assets (except for inventories and deferred tax assets) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. For goodwill and intangible assets that have indefinite useful lives, or that are not yet available for use, the recoverable amount is estimated each period at the same time.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units. Subject to operating segment ceiling test, for the purpose of goodwill impairment testing, cash-generating units to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to a cash-generating unit or a group of cash generating units that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or cash-generating unit exceeds its estimated recoverable amount. Impairment loss is recognised in statement of comprehensive income.

An impairment loss is recognised if the carrying amount of an asset or cash-generating unit exceeds its estimated recoverable amount. Impairment loss is recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (group of cash-generating units) and then to reduce the carrying amounts of the other assets in the cash-generating unit (group of cash-generating units) on a pro rata basis.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(o) Impairment of financial assets (cont'd)

(i) Non-financial assets (cont'd)

Impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised for asset in prior years. Such reversal is recognised in the profit or loss.

(ii) Financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months ("a 12-month ECL''). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default ("a lifetime ECL").

For trade receivables, other receivables and inter-company balances, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company have established a provision matrix that is based on its historical credit loss experience and the economic environment.

Financial assets carried at amortised cost

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Group and the Company consider factors such as the probability of insolvency or significant financial difficulties of the receivable and default or significant delay in payments. For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are subsequently assessed for impairment on a collective basis based on similar risk characteristics. Objective evidence of impairment for a portfolio of receivables could include the Group's and the Company's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period and observable changes in national or local economic conditions that correlate with defaults on receivables.

If any such evidence exists, the amount of impairment loss is measured as the difference between the assets' carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account and the amount of impairment loss is recognised in profit or loss. Receivables together with the associated allowance are written off when there is no realistic prospect of future recovery.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised in profit or loss, the impairment loss is reversed, to the extent that the carrying amount of the asset does not exceed what the carrying amount would have been had the impairment not been recognised at the date the impairment is reversed. The amount of reversal is recognised in profit or loss.

Notes To The Financial Statements 30 June 2025 (Cont'd)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(p) Share capital

(i) Ordinary shares

An equity instrument is any contract that evidences a residual interest in the assets of the Group and the Company after deducting all of its liabilities. Ordinary shares are equity instruments. Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity.

Dividend distribution to the Company's shareholders is recognised as a liability in the period they are approved by the Board of Directors except for the final dividend which is subject to approval by the Company's shareholders.

(ii) Treasury shares

When issued share of the Company are repurchased, the amount of the consideration paid, including directly attributable costs, net of any tax effects, is recognised as a deduction from equity. Repurchased shares are classified as treasury shares in the statements of changes in equity. No gain or loss is recognised in profit or loss on the sale, re-issuance or cancellation of the treasury shares.

When treasury shares are distributed as share dividends, the cost of the treasury shares is applied as a reduction of the share premium account or the distributable retained earnings or both.

When treasury shares are sold or reissued subsequently, the difference between the sales consideration net of directly attributable costs and the carrying amount of the treasury shares is recognised in equity.

(q) Contingencies

Where it is not probable that an inflow or an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the asset or the obligation is disclosed as a contingent asset or contingent liability, unless the probability of inflow or outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent assets or contingent liabilities unless the probability of inflow or outflow of economic benefits is remote.

(r) Employee benefits

(i) Short-term employee benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the reporting period in which the associated services are rendered by employees of the Group and of the Company. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short-term non-accumulating compensated absences such as sick and medical leave are recognised when the absences occur.

The expected cost of accumulating compensated absences is measured as additional amount expected to be paid as a result of the unused entitlement that has accumulated at the end of the reporting period.

(ii) Defined contribution plans

As required by law, companies in Malaysia contribute to the state pension scheme, the Employee Provident Fund ("EPF"). Such contributions are recognised as an expense in the profit or loss as incurred. Once the contributions have been paid, the Group and of the Company have no further payment obligations.

3. **MATERIAL ACCOUNTING POLICIES (CONT'D)**

(s) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of the assets, which are assets that necessarily take a substantial period of time to get ready for theirs intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred. Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

Investment income earned on the temporary investment of specific borrowing spending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

(t) Revenue

(i) Revenue from contracts with customers

Revenue is recognised when the Group and the Company satisfied a performance obligation ("PO") by transferring a promised good or services to the customer, which is when the customer obtains control of the good or service.

A PO may be satisfied at a point in time unless one of the following overtime criteria is met:

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

The amount of revenue recognised is the amount allocated to the satisfied PO

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

Sales of goods

Revenue is measured at the fair value of consideration received or receivable, net of returns and allowances, trade discount and volume rebates. Revenue from sale of goods is recognised when significant risks and rewards of ownership of the goods have been transferred to the customer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the goods.

Revenue from construction contracts

The Group recognises revenue from construction contracts over time when control over the asset has been transferred to the customers. The assets have no alternative use to the Group due to contractual restriction and the Group has an enforceable right to payment for performance completed to date. Revenue from construction contracts is measured at the transaction price agreed under the construction contracts.

The Group recognises revenue over time using the input method, which is based on the contract costs incurred up to the end of the reporting period as a percentage of total estimated costs for each contract. Costs incurred in the financial year in connection with future activity on a contract are excluded from the contract costs in determining the stage of completion. Such costs are presented as contract assets.

Notes To The Financial Statements
30 June 2025
(Cont'd)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(t) Revenue (cont'd)

(i) Revenue from contracts with customers (cont'd)

Revenue from services

Revenue from services represent mining, waste removal, delivery service charges and supply of manpower which are recognised at a point in time when services are performed for a customer that satisfy a performance obligation.

Revenue from management fee

Revenue from management fee is recognised on the accrual basis when services are rendered, unless collectability is in doubt.

(ii) Interest income

Interest income is recognised on accruals basis using the effective interest method.

(iii) Rental income

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

(u) Income taxes

Tax expense in profit or loss comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to items recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the financial year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised using the liability method for all temporary differences between the carrying amounts of assets and liabilities in the statement of financial position and their tax bases. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax is based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(v) Segments reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-makers are responsible for allocating resources and assessing performance of the operating segments and make overall strategic decisions. The Group's operating segments are organised and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets.

(w) Assets classified as Held For Sale and discontinued operations

(i) Assets classified as Held For Sale

Non-current assets (or disposal group) classified as held for sale are measure at the lower of carrying amount and fair value less cost to sell.

Non-current assets (or disposal group) are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use.

This is the case, when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such assets (or disposal groups) and the sale is considered to be highly probable.

A sale is considered to be highly probable if the appropriate level of management is committed to a plan to sell the asset (or disposal group), and an active programme to locate a buyer and complete the plan has been initiated. Further, the asset (or disposal group) has been actively marketed for sale at a price that is reasonable in relation to its current fair value. In addition, the sale is expected to qualify for recognition as a completed sale within one (1) year from the date that it is classified as held for sale.

(ii) Discontinued operations

A discontinued operation is a component of the Group's business, the operations and cash flows of which can be clearly distinguished from the rest of the Group and which;

- represents a separate major line of business of geographical area of operations;
- is part of a single co-ordinated plan to dispose a separate major line of business or geographical area of operations; or
- is a subsidiary acquired exclusively with a view to re-sale.

Classification as a discontinued operation occurs on disposal or when the operation meets the criteria to be classified as held-for-sale, if earlier.

When an operation is classified as a discontinued operation, the comparative statement of comprehensive income is re-presented as if the operation had been discontinued from the start of the comparative year.

Notes To The Financial Statements
30 June 2025
(Cont'd)

4. REVENUE

	Group		Company	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Revenue from contracts with customers				
Sale of goods	47,146,311	33,873,415	-	-
Sale of services	92,132,625	76,710,344	-	-
Construction contracts	17,664,562	16,361,423	-	-
Management fees	-	-	2,175,000	1,824,000
	156,943,498	126,945,182	2,175,000	1,824,000
Revenue from other sources				
Rental income	102,300	89,400	-	-
	157,045,798	127,034,582	2,175,000	1,824,000
Timing of revenue recognition				
At a point in time	139,278,936	110,583,759	2,175,000	1,824,000
Over time	17,664,562	16,361,423	-	-
Total revenue from contracts with customers	156,943,498	126,945,182	2,175,000	1,824,000
Total revenue from other sources				
Over time	102,300	89,400	-	-
	157,045,798	127,034,582	2,175,000	1,824,000

Notes To The Financial Statements
30 June 2025
(Cont'd)

4. REVENUE (CONT'D)

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

	Civil engineering RM	Bituminous products RM	Energy RM	Others RM	Total RM
30 June 2025					
Major services					
Sale of goods	-	38,591,389	8,554,922	-	47,146,311
Sale of services	92,132,625	-	-	-	92,132,625
Construction contracts	17,664,562	-	-	-	17,664,562
	109,797,187	38,591,389	8,554,922	-	156,943,498
Geographical market					
Indonesia	-	1,407,797	-	-	1,407,797
Malaysia	109,797,187	34,254,775	8,554,922	-	152,606,884
Taiwan	-	1,004,111	-	-	1,004,111
Others	-	1,924,706	-	-	1,924,706
	109,797,187	38,591,389	8,554,922	-	156,943,498
Timing of revenue recognition					
At a point in time	92,132,625	38,591,389	8,554,922	-	139,278,936
Over time	17,664,562	-	-	-	17,664,562
Total revenue from contracts with customers	109,797,187	38,591,389	8,554,922	-	156,943,498
Total revenue from other sources					
Over time	-	-	-	102,300	102,300
Total revenue	109,797,187	38,591,389	8,554,922	102,300	157,045,798

Notes To The Financial Statements 30 June 2025 (Cont'd)

4. REVENUE (CONT'D)

Disaggregation of the Group's revenue from contracts with customers: (cont'd)

	Civil engineering RM	Bituminous products RM	Services RM	Energy RM	Others RM	Total RM
31 March 2024						
Major services						
Sale of goods	-	29,117,252	-	4,675,777	80,386	33,873,415
Sale of services	75,461,010	-	1,249,334	-	-	76,710,344
Construction contracts	16,336,836	-	-	-	24,587	16,361,423
	91,797,846	29,117,252	1,249,334	4,675,777	104,973	126,945,182
Geographical market						
Indonesia	-	2,830,829	-	-	-	2,830,829
Malaysia	91,797,846	21,851,231	1,249,334	4,675,777	104,973	119,679,161
Thailand	-	1,351,841	-	-	-	1,351,841
Others	-	3,083,351	-	-	-	3,083,351
	91,797,846	29,117,252	1,249,334	4,675,777	104,973	126,945,182
Timing of revenue recognition						
At a point in time	75,461,010	29,117,252	1,249,334	4,675,777	80,386	110,583,759
Over time	16,336,836	-	-	-	24,587	16,361,423
Total revenue from contracts with customers	91,797,846	29,117,252	1,249,334	4,675,777	104,973	126,945,182
Total revenue from other sources						
Over time	-	-	-	-	89,400	89,400
Total revenue	91,797,846	29,117,252	1,249,334	4,675,777	194,373	127,034,582

Notes To The Financial Statements 30 June 2025 (Cont'd)

5. OTHER INCOME

	Group		Company	
	01.04.2024 to 30.06.2025 RM	**01.04.2023 to 31.03.2024 RM**	**01.04.2024 to 30.06.2025 RM**	**01.04.2023 to 31.03.2024 RM**
Interest income	661,029	563,252	49,400	31,220
Rental income	42,200	76,538	209,000	18,000
Gain on disposal of:				
- property, plant and equipment	73,309	208,700	-	-
Gain on revaluation of investment property	-	1,000,000	-	1,000,000
Reversal of impairment losses on:				
- trade receivables	331,977	101,505	-	-
- other receivables	403,695	200,000	-	-
Unrealised gain in foreign currency exchange	7,846	9	-	-
Admin fees	86,015	184,468	-	-
Waiver of trade payable	-	1,386,118	-	-
Others	300,975	14,533	18,935	57,200
	1,907,046	3,735,123	277,335	1,106,420

6. FINANCE COSTS

	Group		Company	
	01.04.2024 to 30.06.2025 RM	**01.04.2023 to 31.03.2024 RM**	**01.04.2024 to 30.06.2025 RM**	**01.04.2023 to 31.03.2024 RM**
Interest expenses on:				
Bank overdrafts	157,647	343,813	-	-
Bankers' acceptance	90,247	112,615	-	-
Hire purchase	396,003	365,342	7,065	150
Lease liabilities	347,435	202,249	71,988	12,446
Term loans	4,492,704	1,694,490	-	-
Others	8,731	9,991	-	-
	5,492,767	2,728,500	79,053	12,596

Notes To The Financial Statements 30 June 2025 (Cont'd)

7. LOSS BEFORE TAX

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

	Group		Company	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Auditors' remunerations				
- statutory audit	243,000	206,000	71,000	55,000
- non-statutory	5,000	5,000	5,000	5,000
Depreciation of:				
- investment properties	146,430	20,593	120,689	-
- property, plant and equipment	6,880,328	4,893,678	291,151	128,316
- right-of-use assets	1,040,220	485,285	518,877	132,617
Foreign exchange loss/(gain):				
- realised	611,962	260,522	-	-
- unrealised	(7,846)	(9)	-	-
Impairment losses on:				
- trade receivables	2,499,654	3,189,660	-	-
- other receivables	3,119,058	2,569,255	1,083,040	-
- amount due from subsidiary companies	-	-	9,839,782	8,490,412
- investment in subsidiary companies	-	-	1,100,000	4,728,848
- investment in associate companies	3,463,519	-	-	-
- property, plant and equipment	358	163,042	-	-
Provision for liquidated ascertained damages	1,950,000	-	-	-
Contingent liabilities	756,000	50,000	756,000	-
(Gain)/Loss on disposal of				
- property, plant and equipment	(73,309)	(208,700)	833	3,013
Gain on revaluation of investment properties	-	(1,000,000)	-	(1,000,000)
Directors' remunerations:				
Executive	4,357,406	2,840,597	3,000,871	2,105,674
Non-executive	463,204	257,006	447,204	257,006
Rental expenses:				
- motor vehicles and plant and machinery	560,000	56,978	560,000	20,000
- office equipment	14,950	16,192	13,830	10,602
- premises	89,844	-	82,574	-
- store	1,835	112,383	-	55,000
Quit rent	35,848	29,099	6,923	7,575
Interest income	(661,029)	(563,252)	(49,400)	(31,220)
Rental income:				
- investment properties	(42,200)	(9,700)	-	-
- premises	-	(30,000)	(209,000)	(18,000)
- motor vehicles	-	(36,838)	-	-
Reversal of impairment losses on:				
- trade receivables	(331,977)	(101,505)	-	-
- other receivables	(403,695)	(200,000)	-	-
- amount due from subsidiary companies	-	-	(1,357,993)	(17,105)
Legal fees	1,265,984	840,433	402,900	90,675

8. TAXATION

	Group		Company	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Tax expenses recognised in profit or loss				
Malaysian income tax				
- Current tax provision	2,910,036	2,447,772	-	-
- Underprovision in prior years	216,977	690,018	-	-
	3,127,013	3,137,790	-	-
Deferred taxation (Note 30)				
- Relating to origination and reversal of temporary differences	(36,987)	21,060	-	-
- Under/(over) provision in prior years	50,886	(1,226,241)	-	-
	13,899	(1,205,181)	-	-
	3,140,912	1,932,609	-	-

Malaysian income tax is calculated at the statutory tax rate of 24% (31.03.2024: 24%) of the estimated assessable profits for the financial period.

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

	Group		Company	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Loss before tax	(16,456,622)	(6,851,075)	(21,317,064)	(16,288,621)
At Malaysian statutory tax rate of 24% (31.03.2024: 24%)	(3,949,589)	(1,644,258)	(5,116,095)	(3,909,269)
Expenses not deductible for tax purposes	3,032,910	3,066,196	2,044,760	3,301,002
Income not subject to tax	(457,917)	(730,889)	(264,008)	-
Deferred tax assets not recognised	2,710,130	1,800,944	1,869,376	608,267
Deferred tax assets recognised	1,481,599	-	1,465,967	-
Share of result of associate company	55,916	(23,161)	-	-
Underprovision of income tax in prior years	216,977	690,018	-	-
Under/(over) provision of deferred tax in prior years	50,886	(1,226,241)	-	-
Tax expenses for the financial period/year	3,140,912	1,932,609	-	-

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

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9. LOSS PER SHARE

Basic loss per share

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

	Group	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Continuing operation:		
Loss attributable to owners of the Company	(18,184,019)	(6,953,291)
Weighted average number of ordinary shares:		
Ordinary shares in issue at 1 April	1,784,786,510	1,526,821,600
Effect of ordinary shares issued during the financial period/year	178,769,000	257,964,910
Weighted average number of ordinary shares at 30 June/31 March	1,963,555,510	1,784,786,510
Weighted average number of irredeemable convertible preference shares:		
Irredeemable convertible preference shares in issue at 1 April	517,855,497	582,664,397
Effect of conversion of irredeemable convertible preference shares	(290,000)	(64,808,900)
Weighted average number of ordinary shares at 30 June/31 March	517,565,497	517,855,497
Total shares issued as at 30 June/31 March	2,481,121,007	2,302,642,007
Basic loss per ordinary share (sen) - continuing operations	(0.93)	(0.39)
Diluted loss per ordinary share (sen) - continuing operations	(0.73)	(0.30)

10. STAFF COSTS

	Group		Company	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Fees	463,204	245,506	447,204	245,506
Salaries, wages and other emoluments	16,293,491	11,269,816	5,918,291	3,299,969
Defined contribution plans	1,551,472	949,395	688,975	406,396
Social security contributions	131,847	80,245	32,575	15,770
Others benefits	1,037,065	774,191	581,893	330,190
	19,477,079	13,319,153	7,668,938	4,297,831

Included in staff costs is aggregate amount of remuneration received and receivables by the Directors of the Company and of its subsidiary companies during the financial period as below:

	Group		Company	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Executive Directors of the Company				
Salaries, wages and other emoluments	2,675,000	1,889,467	2,675,000	1,889,467
Defined contribution plans	325,871	216,207	325,871	216,207
	3,000,871	2,105,674	3,000,871	2,105,674
Executive Directors of the subsidiary companies				
Salaries, wages and other emoluments	1,207,000	627,825	-	-
Defined contribution plans	149,535	77,848	-	-
Other benefits	-	29,250	-	-
	1,356,535	734,923	-	-
Total remuneration of Executive Directors				
Company's Directors	3,000,871	2,105,674	3,000,871	2,105,674
Subsidiary company's Directors	1,356,535	734,923	-	-
	4,357,406	2,840,597	3,000,871	2,105,674
Non-Executive Directors of the Company				
Fees	366,300	245,506	350,300	245,506
Other emoluments	96,904	11,500	96,904	11,500
	463,204	257,006	447,204	257,006

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11. PROPERTY, PLANT AND EQUIPMENT

Group 2025	Freehold land RM	Buildings and improvements RM	Plant and machinery RM	Motor vehicles RM	Furniture, fitting and office equipment and renovation RM	Work in progress RM	Total RM
Cost							
At 1 April 2024	1,793,698	11,316,679	75,602,161	2,590,858	5,219,669	528,250	97,051,315
Additions	-	-	825,341	565,315	1,527,413	2,626,783	5,544,852
Reclassification	-	-	-	-	(814,802)	(199,149)	(1,013,951)
Disposals	-	-	(113,500)	-	(173,157)	(528,250)	(814,907)
At 30 June 2025	1,793,698	11,316,679	76,314,002	3,156,173	5,759,123	2,427,634	100,767,309
Accumulated depreciation							
At 1 April 2024	-	1,681,598	13,501,104	1,338,873	4,133,950	-	20,655,525
Charge for the financial period	-	173,409	5,585,279	474,855	646,785	-	6,880,328
Reclassification	-	-	-	-	(814,802)	-	(814,802)
Disposals	-	-	(101,642)	-	(170,824)	-	(272,466)
At 30 June 2025	-	1,855,007	18,984,741	1,813,728	3,795,109	-	26,448,585
Accumulated impairment							
At 1 April 2024	-	-	170,719	-	-	-	170,719
Charge for the financial period	-	-	358	-	-	-	358
At 30 June 2025	-	-	171,077	-	-	-	171,077
Carrying amount							
At 30 June 2025	1,793,698	9,461,672	57,158,184	1,342,445	1,964,014	2,427,634	74,147,647

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

Group

2024	Freehold land RM	Buildings and improvements RM	Plant and machinery RM	Motor vehicles RM	Furniture, fitting and office equipment and renovation RM	Work in progress RM	Total RM
Cost							
At 1 April 2023	1,793,698	11,316,679	17,851,467	2,329,727	5,177,845	59,947,526	98,416,942
Additions	-	-	6,656,741	868,338	61,643	1,447,713	9,034,435
Transfer	-	-	51,513,953	-	-	(51,513,953)	-
Adjustment*	-	-	-	-	-	(9,353,036)	(9,353,036)
Disposals	-	-	(420,000)	(607,207)	(19,819)	-	(1,047,026)
At 31 March 2024	1,793,698	11,316,679	75,602,161	2,590,858	5,219,669	528,250	97,051,315
Accumulated depreciation							
At 1 April 2023	-	1,542,872	9,923,891	1,656,298	3,554,585	-	16,677,646
Charge for the financial year	-	138,726	3,878,213	289,782	586,957	-	4,893,678
Disposals	-	-	(301,000)	(607,207)	(7,592)	-	(915,799)
At 31 March 2024	-	1,681,598	13,501,104	1,338,873	4,133,950	-	20,655,525
Accumulated impairment							
At 1 April 2023	-	-	7,677	-	-	-	7,677
Charge for the financial year	-	-	163,042	-	-	-	163,042
At 31 March 2024	-	-	170,719	-	-	-	170,719
Carrying amount							
At 31 March 2024	1,793,698	9,635,081	61,930,338	1,251,985	1,085,719	528,250	76,225,071

** Adjustment amounting to RM9,353,036 was made for the overprovision of work in progress in the previous financial year due to dispute amount.*

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

Company

	Work in progress RM	Motor vehicles RM	Furniture, fittings and office equipment RM	Total RM
2025				
Cost				
At 1 April 2024	-	-	1,906,413	1,906,413
Additions	451,414	565,315	1,495,486	2,512,215
Disposals	-	-	(7,000)	(7,000)
At 30 June 2025	451,414	565,315	3,394,899	4,411,628
Accumulated depreciation				
At 1 April 2024	-	-	1,378,603	1,378,603
Charge for the financial period	-	47,110	244,041	291,151
Disposals	-	-	(4,667)	(4,667)
At 30 June 2025	-	47,110	1,617,977	1,665,087
Carrying amount				
At 30 June 2025	451,414	518,205	1,776,922	2,746,541
2024				
Cost				
At 1 April 2023	-	-	1,876,408	1,876,408
Additions	-	-	36,575	36,575
Disposals	-	-	(6,570)	(6,570)
At 31 March 2024	-	-	1,906,413	1,906,413
Accumulated depreciation				
At 1 April 2023	-	-	1,253,244	1,253,244
Charge for the financial year	-	-	128,316	128,316
Disposals	-	-	(2,957)	(2,957)
At 31 March 2024	-	-	1,378,603	1,378,603
Carrying amount				
At 31 March 2024	-	-	527,810	527,810

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

(a) The carrying amount of property, plant and equipment of the Group and the Company held under hire purchase arrangement are as follows:

	Group		Company	
	30.06.2025 RM	**31.03.2024 RM**	**30.06.2025 RM**	**31.03.2024 RM**
Motor vehicles	1,342,446	1,244,786	518,205	-
Plant and machinery	4,462,438	5,920,250	-	-
	5,804,884	7,165,036	518,205	-

Leased assets are pledged as security for the related hire purchase as disclosed in Note 29(b).

(b) The carrying amount of property, plant and equipment of the Group pledged as securities to licensed banks for credit facilities granted as disclosed in Note 29(a)(i) are as follows:

	Group	
	30.06.2025 RM	**31.03.2024 RM**
Freehold land	1,793,698	1,793,698
Buildings and improvements	8,530,087	9,635,081
	10,323,785	11,428,779

(c) The aggregate additional cost for the property, plant and equipment of the Group and the Company during the financial year acquired under hire purchase and cash payments are as follows:

	Group		Company	
	30.06.2025 RM	**31.03.2024 RM**	**30.06.2025 RM**	**31.03.2024 RM**
Aggregate costs	5,544,852	9,034,435	2,512,215	36,575
Less: Finance lease financing	(500,000)	(3,722,943)	(500,000)	-
Cash payments	5,044,852	5,311,492	2,012,215	36,575

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12. RIGHT-OF-USE ASSETS

Group	Office RM	Office equipment RM	Leasehold building RM	Total RM
30 June 2025				
Cost				
At 1 April 2024	1,041,749	178,399	4,365,988	5,586,136
Additions	1,961,153	-	20,264,086	22,225,239
Written off	(993,106)	(90,243)	-	(1,083,349)
At 30 June 2025	2,009,796	88,156	24,630,074	26,728,026
Accumulated depreciation				
At 1 April 2024	775,923	124,036	831,675	1,731,634
Charge for the financial period	476,859	22,039	541,322	1,040,220
Written off	(777,670)	(90,243)	-	(867,913)
At 30 June 2025	475,112	55,832	1,372,997	1,903,941
Carrying amount				
At 30 June 2025	1,534,684	32,324	23,257,077	24,824,085
31 March 2024				
Cost				
At 1 April 2023	993,106	178,399	4,365,988	5,537,493
Additions	48,643	-	-	48,643
At 31 March 2024	1,041,749	178,399	4,365,988	5,586,136
Accumulated depreciation				
At 1 April 2023	516,170	106,405	623,774	1,246,349
Charge for the financial year	259,753	17,631	207,901	485,285
At 31 March 2024	775,923	124,036	831,675	1,731,634
Carrying amount				
At 31 March 2024	265,826	54,363	3,534,313	3,854,502

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

Company	Office RM	Office equipment RM	Total RM
30 June 2025			
Cost			
At 1 April 2024	344,957	178,400	523,357
Addition	1,845,335	-	1,845,335
Written off	(344,957)	(90,243)	(435,200)
At 30 June 2025	1,845,335	88,157	1,933,492
Accumulated depreciation			
At 1 April 2024	229,972	124,036	354,008
Charge for the financial period	496,838	22,039	518,877
Written off	(335,375)	(90,243)	(425,618)
At 30 June 2025	391,435	55,832	447,267
Carrying amount			
At 30 June 2025	1,453,900	32,325	1,486,225
31 March 2024			
Cost			
At 1 April 2023	998,904	178,400	1,177,304
Written off	(653,947)	-	(653,947)
At 31 March 2024	344,957	178,400	523,357
Accumulated depreciation			
At 1 April 2023	768,933	106,405	875,338
Charge for the financial year	114,986	17,631	132,617
Written off	(653,947)	-	(653,947)
At 31 March 2024	229,972	124,036	354,008
Carrying amount			
At 31 March 2024	114,985	54,364	169,349

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13. INVESTMENT PROPERTIES

	Note	Group 30.06.2025 RM	Group 31.03.2024 RM	Company 30.06.2025 RM	Company 31.03.2024 RM
At 1 April		8,711,329	1,711,329	7,000,000	-
Transfer from inventories	(a)	-	6,000,000	-	6,000,000
Change in fair value		-	1,000,000	-	1,000,000
At 30 June/31 March		8,711,329	8,711,329	7,000,000	7,000,000
Accumulated depreciation					
At 1 April		172,747	152,154	-	-
Charge for the financial year		146,430	20,593	120,689	-
At 30 June/31 March		319,177	172,747	120,689	-
Carrying amount					
At 30 June/31 March		8,392,152	8,538,582	6,879,311	7,000,000
Fair value					
At 30 June/31 March	(c)	8,815,000	9,527,992	7,000,000	7,000,000

(a) Transfer of investment properties from inventories

During the previous financial year, the Company transferred commercial land from inventories to investment property and it has been revalued upon the transfer. The Company recognise the difference in fair value at the transfer date in its statement of comprehensive income.

(b) Investment properties under leases

Investment properties comprise leasehold commercial offices that are leased to third parties. The remaining lease period for the said properties range from 69 to 75 years (31.03.2024: 71 to 76 years).

(c) Fair value basis of investment properties

The fair value of the investment properties is determined based on external appraisals of market values of comparable properties. These valuations were performed by an independent registered valuer who holds a recognised professional qualification and possesses relevant experience in valuing investment properties. The fair values are classified within Level 3 of the fair value hierarchy.

There were no transfers between levels during current year and previous financial period.

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13. INVESTMENT PROPERTIES (CONT'D)

(d) Income and expenses recognised in statement of comprehensive income

The following are recognised in statement of comprehensive income in respect of investment properties:

	Group	
	30.06.2025 RM	31.03.2024 RM
Rental income	144,500	89,400
Direct operating expenses	47,933	29,217

14. INVENTORIES

	Note	Group		Company	
		30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Non-current					
Land held for development		-	6,000,000	-	6,000,000
Transfer to investment property		-	(6,000,000)	-	(6,000,000)
		-	-	-	-
Current					
Other inventories	(a)	2,776,294	3,158,738	-	-
		2,776,294	3,158,738	-	-

(a) Other inventories

	Group	
	30.06.2025 RM	31.03.2024 RM
Raw materials and packaging materials	1,796,703	1,599,584
Quarry and bituminous products	979,591	1,559,154
	2,776,294	3,158,738
Recognised in profit or loss:		
Inventories recognised in cost of sales	28,821,013	21,500,555

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15. INVESTMENT IN SUBSIDIARY COMPANIES

	Company 30.06.2025 RM	Company 31.03.2024 RM
Unquoted shares, at cost		
At 1 April	74,066,869	70,516,869
Additions	999,999	3,550,000
At 30 June/31 March	75,066,868	74,066,869
Accumulated impairment		
At 1 April	45,403,007	40,674,159
Charge for the financial period/year	1,100,000	4,728,848
At 30 June/31 March	46,503,007	45,403,007
Carrying amount		
At 30 June/31 March	28,563,861	28,663,862

Details of the subsidiary companies are as follows:

Name of company	Place of business/ Country of incorporation	Effective interest (%) 30.06.2025	Effective interest (%) 31.03.2024	Principal activities
Direct holding:				
K. S. Chin Minerals Sdn. Bhd. ("KSCM")*	Malaysia	100	100	Inactive
AIZO Construction Sdn. Bhd. ("ACSB") (Formerly known as Minetech Construction Sdn. Bhd. ("MCSB"))	Malaysia	100	100	Provision of specialised civil engineering services and rental of machinery
AIZO Parking Sdn. Bhd. ("APSB") (Formerly known as Minetech Parking Sdn. Bhd. ("MPSB"))*	Malaysia	100	100	Inactive
AIZO Industries Sdn. Bhd. ("AISB") (Formerly known as Minetech Industries Sdn. Bhd. ("MISB"))*	Malaysia	100	100	Whole of other machinery for use in industry, trade and navigation and other services .E.C
Minetech Commerce Sdn. Bhd. ("MCMSB")*	Malaysia	95	95	Inactive
AIZO Realty Sdn. Bhd. ("ARTSB") (Formerly known as Minetech Realty Sdn. Bhd. ("MRSB"))*	Malaysia	100	100	Property investment

15. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

Details of the subsidiary companies are as follows: (cont'd)

Name of company	Place of business/ Country of incorporation	Effective interest (%) 30.06.2025	31.03.2024	Principal activities
Direct holding: (Cont'd)				
AIZO Manufacturing International Sdn. Bhd. ("AMISB") (Formerly known as Minetech Asphalt Man International Sdn. Bhd. ("MAMI"))	Malaysia	100	100	Manufacturing and trading of bituminous products
AIZO Aqua Sdn. Bhd. ("AASB") (Formerly known as Harapan Iringan Sdn. Bhd. ("HISB"))	Malaysia	100	100	Inactive
Coral Energy Sdn. Bhd. Sdn. Bhd. ("CESB")*	Malaysia	100	100	Inactive
AIZO Capital Sdn. Bhd. ("ACPSB") (Formerly known as Medium Visa Sdn. Bhd. ("MVSB"))	Malaysia	100	100	Inactive
AIZO Energy Sdn. Bhd. ("AESB") (Formerly known as Coral Power Sdn. Bhd. ("CPSB"))*	Malaysia	70	70	Solar farm operator
MRB Property Sdn. Bhd. ("MRBPSB")*	Malaysia	100	100	Inactive
Konsep Khas Sdn. Bhd. ("KKSB")*	Malaysia	55	55	Inactive
Techmile Resources Sdn. Bhd. ("TRSB")*	Malaysia	100	100	Investment holding, provision of specialised civil engineering services
Subsidiary companies of TRSB:				
Uniqa (M) Sdn. Bhd. ("UMSB")*	Malaysia	60	60	Business of information technology and software development
AIZO Resources Sdn. Bhd. ("ARSB") (Formerly known as Minetech Bidor Quarry Sdn. Bhd. ("MBQSB"))*	Malaysia	100	-	Inactive
Bio Ring Ventures Sdn. Bhd. ("BRSB")	Malaysia	100	-	License money lending

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15. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

Details of the subsidiary companies are as follows: (cont'd)

Name of company	Place of business/ Country of incorporation	Effective interest (%) 30.06.2025	31.03.2024	Principal activities
Subsidiary companies of KSCM:				
Advance Solar Sdn. Bhd. ("ASSB")*	Malaysia	100	100	Inactive
Subsidiary companies of ASSB: Optimis Dinamik Sdn. Bhd. ("ODSB")*	Malaysia	100	100	Inactive
AIZO Resources Sdn. Bhd. ("ARSB") (Formerly known as Minetech Bidor Quarry Sdn. Bhd. ("MBQSB"))*	Malaysia	-	100	Inactive
Subsidiary companies of CESB:				
Wawasan Demi Sdn. Bhd. ("WDSB")*	Malaysia	63	-	Solar farm operator
Subsidiary companies of ACSB:				
AIZO Engineering Sdn. Bhd. ("AEGSB") (Formerly known as Coral Evergreen Sdn. Bhd. ("CEGSB"))*	Malaysia	100	100	Civil engineering construction
MRB Maju Construct Sdn. Bhd. ("MMSB")*	Malaysia	80	80	Inactive
Minetech Forward Base JV Sdn. Bhd. ("MFB")	Malaysia	-	50	Inactive

* material uncertainty with going concern

15. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

(a) Material partly-owned subsidiary companies

Set out below are the Group's subsidiary companies that have material non-controlling interests:

Summarised financial information for each subsidiary company that has non-controlling interests that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company eliminations.

(i) Summarised Statements of Financial Position

	AESB RM	UMSB RM	KKSB RM
30 June 2025			
Non-current assets	50,346,992	570,453	-
Current assets	1,989,786	19,169	9,630
Non-current liabilities	(3,641,597)	(909,879)	-
Current liabilities	(57,775,538)	(4,617,205)	(7,751,295)
Net liabilities	(9,080,357)	(4,937,462)	(7,741,665)
31 March 2024			
Non-current assets	53,595,194	361,335	-
Current assets	1,181,346	52,690	918
Non-current liabilities	(3,760,306)	-	-
Current liabilities	(57,250,490)	(4,338,799)	(7,710,582)
Net liabilities	(6,234,256)	(3,924,774)	(7,709,664)

(ii) Summarised Statements of Comprehensive Income

	AESB RM	UMSB RM	KKSB RM
30 June 2025			
Revenue	8,554,922	-	-
Total comprehensive loss for the period	(2,846,101)	(1,012,688)	(32,001)
31 March 2024			
Revenue	4,675,777	214,383	-
Total comprehensive loss for the year	(4,187,194)	(770,205)	(924,562)

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15. INVESTMENT IN SUBSIDIARY COMPANIES (CONT'D)

(a) Material partly-owned subsidiary companies (cont'd)

(iii) Summarised Statements of Cash Flows

	AESB RM	UMSB RM	KKSB RM
30 June 2025			
Net cash generated from operating activities	1,256,707	585,550	9,212
Net cash used in investing activities	(38,958)	(199,149)	-
Net cash used in financing activities	(323,645)	(392,042)	-
Net increase/(decrease) in cash and cash equivalents	894,104	(5,641)	9,212
31 March 2024			
Net cash (used in)/generated from operating activities	(8,058,693)	(70,911)	31,316
Net cash used in investing activities	(1,655,408)	-	-
Net cash generated from/ (used in) financing activities	663,444	(16,723)	(36,000)
Net decrease in cash and cash equivalents	(9,050,657)	(87,634)	(4,684)

(b) There are no significant restrictions on the ability of the subsidiary companies to transfer funds to the Group in the form of cash dividends or repayment of loans and advances. Generally, for all subsidiary companies which are not wholly-owned by the Company, non-controlling shareholders hold protective rights restricting the Company's ability to use the assets of the subsidiary companies and settle the liabilities of the Group, unless approval is obtained from the non-controlling shareholders.

16. INVESTMENT IN AN ASSOCIATE AND JOINT VENTURE

The details of the associate and joint venture are as follows:

Name of company	Place of business/ Country of incorporation	Effective interest (%) 30.06.2025	Effective interest (%) 31.03.2024	Principal activities
Associate and joint venture company of AIZO:				
Que Probe Sdn. Bhd. ("QPSB") (Note a)	Malaysia	30	30	Construction
AIZO Astana Sdn. Bhd. ("AATSB") (Note b)	Malaysia	51	-	Property Development

The associate and joint venture company are audited by a chartered accountant other than Al Jafree Salihin Kuzaimi PLT.

	Note	Group 30.06.2025 RM	Group 31.03.2024 RM
In Malaysia			
Unquoted shares, at cost	(a,b)	3,651,000	3,600,000
Share of post acquisition	(c)	(136,481)	96,503
Accumulated impairment losses	(d)	(3,463,519)	-
		51,000	3,696,503

(a) Acquisition of associate

During the previous financial period, the Company has acquired Que Probe Sdn. Bhd. ("QPSB") shares amounting to RM3,600,000, which is equivalent of 30% of shares.

(b) Acquisition of joint venture

During the financial period, the Company has incorporated AIZO Astana Sdn. Bhd. ("AATSB") shares amounting to RM51,000, which is equivalent of 51% of shares.

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(Cont'd)

16. INVESTMENT IN AN ASSOCIATE AND JOINT VENTURE (CONT'D)

(c) The summarised financial information of the associate, not adjusted for the proportion of ownership interest held by the Group, are as follows:

	Group	
	30.06.2025 RM	31.03.2024 RM
Statement of financial position		
Non current assets	80,302	90,708
Current assets	7,927,774	7,551,642
Total assets	8,008,076	7,642,350
Current liabilities	7,452,361	4,160,880
Non current liabilities	778	778
Total liabilities	7,453,139	4,161,658
Share capital	3,100,000	3,000,000
(Accumulated losses)/Retained earnings	(2,545,063)	480,692
Total equity	554,937	3,480,692
Total equity and liabilities	8,008,076	7,642,350
Statement of comprehensive income		
Revenue	5,074,114	5,801,229
Cost of sales	(6,390,033)	(5,068,330)
Gross profit	(1,315,919)	732,899
Other income	86	-
Administrative expenses	(1,709,922)	(279,829)
Profit before tax	(3,025,755)	453,070
Taxation	-	-
Total comprehensive (loss)/income for the period	(3,025,755)	453,070
Share of (loss)/profit	(232,984)	96,503

The Company's share of result for the period has been recognised only up to the remaining carrying amount of the investment, RM136,481 in accordance with MFRS 128, as the investment has been fully written down, and the Company has neither incurred legal or constructive obligations nor made payments on behalf of the associate.

(d) Movements in the allowance for impairment losses of investment in an associate and joint venture are as follows:

	Group	
	30.06.2025 RM	31.03.2024 RM
Group		
At 1 April 2024	-	-
Impairment losses recognised	3,463,519	-
At 30 June 2025	3,463,519	-

17. INTANGIBLE ASSETS

Group

	Computer software RM	Goodwill RM	Total RM
2025			
Cost			
At 1 April 2024	-	4,007,080	4,007,080
Additions	199,149	374,330	573,479
Reclassification	814,802	-	814,802
At 30 June 2025	1,013,951	4,381,410	5,395,361
Accumulated depreciation			
At 1 April 2024	-	-	-
Reclassification	814,802	-	814,802
At 30 June 2025	814,802	-	814,802
Impairment of goodwill			
At 1 April 2024	-	4,007,080	4,007,080
Charge for the financial period	-	291,263	291,263
At 30 June 2025	-	4,298,343	4,298,343
Carrying amount			
At 30 June 2025	199,149	83,067	282,216

	Goodwill RM	Total RM
2024		
Cost		
At 1 April 2023/31 March 2024	4,007,080	4,007,080
Accumulated depreciation		
At 1 April 2023/31 March 2024	4,007,080	4,007,080
Carrying amount		
At 31 March 2024	-	-

(a) Goodwill on consolidation

During the financial period, the Company acquired additional ordinary share of Bio Ring Ventures Sdn. Bhd. ("BRSB") and RM291,263 is recognised as goodwill, in accordance with MFRS 3, Business Combination.

During the financial period, the Company acquired additional ordinary share of Wawasan Demi Sdn. Bhd. ("WDSB") and RM83,067 is recognised as goodwill, in accordance with MFRS 3, Business Combination.

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17. INTANGIBLE ASSETS (CONT'D)

(a) Goodwill on consolidation (cont'd)

In the current financial period, the recoverable amount of the cash generating unit was determined based on a value in use by discounting future cash flow to be generated by the unit. The carrying amount of the unit was determined to be higher than its recoverable amount and an impairment loss of RM250,000 (31.03.2024: RM3,454,814) was recognised. The impairment loss was recorded within administrative expenses in the statements of comprehensive income.

Impairment of goodwill

For the purpose of impairment testing, the recoverable amount of goodwill as at the end of this financial year was determined based on a value in use calculation by discounting the future cash flows generated from the continuing use of the cash generating unit ("CGU") and was based on the following assumptions:

(i) Pre-tax cash flows projections based on the most recent financial budgets covering a seven (7) years period.

(ii) The anticipated annual revenue growth rate used in the financial budgets and plans of the CGU is 80% for the second and third financial year, and 25% for the subsequent sixth financial years.

(iii) Pre-tax discount rate of 7.4% per annum has been applied in determining the recoverable amount of the CGU. The discount rate was estimated based on the Group's weighted average cost of capital.

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

The management believes that no reasonably possible change in any of the above key assumptions would cause carrying values of the units to materially exceed their recoverable amounts.

18. TRADE RECEIVABLES

	Group	
	30.06.2025	**31.03.2024**
	RM	**RM**
Non-current		
Trade receivables	807,846	7,434,558
Current		
Trade receivables	50,999,768	42,621,335
Less: Accumulated for impairment losses	(13,591,369)	(11,423,692)
	37,408,399	31,197,643
	38,216,245	38,632,201

The Group's normal trade credit terms range from 30 to 90 days (31.03.2024: 30 to 90 days). Other credit terms are assessed and approved on a case-by-case basis. Trade receivables are recognised at their original invoice amounts which represent their fair values on initial recognition.

Included in trade receivables of the Group are retention sum amounting to RM4,095,591 (31.03.2024: RM7,943,935).

18. TRADE RECEIVABLES (CONT'D)

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

	Lifetime allowance RM	Credit impaired RM	Loss allowance RM
Group			
At 1 April 2024	530,271	10,893,421	11,423,692
Impairment losses recognised	12,967	2,486,687	2,499,654
Reversal of impairment losses	-	(331,977)	(331,977)
At 30 June 2025	543,238	13,048,131	13,591,369
At 1 April 2023	887,207	7,448,330	8,335,537
Impairment losses recognised	48,126	3,141,534	3,189,660
Reversal of impairment losses	(101,505)	-	(101,505)
Reclassification	(303,557)	303,557	-
At 31 March 2024	530,271	10,893,421	11,423,692

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

The ageing analysis of trade receivables as at the end of the reporting period are as follows:

	Gross amount RM	Loss allowance RM	Net amount RM
Group			
30 June 2025			
Neither past due	18,263,696	-	18,263,696
Past due			
Less than 30 days	11,543,124	-	11,543,124
31 to 60 days	1,983,402	-	1,983,402
61 to 90 days	2,442,917	-	2,442,917
More than 90 days	4,526,345	(543,239)	3,983,106
	20,495,788	(543,239)	19,952,549
Credit impaired			
Individually impaired	13,048,130	(13,048,130)	-
	51,807,614	(13,591,369)	38,216,245

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18. TRADE RECEIVABLES (CONT'D)

	Gross amount RM	Loss allowance RM	Net amount RM
Group			
31 March 2024			
Neither past due	15,135,862	-	15,135,862
Past due			
Less than 30 days	2,592,210	-	2,592,210
31 to 60 days	2,827,986	-	2,827,986
61 to 90 days	2,982,681	-	2,982,681
More than 90 days	15,623,733	(530,271)	15,093,462
	24,026,610	(530,271)	23,496,339
Credit impaired			
Individually impaired	10,893,421	(10,893,421)	-
	50,055,893	(11,423,692)	38,632,201

Trade receivables that are neither past due nor impaired are creditworthy receivables with good payment records with the Group.

As at 30 June 2025, the Group has trade receivables amounting to RM18,002,549 (31.03.2024: RM23,496,339) which were past due but not impaired. These relate to a number of independent customers with slower repayment records.

The trade receivables of the Group that are individually assessed to be impaired amounting to RM14,998,130 (31.03.2024: RM10,893,421), relate to customers that are in financial difficulties, and have defaulted on payment. These balances are expected to be recovered through the debts recovery process.

19. OTHER RECEIVABLES

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Current				
Other receivables	7,905,761	6,485,516	1,083,040	-
Less:				
Accumulated impairment losses	(6,234,340)	(3,518,977)	(1,083,040)	-
	1,671,421	2,966,539	-	-
Deposits	5,475,070	528,095	349,693	83,902
Prepayments	4,870,631	1,390,199	1,682,071	59,068
	12,017,122	4,884,833	2,031,764	142,970

19. OTHER RECEIVABLES (CONT'D)

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

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
At 1 April	3,518,977	1,149,722	-	-
Impairment losses recognised	3,119,058	2,569,255	1,083,040	-
Reversal of impairment loss	(403,695)	(200,000)	-	-
At 30 June/31 March	6,234,340	3,518,977	1,083,040	-

Other receivables that are individually determined to be impaired at the reporting date relate to debtors that are in significant financial difficulties and have defaulted on payments.

20. CONTRACT ASSETS

The Group's contract assets relating to construction contracts and civil engineering activities at the end of the reporting period are as follows:

		Group	
	Note	30.06.2025 RM	31.03.2024 RM
Contract assets			
Construction contracts	(a)	4,452,068	347,980

(a) Construction contracts

	Group	
	30.06.2025 RM	31.03.2024 RM
Contracts costs incurred to-date	194,387,911	190,384,077
Attributable profits recognised to-date	18,662,332	17,460,360
	213,050,243	207,844,437
Less: Progress billings	(208,598,175)	(207,496,457)
	4,452,068	347,980
Presented as:		
Contract assets	4,452,068	347,980

The contract assets represent the unbilled amount for work completed as at the reporting date. This amount will be transferred to trade receivables when the right to bill becomes unconditional.

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20. CONTRACT ASSETS (CONT'D)

(b) Transaction price allocated to the remaining performance obligations

The following table shows revenue expected to be recognised in the future related to performance obligations that are unsatisfied (or partially satisfied) at the reporting date. The disclosure is only providing information for contracts that have a duration of more than one year.

	Under 1 year RM	1-2 years RM	Total RM
Group			
Construction contract	24,611,488	19,788,805	44,400,293

21. AMOUNT DUE FROM/(TO) SUBSIDIARY COMPANIES

(a) Amount due from subsidiary companies

	Company	
	30.06.2025 RM	31.03.2024 RM
Amount due from subsidiary companies	105,059,218	95,281,219
Less: Accumulated impairment losses	(62,537,492)	(54,055,703)
	42,521,726	41,225,516

Movements in the allowance for impairment losses on amount due from subsidiary companies are as follows:

	Company	
	30.06.2025 RM	31.03.2024 RM
At 1 April	54,055,703	45,582,396
Impairment losses recognised	9,839,782	8,490,412
Reversal of impairment losses	(1,357,993)	(17,105)
At 30 June/31 March	62,537,492	54,055,703

Amount due from subsidiary companies is unsecured, non-interest bearing advances and repayable on demand.

(b) Amount due to subsidiary companies

Amount due to subsidiary companies is unsecured, non-interest bearing advances and repayable on demand.

22. OTHER INVESTMENTS

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Current				
Financial assets at FVTPL:				
Unit trust, quoted in Malaysia	451,295	2,969,218	2,245	2,534,607

The fair value of the quoted investment in units were determined by reference to the quoted price in the financial market.

23. FIXED DEPOSITS WITH LICENSED BANKS

	Group	
	30.06.2025 RM	31.03.2024 RM
Fixed deposits with licensed banks	4,951,444	7,106,385

The fixed deposits with licensed banks of the Group amounting to RM3,167,325 (31.03.2024: RM6,361,742) are pledged to licensed banks as securities for credit facilities granted to a subsidiary company as disclosed in Note 29.

The interest rates of fixed deposits at the end of the reporting period are ranging from 2% to 3% (31.03.2024: 2% to 3%) per annum and the maturities of deposits are ranging from 30 to 365 days (31.03.2024: 30 to 365 days).

24. CASH AND BANK BALANCES

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Cash and bank balances	14,911,501	15,225,243	548,322	1,005,902
Add: Fixed deposits with licensed banks	4,951,444	7,106,385	-	-
Less: Bank overdraft	(1,794,086)	(1,643,570)	-	-
	18,068,859	20,688,058	548,322	1,005,902
Less: Fixed deposits pledged to licensed banks	(3,167,325)	(6,361,742)	-	-
Less: Fixed deposits over 3 months	(346,215)	-	-	-
Cash and cash equivalents	14,555,319	14,326,316	548,322	1,005,902

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25. SHARE CAPITAL

	Group/Company			
	Number of shares		Amount	
	30.06.2025 Units	31.03.2024 Units	30.06.2025 RM	31.03.2024 RM
Issued and fully paid ordinary shares				
At 1 April	1,784,786,510	1,526,821,600	99,817,898	88,280,680
Shares issued during financial year	178,479,000	217,725,410	20,901,725	8,652,745
Share issuance expenses	-	-	(318,858)	-
Conversion of ICPS	290,000	40,239,500	26,100	2,884,473
At 30 June/31 March	1,963,555,510	1,784,786,510	120,426,865	99,817,898
Irredeemable convertible preference shares				
At beginning of financial year	517,855,497	582,664,397	17,237,413	17,237,413
Conversion	(290,000)	(64,808,900)	-	-
At end of financial year	517,565,497	517,855,497	17,237,413	17,237,413
At 30 June/31 March	2,481,121,007	2,302,642,007	137,664,278	117,055,311

During the current financial period, the Company:

(a) On 8 May 2024, a total of 100,000 new ordinary shares of the Company ("Shares") were issued pursuant to the conversion of 100,000 Irredeemable Convertible Preference Shares ("ICPS") to 100,000 new Shares by way of conversion of one (1) ICPS together with cash payment of RM0.09 for one (1) new Share. The conversion price for the ICPS is RM0.12 for one (1) new Share;

(b) On 17 May 2024, a total of 90,000 new ordinary shares of the Company ("Shares") were issued pursuant to the conversion of 90,000 Irredeemable Convertible Preference Shares ("ICPS") to 90,000 new Shares by way of conversion of one (1) ICPS together with cash payment of RM0.09 for one (1) new Share. The conversion price for the ICPS is RM0.12 for one (1) new Share;

(c) On 9 October 2024, the Company issued 26,770,300 new ordinary shares at discounted price of RM0.125 each for a total consideration of RM3,346,287.50 via Private Placement for working capital purposes;

(d) On 24 October 2024, a total of 100,000 new ordinary shares of the Company ("Shares") were issued pursuant to the conversion of 100,000 Irredeemable Convertible Preference Shares ("ICPS") to 100,000 new Shares by way of conversion of one (1) ICPS together with cash payment of RM0.09 for one (1) new Share. The conversion price for the ICPS is RM0.12 for one (1) new Share;

(e) On 25 October 2024, the Company issued 44,617,200 new ordinary shares at discounted price of RM0.122 each for a total consideration of RM5,443,298.40 via Private Placement for working capital purposes;

(f) On 15 November 2024, the Company issued 31,000,000 new ordinary shares at discounted price of RM0.1341 each for a total consideration of RM4,157,100.00 via Private Placement for working capital purposes;

(g) On 10 December 2024, the Company issued 30,000,000 new ordinary shares at discounted price of RM0.1191 each for a total consideration of RM3,573,000.00 via Private Placement for working capital purposes;

(h) On 10 February 2025, the Company issued 23,000,000 new ordinary shares at discounted price of RM0.1089 each for a total consideration of RM2,504,700.00 via Private Placement for working capital purposes;

25. SHARE CAPITAL (CONT'D)

During the previous financial year, the Company: (cont'd)

(i) On 21 May 2025, the Company issued 23,091,500 new ordinary shares at discounted price of RM0.0813 each for a total consideration of RM1,877,338.95 via Private Placement for working capital purposes.

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company's residual assets. In respect of the Company's treasury shares that are held by the Group, all rights are suspended until those shares are reissued.

26. SHARE ISSUANCE SCHEME ("SIS")

The Company SIS is governed by the by-laws which was approved by the shareholders at the Extraordinary General Meeting held on 28 June 2021, shareholders approved on the establishment of share issuance scheme of up to 15% of the total number of issued shares of the Company (Excluding any Treasure Shares) to all eligible employees and Director of the Group.

The main features of the SIS are as follows:

(a) eligible to employees of the Group including Directors of the Group (excluding the subsidiary companies which are dormant) who meet the criteria of eligibility for participation of the Proposed SIS ("Eligible Persons") as set out in the By-Laws, a draft of which is set out in Appendix II of the Circular ("By-Laws");

(b) the number of shares to be allotted and issued under this SIS shall not exceed 15% of the total number of shares issued by the Company (excluding any treasury shares) during tenure of the SIS;

(c) the shares issued upon exercise of the SIS shall rank equally in all respects with the existing shares of the Company except it will not be entitled to any dividends, rights, allotments or any other distributions, which is prior to the date of allotment of SIS; and

(d) the SIS shall be in force for a period of five years from the effective date of SIS and maximum of ten years, if the Board of the Directors deems fit.

27. RESERVES

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Non distributable				
Accumulated losses	(46,258,520)	(28,074,838)	(68,317,461)	(47,000,397)

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28. TREASURY SHARES

	Group/Company			
	Number of shares		Amount	
	30.06.2025 Units	31.03.2024 Units	30.06.2025 RM	31.03.2024 RM
At 1 April/30 June/31 March	285,000	285,000	47,990	47,990

Treasury shares relate to ordinary shares of the Company that are held by the Company. The amount consists of the acquisition costs of treasury shares net of the proceeds received on their subsequent sale or re-issuance.

The Company does not repurchase any of its issued shares from the open market during the financial period.

The Directors of the Company are committed in enhancing the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interests of the Company and its shareholders. The repurchase transactions were financed by internally generated funds. The shares repurchased are being held as treasury shares.

29. LOANS AND BORROWINGS

		Group		Company	
	Note	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Secured					
Term loans	(a)	32,117,447	33,391,024	-	-
Bank overdrafts	(a)	1,794,086	1,643,570	-	-
Bankers' acceptance	(a)	2,593,219	1,223,194	-	-
Hire purchase	(b)	4,305,250	6,067,553	470,045	-
Lease liabilities	(c)	25,908,326	4,203,285	1,516,758	177,741
		66,718,328	46,528,626	1,986,803	177,741
Non-current					
Term loans		7,137,666	8,328,724	-	-
Hire purchase		2,333,257	4,292,551	377,281	-
Lease liabilities		24,899,654	3,820,750	840,602	39,770
		34,370,577	16,442,025	1,217,883	39,770
Current					
Term loans		24,979,781	25,062,300	-	-
Bank overdrafts		1,794,086	1,643,570	-	-
Bankers' acceptance		2,593,219	1,223,194	-	-
Hire purchase		1,971,993	1,775,002	92,764	-
Lease liabilities		1,008,672	382,535	676,156	137,971
		32,347,751	30,086,601	768,920	137,971
		66,718,328	46,528,626	1,986,803	177,741

29. LOANS AND BORROWINGS (CONT'D)

(a) Bank borrowings

The term loans, bankers' acceptance and bank overdrafts are secured by the following:

(i) first legal charge over freehold land and buildings and improvements of a subsidiary company as disclosed in Note 11(b);
(ii) fixed and floating charge over certain property, plant and equipment of a subsidiary company;
(iii) pledge of fixed deposits of the Group as disclosed in Note 23; and
(iv) corporate guarantee provided by the Company.

Maturity of bank borrowings (excluding lease liabilities and hire purchase) are as follows:

	Group	
	30.06.2025 RM	31.03.2024 RM
Within one year	29,367,086	27,929,064
Between one to two years	1,455,808	1,752,624
Between two to five years	2,427,286	2,261,423
After five years	3,254,572	4,314,677
	36,504,752	36,257,788

The ranges of effective interest rates per annum at the reporting date are as follows:

	Group	
	30.06.2025 %	31.03.2024 %
Term loans	4.52 - 12.00	4.52 - 12.00
Bank overdrafts	7.30 - 8.06	7.20 - 7.81
Bankers' acceptance	4.59 - 4.82	4.43 - 4.72

(b) Hire purchase

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
At 1 April	6,067,553	3,856,900	-	35,077
Additions	500,000	3,674,300	500,000	-
Interest expenses	396,003	365,342	7,065	150
Payments	(2,658,306)	(1,828,989)	(37,020)	(35,227)
At 30 June/31 March	4,305,250	6,067,553	470,045	-
Presented as:				
Current	1,971,993	1,775,002	92,764	-
Non-current	2,333,257	4,292,551	377,281	-
	4,305,250	6,067,553	470,045	-

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29. LOANS AND BORROWINGS (CONT'D)

(b) Hire purchase (cont'd)

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Minimum lease payments				
Within one year	2,167,918	2,101,074	111,060	-
Later than one year and not later than two years	1,333,273	2,064,049	111,060	-
Later than two years and not later than five years	1,134,047	2,573,171	296,110	-
	4,635,238	6,738,294	518,230	-
Less: Future finance charges	(329,988)	(670,741)	(48,185)	-
Present value of minimum lease payments	4,305,250	6,067,553	470,045	-
Present value of minimum lease payments				
Within one year	1,971,993	1,775,002	92,764	-
Later than one year and not later than two years	1,240,364	1,856,933	97,112	-
Later than two years and not later than five years	1,092,893	2,435,618	280,169	-
	4,305,250	6,067,553	470,045	-
Analysed as:				
Repayable within twelve months	1,971,993	1,775,002	92,764	-
Repayable after twelve months	2,333,257	4,292,551	377,281	-
	4,305,250	6,067,553	470,045	-

The effective interest rates of hire purchase are ranging from 2.00% to 4.05% (31.03.2024: 2.00% to 4.05%) per annum.

The Group and the Company lease motor vehicles and plant and machinery under hire purchase Note 11(a). There are no restrictive covenants imposed by the lease agreement and no arrangements have been entered into for contingent rental payments.

29. LOANS AND BORROWINGS (CONT'D)

(c) Lease liabilities

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
At 1 April	4,203,285	4,881,772	177,741	309,175
Additions	22,425,150	48,643	1,845,335	-
Interest expenses	347,435	202,249	71,988	12,446
Payments	(1,489,214)	(700,778)	(562,897)	(143,880)
Capitalisation	452,030	-	-	-
Write off	(30,360)	(228,601)	(15,409)	-
At 30 June/31 March	25,908,326	4,203,285	1,516,758	177,741
Presented as:				
Current	1,008,672	382,535	676,156	137,971
Non-current	24,899,654	3,820,750	840,602	39,770
	25,908,326	4,203,285	1,516,758	177,741

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

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Within one year	1,008,672	613,080	756,390	143,880
Later than one year not later than five years	10,130,332	1,473,250	875,695	42,250
Later than five years	40,414,136	4,350,000	-	-
	51,553,140	6,436,330	1,632,085	186,130
Less: Future finance charges	(25,644,814)	(2,233,045)	(115,327)	(8,389)
Present value of lease liabilities	25,908,326	4,203,285	1,516,758	177,741

30. DEFERRED TAX LIABILITY

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
At 1 April	905,366	2,110,547	-	-
Recognised in profit or loss (Note 8)	(36,987)	21,060	-	-
Under/(over) provision in prior year (Note 8)	50,886	(1,226,241)	-	-
At 30 June/31 March	919,265	905,366	-	-

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30. DEFERRED TAX LIABILITY (CONT'D)

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

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Deferred tax liability	949,789	905,366	-	-
Deferred tax asset	(30,524)	-	-	-
	919,265	905,366	-	-

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

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Unutilised capital allowances	35,035,252	15,367,583	1,839,330	1,387,283
Unutilised tax losses	82,281,440	72,915,221	40,358,376	32,889,710
Unutilised reinvestment allowances	38,093	38,093	-	-
Others	(18,544,533)	1,158,920	-	-
	98,810,252	89,479,817	42,197,706	34,276,993

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

The amounts of unutilised tax losses for which no deferred tax asset is recognised in the statements of financial position are as follows:

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Unutilised tax losses				
Year assessment 2035	9,366,219	-	7,468,666	-
Year assessment 2034	3,841,166	3,841,166	2,294,102	2,294,102
Year assessment 2033	7,348,636	7,348,636	4,484,035	4,484,035
Year assessment 2032	13,503,019	13,503,019	7,695,235	7,695,235
Year assessment 2031	6,163,701	6,163,701	5,908,800	5,908,800
Year assessment 2030	6,711,798	6,711,798	3,393,901	3,393,901
Year assessment 2029	6,080,112	6,080,112	2,799,791	2,799,791
Year assessment 2028	11,125,811	11,125,811	4,563,212	4,563,212
Year assessment 2027	5,247,784	5,247,784	1,103,047	1,103,047
Year assessment 2026	12,893,194	12,893,194	647,587	647,587
	82,281,440	72,915,221	40,358,376	32,889,710

Deferred tax assets have not been recognised on the unutilised tax losses as the realisation of the tax benefits accruing to these tax losses is uncertain.

With effect from year of assessment 2019, unutilised tax losses are allowed to be carried forward up to a maximum of ten (10) consecutive years of assessment under the current tax legislation. The other temporary differences do not expire under current tax legislation. Deferred tax assets have not been recognised in respect of these items because it is not probable that future profits will be available against which the Group and the Company can utilise the benefits therefrom.

31. TRADE PAYABLES

The Group's normal trade credit terms range from 30 to 90 days (31.03.2024: 30 to 90 days), depending on the terms of contracts.

32. OTHER PAYABLES

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Other payables	4,613,329	4,460,735	232,075	78,552
Deposits	327,282	350,632	296,532	296,532
Provision and accruals	3,782,846	2,002,189	623,074	520,027
	8,723,457	6,813,556	1,151,681	895,111

33. CONTINGENCIES

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Secured				
Bank guarantee issued in favour of third parties by certain subsidiary companies	3,366,860	2,423,770	-	-
Unsecured				
Corporate guarantee given to financial institution for credit facilities granted to subsidiary companies	42,295,352	42,631,996	42,295,352	42,631,996
Corporate guarantee given to suppliers of subsidiary companies for credit terms granted to subsidiary companies	294,807	16,606,895	294,807	16,606,895
	45,957,019	61,662,661	42,590,159	59,238,891

34. CAPITAL COMMITMENT

	Group	
	30.06.2025 RM	31.03.2024 RM
Property, plant and equipment		
Approved and contracted for	1,702,624	3,987,465

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35. RELATED PARTIES DISCLOSURES

(a) Identifying related parties

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

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

(b) Significant related party transactions

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

	Note	30.06.2025 RM	31.03.2024 RM
Group			
Transaction with Directors			
Revenue	(d) (i)	-	1,034,951
Rental expenses		-	120,500
Others	(d) (ii)	-	20,300
Company			
Transactions with subsidiary companies			
Management fees received		2,175,000	1,824,000
Rental expenses		108,150	123,600
Rental income		209,000	18,000
Transactions with the associate company			
Amount owing from associate for working capital		583,000	3,000,000

35. RELATED PARTIES DISCLOSURES (CONT'D)

(c) Compensation of key management personnel

Remuneration of key management personnel are as follows:

	Group		Company	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Fees	463,204	245,506	447,204	245,506
Salaries, wages and other emoluments	5,695,050	4,248,773	3,711,550	2,990,670
Defined contribution plans	698,459	507,954	452,538	351,860
Others benefits	23,952	39,242	-	4,000
	6,880,665	5,041,475	4,611,292	3,592,036

Included in the key management personnel are:

	Group		Company	
	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM	01.04.2024 to 30.06.2025 RM	01.04.2023 to 31.03.2024 RM
Executive Directors' remuneration	4,357,406	2,840,597	3,000,871	2,105,674

(d) Directors' and shareholders' interest

(i) In 2023, Techmile Resources Sdn. Bhd. ("TRSB") a wholly-owned subsidiary of the Company has accepted a Letter of Award ("LOA") from Empada Sdn. Bhd. ("Empada") to undertake subcontracting works for provision of storage tank and pressure vessel maintenance services for Labuan Oil Terminal ("Maintenance Contract").

The Director of TRSB and the Company, Azlan Shah Bin Zainal Arif whom owned 16,670,000 units of ordinary share equivalent to 1% interest the Company also owned 49% interest in Empada. None of the other Directors or persons connected to them has any direct or indirect interest related to the acceptance of the Maintenance Contract.

During the financial year, Azlan Shah Bin Zainal Arif has resigned from the Company and its subsidiary companies.

(ii) During the previous financial year, the Company has acquired services from Irix Sdn. Bhd. ("IRIX") to undertake driver services commencing from 1 February 2024 until the contract is mutually terminated by both parties on 1 October 2024.

The Director of IRIX and the Company, Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari, the Executive Chairman and Major Shareholder with direct interest of 15.24% in AIZO. He is also the Chairman of IRIX and holds 43.64% indirect shareholdings in IRIX through Time Link Venture Sdn. Bhd.

The Director of IRIX and the Company, Emma Yazmeen Yip Binti Mohd Jeffrey Yip is the Executive Director of Finance and Technology and Shareholder with direct interest of 0.336% in AIZO. She also holds 12.98% shareholdings in IRIX.

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36. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

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

Group	**Note**	**At 1 April RM**	**Financing cash flows (i) RM**	**Non-cash changes Addition RM**	**At 30 June RM**
30 June 2025					
Hire purchase	29	6,067,553	(2,262,303)	500,000	4,305,250
Lease liabilities	29	4,203,285	(691,346)	22,396,387	25,908,326
Term loans	29	33,391,024	(1,273,577)	-	32,117,447
Short-term borrowings	29	2,866,764	-	1,520,542	4,387,306
		46,528,626	(4,227,226)	24,416,929	66,718,329

Group	**Note**	**At 1 April RM**	**Financing cash flows (i) RM**	**Non-cash changes Addition RM**	**At 31 March RM**
31 March 2024					
Hire purchase	29	3,856,900	(1,463,647)	3,674,300	6,067,553
Lease liabilities	29	4,881,772	(727,130)	48,643	4,203,285
Term loans	29	33,083,555	307,469	-	33,391,024
Short-term borrowings	29	6,310,345	(3,443,581)	-	2,866,764
		48,132,572	(5,326,889)	3,722,943	46,528,626

(i) The cash flows from hire purchase, lease liabilities and bank borrowings make up the net amount of proceeds from or repayments of hire purchase, lease liabilities and bank borrowings in the statements of cash flows.

Company	**Note**	**At 1 April RM**	**Financing cash flows (i) RM**	**Non-cash changes Addition RM**	**At 30 June RM**
30 June 2025					
Hire purchase	29	-	(29,955)	500,000	470,045
Lease liabilities	29	177,741	(506,318)	1,845,335	1,516,758
		177,741	(536,273)	2,345,335	1,986,803

Company	**Note**	**At 1 April RM**	**Financing cash flows (i) RM**	**Non-cash changes Addition RM**	**At 31 March RM**
31 March 2024					
Hire purchase	29	35,077	(35,077)	-	-
Lease liabilities	29	309,175	(131,434)	-	177,741
		344,252	(166,511)	-	177,741

37. SEGMENT INFORMATION

The Group comprises the following main business segments which are based on the Group's management and internal reporting structure as follows:

Civil engineering	: Specialised civil engineering works
Bituminous products	: Manufacturing and trading bituminous products
Energy	: Development, operation and transmission of solar power
Services	: Provision of manpower and maintenance services
Others	: Investment holding, provision of managerial services, rental of machinery and trading of industrial machinery spare parts

Performance is measured based on the segment revenue and profit before tax, interest, depreciation and amortisation, as included in the internal management reports that are reviewed by the Executive Directors. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Segment assets

The total of segment assets is measured based on all assets (including goodwill) of a segment, as included in the internal management reports that are reviewed by the Executive Directors. Segment total asset is used to measure the return of assets of each segment.

Segment liabilities

The total of segment liabilities is measured based on all liabilities of a segment, as include in the internal management reports that are reviewed by the Executive Directors.

Segment capital expenditure

Segment capital expenditure is the total cost incurred during the financial period to acquire property, plant and equipment and investment property.

Allocation basis and inter-segment pricing

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Transactions between segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation. The measurement basis and classification are consistent with those adopted in the previous financial years.

Notes To The Financial Statements 30 June 2025 (Cont'd)

37. SEGMENT INFORMATION (CONT'D)

Allocation basis and inter-segment pricing (cont'd)

Group

	Civil engineering RM	Bituminous products RM	Services RM	Energy RM	Others RM	Consolidation adjustment RM	Consolidation RM
30 June 2025							
Revenue							
External customers	109,797,187	38,591,389	-	8,554,922	102,300	-	157,045,798
Inter-segment	-	18,895	-	-	2,175,000	(2,193,895)	-
Total revenue	109,797,187	38,610,284	-	8,554,922	2,277,300	(2,193,895)	157,045,798
Results							
Segment results	460,608	3,167,364	(2,880,458)	1,412,668	(22,845,793)	9,293,711	(11,391,900)
Interest income							661,029
Finance costs							(5,492,767)
Share of result of associate							(232,984)
Loss before tax							(16,456,622)
Taxation							(3,140,912)
Loss for the financial period							(19,597,534)
Assets							
Segment assets	77,630,356	29,144,205	1,679,863	52,336,779	122,879,985	(97,998,101)	185,673,087
Liabilities							
Segment liabilities	49,847,195	17,868,562	13,035,298	61,417,135	96,039,822	(135,361,537)	102,846,475

37. SEGMENT INFORMATION (CONT'D)

Allocation basis and inter-segment pricing (cont'd)

Group (cont'd)

	Civil engineering RM	Bituminous products RM	Services RM	Energy RM	Others RM	Consolidation adjustment RM	Consolidation RM
30 June 2025							
Other non-cash items							
Depreciation of:							
- property, plant and equipment	2,182,510	986,040	303,598	3,112,899	295,281	-	6,880,328
- right-of-use assets	156,185	18,379	114,503	307,258	816,130	(372,235)	1,040,220
Impairment losses on:							
- trade receivable	-	-	760,000	-	1,739,654	-	2,499,654
- amount due from subsidiary companies	3,546,711	-	-	-	8,481,813	(12,028,524)	-
Reversal of impairment losses:							
- trade receivables	(51,324)	-	-	-	(280,653)	-	(331,977)
- other receivables	-	-	-	-	(403,695)	-	(403,695)
- amount owing by subsidiary companies	-	-	-	-	(1,357,993)	1,357,993	-

Notes To The Financial Statements 30 June 2025 (Cont'd)

37. **SEGMENT INFORMATION (CONT'D)**

Allocation basis and inter-segment pricing (cont'd)

Group

	Civil engineering RM	Bituminous products RM	Services RM	Energy RM	Others RM	Consolidation adjustment RM	Consolidation RM
31 March 2024							
Revenue							
External customers	91,797,846	29,152,768	1,249,334	4,675,777	194,373	(35,516)	127,034,582
Inter-segment	-	-	-	-	1,859,516	(1,859,516)	-
Total revenue	91,797,846	29,152,768	1,249,334	4,675,777	2,053,889	(1,895,032)	127,034,582
Results							
Segment results	4,225,338	2,198,249	(2,105,396)	(2,735,597)	(21,784,666)	15,419,742	(4,782,330)
Interest income							563,252
Finance costs							(2,728,500)
Share of profit							96,503
Loss before tax							(6,851,075)
Taxation							(1,932,609)
Loss for the financial year							(8,783,684)
Assets							
Segment assets	79,499,113	20,407,349	515,624	54,773,973	98,175,234	(88,732,037)	164,639,256
Liabilities							
Segment liabilities	48,928,298	11,303,479	8,951,210	61,008,229	68,704,549	(116,119,307)	82,776,458

37. SEGMENT INFORMATION (CONT'D)

Allocation basis and inter-segment pricing (cont'd)

Group (cont'd)

	Civil engineering RM	Bituminous products RM	Services RM	Energy RM	Others RM	Consolidation adjustment RM	Consolidation RM
31 March 2024							
Other non-cash items							
Depreciation of:							
- property, plant and equipment	1,639,314	688,311	242,878	2,061,773	261,402	-	4,893,678
- right-of-use assets	4,054	-	176,467	241,392	63,372	-	485,285
Impairment losses on:							
- trade receivable	1,996,076	288,990	268,210	-	636,384	-	3,189,660
- amount due from subsidiary companies	-	-	19,935	-	2,092,252	(2,112,187)	-
Reversal of impairment losses:							
- trade receivables	-	(92,592)	-	-	(8,913)	-	(101,505)
- other receivables	-	-	-	-	(200,000)	-	(200,000)
- amount owing by subsidiary companies	-	-	-	-	(17,105)	17,105	-

Adjustment and eliminations
Interest income and finance costs are not allocated to individual segments as the underlying instruments are managed on a group basis.

Current taxes, deferred taxes and certain financial assets and liabilities are not allocated to those segments as they are also managed on a group basis.

Inter-segment revenues and balances are eliminated on consolidation.

Geographic information
No disclosure on geographical segment information as the Group operates predominantly in Malaysia.

Major customer
No disclosure on major customer information as no customer represents equal or more than ten percent of the Group's revenue.

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38. FINANCIAL INSTRUMENTS

(a) Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost. The principal accounting policies in Note 3 describe how the classes of the financial instruments are measured, and how income and expenses including fair values gain or loss, are recognised.

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

	Financial assets at FVTPL RM	Financial assets at amortised cost RM	Financial liabilities measured at amortised cost RM	Total RM
Group				
30 June 2025				
Financial Assets				
Contract assets	-	4,452,068	-	4,452,068
Trade receivables	-	38,216,245	-	38,216,245
Other receivables	-	7,146,491	-	7,146,491
Other investments	451,295	-	-	451,295
Fixed deposits with licensed banks	-	4,951,444	-	4,951,444
Cash and bank balances	-	14,911,501	-	14,911,501
	451,295	69,677,749	-	70,129,044
Financial Liabilities				
Trade payables	-	-	24,494,203	24,494,203
Other payables	-	-	8,723,457	8,723,457
Loans and borrowings	-	-	66,718,328	66,718,328
	-	-	99,935,988	99,935,988
31 March 2024				
Financial Assets				
Contract assets	-	347,980	-	347,980
Trade receivables	-	38,632,201	-	38,632,201
Other receivables	-	3,494,634	-	3,494,634
Other investments	2,969,218	-	-	2,969,218
Fixed deposits with licensed banks	-	7,106,385	-	7,106,385
Cash and bank balances	-	15,225,243	-	15,225,243
	2,969,218	64,806,443	-	67,775,661
Financial Liabilities				
Trade payables	-	-	28,224,854	28,224,854
Other payables	-	-	6,813,556	6,813,556
Loans and borrowings	-	-	46,528,626	46,528,626
	-	-	81,567,036	81,567,036

Notes To The Financial Statements
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38. FINANCIAL INSTRUMENTS (CONT'D)

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

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

	Financial assets at FVTPL RM	Financial assets at amortised cost RM	Financial liabilities measured at amortised cost RM	Total RM
Company				
30 June 2025				
Financial Assets				
Other receivables	-	349,693	-	349,693
Amount due from subsidiary companies	-	42,521,726	-	42,521,726
Other investments	2,245	-	-	2,245
Cash and bank balances	-	548,322	-	548,322
	2,245	43,419,741	-	43,421,986
Financial Liabilities				
Other payables	-	-	1,151,681	1,151,681
Amount due to subsidiary companies	-	-	11,586,684	11,586,684
Loans and borrowings	-	-	1,986,803	1,986,803
	-	-	14,725,168	14,725,168
31 March 2024				
Financial Assets				
Other receivables	-	83,902	-	83,902
Amount due from subsidiary companies	-	41,225,516	-	41,225,516
Other investments	2,534,607	-	-	2,534,607
Cash and bank balances	-	1,005,902	-	1,005,902
	2,534,607	42,315,320	-	44,849,927
Financial Liabilities				
Other payables	-	-	895,111	895,111
Amount due to subsidiary companies	-	-	10,190,240	10,190,240
Loans and borrowings	-	-	177,741	177,741
	-	-	11,263,092	11,263,092

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38. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies

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

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

(i) Credit risk

Credit risk is the risk of a financial loss to the Group and to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables from customers, amount due from associates and deposits with banks. The Company's exposure to credit risk arises principally from loans and advances to subsidiary companies and financial guarantees given to banks for credit facilities granted to subsidiary companies. There are no significant changes as compared to prior periods.

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

The Company provides unsecured loans and advances to subsidiary companies. It also provides unsecured financial guarantees to banks for banking facilities granted to supplier of certain subsidiary companies. The Company monitors on an ongoing basis the results of the subsidiary companies and repayments made by the subsidiary companies.

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

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

The carrying amounts of the financial assets recorded on the statements of financial position at the end of the reporting period represent the Group's and the Company's maximum exposure to credit risk except for corporate guarantees provided to banks and suppliers for banking facilities and credit terms granted to certain subsidiary companies. There was no indication that any subsidiary companies would default on repayment as at the end of the reporting period.

The Group has no significant concentration of credit risk as its exposure spread over a large number of customers. The Company has no significant concentration of credit risks except for loans and advances to its subsidiary companies where risks of default have been assessed to be low.

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

38. FINANCIAL INSTRUMENTS (CONT'D)

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

(ii) Liquidity risk

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

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

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

Group	On demand or within 1 year RM	1 to 2 years RM	2 to 5 years RM	After 5 years RM	Total contractual cash flows RM	Total carrying amount RM
30 June 2025						
Non-derivative financial liabilities						
Trade payables	24,494,203	-	-	-	24,494,203	24,494,203
Other payables	8,723,457	-	-	-	8,723,457	8,723,457
Hire purchase	2,167,918	1,333,273	1,134,047	-	4,635,238	4,305,250
Lease liabilities	1,008,672	2,838,878	6,599,098	40,414,136	50,860,784	25,908,326
Bank borrowings	29,367,086	1,455,808	2,427,286	3,254,587	36,504,753	36,504,752
	65,761,336	5,627,959	10,160,431	43,668,723	125,218,435	99,935,988
31 March 2024						
Non-derivative financial liabilities						
Trade payables	28,224,854	-	-	-	28,224,854	28,224,854
Other payables	6,813,556	-	-	-	6,813,556	6,813,556
Hire purchase	2,101,074	2,064,049	2,573,171	-	6,738,294	6,067,553
Lease liabilities	613,080	393,250	1,080,000	4,350,000	6,436,330	4,203,285
Bank borrowings	27,929,064	1,752,624	2,261,423	4,314,677	36,257,788	36,257,788
	65,681,628	4,209,923	5,914,594	8,664,677	84,470,822	81,567,036

Notes To The Financial Statements
30 June 2025
(Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

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

(ii) Liquidity risk (cont'd)

Company	**On demand or within 1 year RM**	**1 to 2 years RM**	**2 to 5 years RM**	**After 5 years RM**	**Total contractual cash flows RM**	**Total carrying amount RM**
30 June 2025						
Non-derivative financial liabilities						
Other payables	1,151,681	-	-	-	1,151,681	1,151,681
Amount due to subsidiary companies	11,586,684	-	-	-	11,586,684	11,586,684
Hire purchase	111,060	111,060	296,110	-	518,230	470,045
Lease liabilities	756,390	875,695	-	-	1,632,085	1,516,758
Corporate guarantee*	59,238,890	-	-	-	59,238,890	-
	72,844,705	986,755	296,110	-	74,127,570	14,725,168
31 March 2024						
Non-derivative financial liabilities						
Other payables	895,111	-	-	-	895,111	895,111
Amount due to subsidiary companies	10,190,240	-	-	-	10,190,240	10,190,240
Lease liabilities	143,880	42,250	-	-	186,130	177,741
Corporate guarantee*	61,662,661	-	-	-	61,662,661	-
	72,891,892	42,250	-	-	72,934,142	11,263,092

* The corporate guarantee are financial guarantees given to banks and suppliers for banking facilities and credit terms granted to certain subsidiary companies.

38. FINANCIAL INSTRUMENTS (CONT'D)

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

(iii) Market risks

(a) Foreign currency risk

The Group and the Company are exposed to foreign currency risk on transactions that are denominated in foreign currencies other than the respective functional currencies of group entities. The currencies giving rise to this risk are primarily United States Dollar (USD).

The Group and the Company have not entered into any derivative instruments for hedging or trading purposes as the net exposure to foreign currency risk is not significant. Where possible, the Group and the Company will apply natural hedging by selling and purchasing in the same currency. However, the exposure to foreign currency risk is monitored from time to time by management.

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

Denominated in USD	**Group**	
	30.06.2025 RM	**31.03.2024 RM**
Trade receivables	276,779	440,989
Cash and bank balances	306,128	193,561
	582,907	634,550

<u>Foreign currency sensitivity analysis</u>

Foreign currency risk arises from group entities which have a RM functional currency. The exposure to currency risk of group entities which do not have a RM functional currency is not material and hence, sensitivity analysis is not presented.

The following table demonstrates the sensitivity of the Group's and the Company's loss before tax to a reasonably possible change in the USD exchange rates against RM, with all other variables held constant.

	30 June 2025		**31 March 2024**	
	Changes in currency rate RM	**Effect on loss before tax RM**	**Changes in currency rate RM**	**Effect on loss before tax RM**
Group				
USD	Strengthened 10%	58,291	Strengthened 10%	63,455
	Weakened 10%	(58,291)	Weakened 10%	(63,455)

Notes To The Financial Statements
30 June 2025
(Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

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

(iii) Market risks (cont'd)

(b) Interest rate risk

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

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

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

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

	30.06.2025 RM	31.03.2024 RM
Group		
Fixed rate instruments		
Financial asset		
Fixed deposits with licensed banks	4,951,444	7,106,385
Financial liabilities		
Hire purchase	4,305,250	6,067,553
Lease liabilities	25,908,326	4,203,285
	35,165,020	17,377,223
Floating rate instruments		
Financial liabilities		
Term loans	32,117,447	33,391,024
Bank overdrafts	1,794,086	1,643,570
Bankers' acceptance	2,593,219	1,223,194
	36,504,752	36,257,788
Company		
Fixed rate instruments		
Financial liabilities		
Hire purchase	470,045	-
Lease liabilities	1,516,758	177,741

38. FINANCIAL INSTRUMENTS (CONT'D)

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

(iii) Market risks (cont'd)

(b) Interest rate risk (cont'd)

Interest rate risk sensitivity analysis

Fair value sensitivity analysis for fixed rate instruments

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

Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have increased/(decreased) the Group's loss before tax by RM365,048 (31.03.2024: RM362,578) arising mainly as a result of lower/higher interest expense on floating rate loans and borrowings. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(c) Fair value of financial instruments

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

The carrying amount of long-term floating rate loans and borrowings approximately their fair value as the loans and borrowings will be re-paid to market interest rate on or near reporting date.

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

The table below analyses financial instruments not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statements of financial position.

	Fair value of financial instruments not carried at fair value			
	Level 1 RM	Level 2 RM	Level 3 RM	Carrying amount RM
Group				
30 June 2025				
Financial liability				
Hire purchase	-	4,305,250	-	4,305,250
31 March 2024				
Financial liability				
Hire purchase	-	6,067,553	-	6,067,553
Company				
30 June 2025				
Financial liability				
Hire purchase	-	470,045	-	470,045
31 March 2024				
Financial liability				
Hire purchase	-	-	-	-

Notes To The Financial Statements 30 June 2025 (Cont'd)

38. FINANCIAL INSTRUMENTS (CONT'D)

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

(i) Policy on transfer between levels

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

There were no transfers between levels during current period and previous financial year.

(ii) Level 1 fair value

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

(iii) Level 2 fair value

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

Non-derivative financial instruments

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the end of the reporting period.

(iv) Level 3 fair value

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

39. CAPITAL MANAGEMENT

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

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

The Group and the Company monitor capital using a gearing ratio. The Group's and Company's policy is to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements. The gearing ratios at the end of the reporting period are as follows:

	Group		Company	
	30.06.2025 RM	31.03.2024 RM	30.06.2025 RM	31.03.2024 RM
Total loans and borrowings	66,718,328	46,528,626	1,986,803	177,741
Less: Cash and cash equivalents (excluded bank overdrafts)	(16,695,620)	(15,969,886)	(548,322)	(1,005,902)
Net debts	50,022,708	30,558,740	1,438,481	(828,161)

39. CAPITAL MANAGEMENT (CONT'D)

	Group		Company	
	2024 RM	2023 RM	2024 RM	2023 RM
Total equity	82,826,612	81,862,798	69,298,827	70,006,924
Gearing ratio (times)	0.60	0.37	0.02	-

There were no changes in the Group's approach to capital management during the financial period.

40. LITIGATION AND CLAIMS MATTERS

The Group is not engaged in any material litigation cases as at the date of this report other than the following:

(a) Kuala Lumpur Industrial Court Case No. 7/4-2217/21

On 6 October 2021, the Company's solicitor has received Abdul Farid bin Abdul Kadir's ("Claimant") Statement of Case together with Bundle of Document, seeking reinstatement to his position as the Company's Executive Director of Finance. The Claimant was initially employed as the non-independent and non executive director of the Company on 24 April 2020. On 12 June 2020, the Claimant was re-designated as the Executive Director of Finance of the Company and later was terminated from that position on 16 November 2020. Claimant was contended that there were events leading to his dismissal related with Directors of the Company in respect of a Share Sale Agreement and being prevented to carry out his function effectively in a contract involving a trade receivable of the Group.

The Company's solicitors has filed a Statement of Reply and a Bundle of Documents on 27 October 2021, followed by Additional Bundle of Document on 28 October 2021. Claimant's solicitor then, filed a Rejoinder and an Additonal Bundle of Documents to the Company's Solicitor on 10 November 2021. Both parties's witness statements were filed on 31 May 2022.

In June 2024, the Industrial Court had ruled in favour of Abdul Farid and awarded damages amounting to RM756,000.00, as a result, the Company has proceeded with Judicial Review to challenge the Industrial Court's decision.

Pursuant to the case management held via e-Review on 28 August 2025, the Court has fixed the hearing on 21 May 2026 to be heard physically at the High Court of Kuala Lumpur (Special Powers Division).

(b) Kuala Lumpur High Court Suit No. S-22NCVC-288-04/2013 ("Suit 288")

The Trial for Suit 288 had proceeded at the Kuala Lumpur High Court before Y.A. Datin Hajah Azizah on 23rd, 24th, 25th and 26th October 2017, 13th and 23rd November 2017.

The Judge had on 20 April 2018 found the termination by Sri Manjung Granite Quarry Sdn. Bhd. ("SMGQ") to be unlawful and had ordered SMGQ to pay damages to Optimis Dinamik Sdn. Bhd. ("ODSB") (the quantum of damages is to be assessed by the Court Registrar) together with interest thereon at the rate of 5% per annum from the date of the Writ of Summon dated 1 April 2013 until full payment and costs of RM80,000.

As regards to SMGQ's Counterclaim, the High Court only allowed SMGQ's counterclaim for the outstanding tribute payment of RM256,300 owing by ODSB which is to be deducted (set-off) from the damages assessed to be paid by SMGQ to ODSB. The Counterclaim of RM256,300 allowed by the High Court in Suit 288 should have no financial impact on the Group as it is to be deducted (set-off) against damages to be paid by SMGQ to ODSB.

Notes To The Financial Statements
30 June 2025
(Cont'd)

40. LITIGATION AND CLAIMS MATTERS (CONT'D)

The Group is not engaged in any material litigation cases as at the date of this report other than the following: (cont'd)

(b) Kuala Lumpur High Court Suit No. S-22NCVC-288-04/2013 ("Suit 288") (cont'd)

On 15 May 2018, SMGQ filed their appeal against the High Court's decision in Suit 288 ("SMGQ's Appeal").

ODSB had filed Notice of Direction to the High Court for the assessment of damages. The Judge ordered for the assessment of damages to be stayed pending the disposal of SMGQ's Appeal.

SMGQ's Appeal was heard on 31 March 2021. The Court of Appeal dismissed SMGQ's Appeal and upheld the High Court's decision in deciding that SMGQ has unlawfully terminated ODSB's contract and the damages should only be given to ODSB.

On 29 April 2021, SMGQ filed a leave application at the Federal Court. On 15 September 2021, the Federal Court dismissed SMGQ's application for leave to appeal with cost of RM15,000.00. Therefore, the High Court's decision in deciding that SMGQ has unlawfully terminated ODSB's contract and the damages should only be given to ODSB is upheld. The Court has fixed 20th September 2022 for Case Management on Notice of Assessment of Damages.

On 18 October 2022, ODSB has submitted the Independent Report on Assessment Damages to the Court. The Court has fixed 22 November 2022 for Case Management for Defendant's Rebuttal.

On 22 November 2022 Case Management, the Defendant's Solicitor has requested for more time to finalise and submit their Rebuttal. The Court fixed 13 January 2023 for the next Case Management date. On 13 January 2023, the Defendant's Solicitor has required a further time extension. The Court fixed the next Case Management date on 10 July 2023.

On 15 May 2018, SMGQ filed their appeal to the court of Appeal against the High Court Judge's decision suit 288. ODSB had duly filed a Notice of Direction to the High Court for the assessment of damages. On 5 July 2018, the Judge, by consent of the parties, orders that the assessment of damages proceedings be stayed pending the disposal of SMGQ's appeal. On 31 March 2021, both SMGQ and ODSB appeals' came up for hearing before the Court of Appeal and the court has dismissed both Appeals with no order to cost.

SMGQ has filed a Notice of Motion to the Federal Court to seek leave of the Federal Court for SMGQ to appeal against the decision of the court of Appeal, The Notice of Motion was heard and dismissed by the Federal Court on 15 September 2021 with cost of RM15,000 to ODSB.

On 22nd November 2022 Case Management, the Defendant's Solicitor has requested for more time to finalise and submit their Rebuttal. The Court fixed 13th January 2023 for the next Case Management date. On 13th January 2023, the Defendant's Solicitor has required a further time extension. The Court fixed the next Case Management date on 31st October 2023. ODSB had engaged an external accountant, Messrs BDO, to prepare a Report to calculate ODSB's loss of profit for the purpose of the Assessment Proceedings.

Pursuant to the Case Management on 22 September 2025 before a Judicial Commissioner in which the Court has fixed a further short Case Management on 2 October 2025. At that session, both Parties are required to provide their available dates for the Court to schedule the Assessment Proceeding.

41. SIGNIFICANT EVENTS

During the financial year, the following significant events took place for the Company and its subsidiaries companies:

(i) AIZO Construction Sdn Bhd (formerly known as Minetech Construction Sdn Bhd), a wholly-owned subsidiary of AIZO Group Berhad (formerly known as Minetech Resources Berhad)("AIZO") has on 3 July 2024 accepted a Letter of Award from MyVilla Development Sdn Bhd ("MyVilla"), a wholly-owned subsidiary of Mah Sing Group Berhad to undertake the proposed upgrading and construction of external road and drainage (JKR R.O.W) for Cadangan Pembangunan 3 Blok Pangsapuri Suite (2,080 Unit) di atas Lot 80646, Jalan Lingkaran Tengah II, Mukim Batu, Kuala Lumpur (M Nova) at a contract value of approximately RM16.10 million only ("Contract"). The Contract is expected to be completed within twenty-one (21) months from the commencement date.

(ii) AIZO Construction Sdn Bhd (formerly known as Minetech Construction Sdn Bhd), a wholly-owned subsidiary of AIZO has on 12 July 2024 accepted a Letter of Award from VED Engineers Sdn Bhd (which act on behalf of its employer, i.e Bonus Essential Sdn Bhd) to undertake the proposed construction and completion of road and drainage and other related ancillaries for Banting Industrial City (Part of Phase 2D) on Lot 79116, Mukim Tanjung Duabelas, Daerah Kuala Langat, Selangor Darul Ehsan for a sum of RM4.05 million ("Contract").The Contract shall commence on 28 June 2024 and is expected to be completed within three (3) months from the commencement date.

(iii) AIZO Engineering Sdn Bhd (formerly known as Coral Evergreen Sdn Bhd), an indirect wholly-owned subsidiary of AIZO has on 13 August 2024 accepted a Letter of Award from Puncak Utara Sdn Bhd, to undertake the proposed sub contract works for the project known as "Projek Menaiktaraf Sistem Kumbahan dan Kerja-Kerja Berkaitan di Perbandaran Ketengah Jaya, Bukit Besi dan Seri Bandi Fasa III, Wilayah Ketengah, Terengganu Darul Iman", for a sum of RM36.79 million ("Contract"). The Contract shall commence on 29 July 2024 and is expected to be completed by 13 June 2027.

(iv) AIZO Construction Sdn Bhd (formerly known as Minetech Construction Sdn Bhd), a wholly-owned subsidiary of AIZO has on 30 September 2024 accepted a Letter of Award from Richmont Estate Sdn Bhd (formerly known as Panca Resmi Sdn Bhd), to undertake the proposed execution and completion of the external infrastructure works for the project known as "Cadangan Pelan Susunatur di atas Lot 4465 dan sebahagian Lot 41345 (Lot Lama 4463) melalui kaedah serah balik dan bermilik semula di bawah Seksyen 204B (KTN1965) Bandar Serendah, Mukim Serendah, Daerah Hulu Selangor, Selangor Darul Ehsan untuk Tetuan Panca Resmi Sdn Bhd", for a contract sum of RM14.55 million only ("Contract"). The Contract shall commence on 26 August 2024 and is expected to be completed by 25 August 2025.

(v) AIZO Construction Sdn Bhd (formerly known as Minetech Construction Sdn Bhd), a wholly-owned subsidiary of AIZO has on 13 November 2024 accepted a Letter of Award from China State Construction Engineering (M) Sdn Bhd, for being nominated as Sub-Contractor to undertake the external infrastructure works for the project known as "Cadangan Pembangunan Berfasa di atas Lot PT 50001 (Lot PT. 8), Seksyen 98, Jalan Pantai Dalam, Daerah Kuala Lumpur, Wilayah Persekutuan", for a Sub-Contract sum of RM24,068,000.00.

(vi) Wawasan Demi Sdn Bhd ("WDSB"), a 63% owned subsidiary of Coral Energy Sdn Bhd, which in turn is a wholly-owned subsidiary of the Company, had on 06 January 2025 accepted the Letter of Notification from the Energy Commission dated 23 December 2024 for the development of a Large Scale Solar Photovoltaic (LSS) Plant in Kampar, Perak, with an export capacity of 99.99 MW. On 28 April 2025, the Board of Directors of AIZO is pleased to announce that WDSB perfected the Power Purchase Agreement ("PPA") with Tenaga Nasional Berhad ("TNB") for the generation and sale of solar photovoltaic energy to TNB's grid system.

(vii) AIZO Group Berhad had on 16 October 2024 entered into a Memorandum of Understanding with NetRunner Sdn Bhd to form a joint collaboration for the establishment of a Tier 4 Data Center Hub in Sarawak in order to meet the increasing demand for secure and reliable data storage and processing facilities. On 12 June 2025, the Board of Directors announce that there has been no further material development since the previous announcement.

Notes To The Financial Statements
30 June 2025
(Cont'd)

42. COMPARATIVE FIGURES

The Company changed its financial year-end from 31 March to 30 June during the financial period. The comparative statement of comprehensive income ("SOCI"), statement of changes in equity and statement of cash flows, as well as the related notes to the financial statements for the period 1 April 2023 to 31 March 2024, are therefore not comparable to the current period from 1 April 2024 to 30 June 2025.

43. DATE OF AUTHORISATION FOR ISSUE

The financial statements were authorised for issue by the Board of Directors on the date of these financial statements.

LIST OF PROPERTIES
AS AT 30 JUNE 2025

No	Name of Registered Owner/ Postal Address/Title Identification	Approximate Age of Building/ Tenure/Date of Expiry of Lease	Description and Existing Use/Date of Acquisition	Approximate Land Area/ Built Up Area (square metres)	Net Book Value @ 30 June 2025 (RM)
AIZO Group Berhad					
1.	Lot 345761 (formerly known as PT 183213) held under Master Title No. PN 349139 **Mukim of Hulu Kinta District of Kinta Perak Darul Ridzuan**	99 years leasehold/ Expiring on 16 June 2101	Vacant residential development land 30 November 2016	7,924	6,879,310
AIZO Construction Sdn Bhd					
1.	Unit A6-02 and A6-04 Plaza Dwitasik No. 21 Jalan 5/106 Bandar Seri Permaisuri 56000 Kuala Lumpur **Phase 1, Level 6 Unit No. 13.2 and 14.2 Storey Level 6 Block A Plaza Dwitasik PN 27024 Lot 51975 Mukim Kuala Lumpur Daerah Kuala Lumpur**	21 years/99 years leasehold/Expiring on 11 January 2095	2 units commercial office currently rented to third party 18 January 1996	- 169	242,178
2.	Unit 123-523, Unit 223A-523A FAS Business Avenue Jalan Perbandaran 47301 Petaling Jaya Selangor Darul Ehsan **Unit 12A-12I HS (D) 85220 PT 14532 Mukim Damansara Daerah Petaling***	25 years/99 years leasehold/Expiring on 6 December 2092	9 units 5 storeys commercial shop lots 22 November 1994	- 720	931,583
3.	D-G-5 – D-5-5 & M-5 Ground Floor to Fifth Floor Block D Parklane Commercial Hub Kelana Jaya Selangor Darul Ehsan **HS(D) 259689, P.T. No. 14532 Mukim Damansara Daerah Petaling Negeri Selangor Darul Ehsan***	10 years/99 years leasehold/Expiring on 6 December 2092	6 ½ units commercial shop office 2 February 2016	- 1,180	6,690,414
AIZO Realty Sdn Bhd					
1.	SA-SM23, SA-SG23, SA-SG25, SA-SG26, SA-SG29 Ukay Perdana **HS(M) 12614 PT 643 and HS(M) 12615 PT 644 both in Bandar Ulu Kelang Tempat Batu 7 Ulu Kelang (Ukay Perdana) Daerah Gombak Negeri Selangor Darul Ehsan***	12 years/99 years leasehold/Expiring on 4 October 2100	5 units commercial shoplots currently rented to third parties 4 units were acquired on 30 April 2004 SA-SG26 was acquired on 10 May 2004	- 455	1,270,664
AIZO Manufacturing International Sdn Bhd					
1.	Lot 1414 Mukim Ulu Yam District of Hulu Selangor Selangor Darul Ehsan Title: GM 5739	Freehold land and factory building	Freehold land /factory building 27 February 2007	14,416.9	3,633,371
	Grand Total				**19,647,520**

Note:-
*The land title particulars disclosed are the particulars of the master titles registered under the names of the respective developers. The respective strata titles of properties in Ukay Perdana, FAS Business Avenue and Parklane to the individual commercial shop lots/offices have yet to be issued.

ANALYSIS OF SHAREHOLDINGS
AS AT 30 SEPTEMBER 2025

Total Number of Issued Shares	: 1,963,555,510 ordinary shares (including shares held as treasury shares)
Class of Shares	: Ordinary Shares
Voting Rights	: One vote per share
Treasury Shares	: 285,000 (Ordinary Shares)

DISTRIBUTION SCHEDULE OF SHARES
AS AT 30 SEPTEMBER 2025

Size of Shareholdings	No. of Shareholders	Percentage of Shareholders (%)	No. of Shares Held	Percentage of Share Capital (%)
1 to 99	12	0.121	335	0.000
100 to 1,000	860	8.672	447,775	0.023
1,001 to 10,000	2,489	25.098	16,956,668	0.864
10,001 to 100,000	4,593	46.315	199,841,932	10.179
100,001 to less than 5% of issued shares	1,961	19.774	1,464,173,800	74.578
5% and above of issued shares	2	0.020	281,850,000	14.356
TOTAL	**9,917**	**100.000**	**1,963,270,510**	**100.000**

DIRECTORS' SHAREHOLDINGS AS PER THE REGISTRAR PURSUANT TO THE COMPANIES ACT 2016
AS AT 30 SEPTEMBER 2025

No.	Names of Directors	Designation	No. of Shares			
			Direct		Indirect	
			No. of Shares Held	Percentage of Issued Capital (%)#	No. of Shares Held	Percentage of Issued Capital (%)#
1	Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	Executive Chairman	294,929,000	15.022	-	-
2	Ahmad Rahizal Bin Dato' Ahmad Rasidi	Executive Director	-	-	-	-
3	Emma Yazmeen Yip Binti Mohd Jeffrey Yip	Executive Director	6,000,000	0.306	-	-
4	Ahmad Ruslan Zahari Bin Zakaria	Independent Non-Executive Director	300,000	0.015	-	-
5	Feridah Binti Bujang Ismail	Independent Non-Executive Director	-	-	-	-
6	Siti Aishah Binti Othman	Independent Non-Executive Director	395,000	0.020	-	-
7	Lo Ling	Independent Non-Executive Director	28,073,600	1.430	-	-

Notes:
 # Excluding a total of 285,000 shares bought-back by the Company and retained as treasury shares

ANALYSIS OF SHAREHOLDINGS AS AT 30 SEPTEMBER 2025 (Cont'd)

SUBSTANTIAL SHAREHOLDERS AS PER THE REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 30 SEPTEMBER 2025

No.	Names	Direct		Indirect	
		No. of Shares Held	Percentage of Issued Capital (%)	No. of Shares Held	Percentage of Issued Capital (%)
1	Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	294,929,000	15.022	-	-

THIRTY (30) LARGEST SHAREHOLDERS AS AT 30 SEPTEMBER 2025

No.	Name of Shareholders	No. of Shares Held	%
1	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ABANG ABDILLAH IZZARIM BIN ABANG ABDUL RAHMAN ZOHARI (M05)	181,850,000	9.263
2	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ABANG ABDILLAH IZZARIM BIN ABANG ABDUL RAHMAN ZOHARI	100,000,000	5.094
3	HUANG TIONG SII	79,000,000	4.024
4	HUANG QIAN WEN	70,200,000	3.576
5	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LO LING	28,073,600	1.430
6	MBSB INVESTMENT NOMINEES (TEMPATAN) SDN BHD (199701025716) PLEDGED SECURITIES ACCOUNT FOR RONNIE LIM HAI LIANG (MGN-RLH0001M)	26,770,300	1.364
7	WONG SIIK WEI	23,000,000	1.172
8	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN CHYI BOON	15,190,700	0.774
9	ABANG ABDILLAH IZZARIM BIN ABANG ABDUL RAHMAN ZOHARI	13,079,000	0.666
10	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHEW KAM WENG (002)	11,500,000	0.586
11	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE KUOK YEW (E-PLT/BNH)	11,000,000	0.560
12	KENANGA NOMINEES (TEMPATAN) SDN BHD RAKUTEN TRADE SDN BHD FOR MUHAMMAD FAIZ BIN ZAKARIAH	10,150,000	0.517
13	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR RAJINDER SINGH A/L KULDIP SINGH (EKLC)	10,000,000	0.509
14	HONG FOH NYOK	9,600,000	0.489
15	KIING CHIEW MING	9,500,000	0.484
16	RAMLY BIN ABDULLAH	8,600,000	0.438
17	ONG SING LONG	8,513,700	0.434
18	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR MOHD DZULFADHLY BIN ROZELAN	8,000,000	0.407
19	MARZUKI BIN NEK MOHAMAD	7,700,000	0.392
20	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TONG TIING HUAT (E-JCL)	6,850,000	0.349
21	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LING SENG CHUNG (E-BTL)	6,784,000	0.346
22	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ABD KADIR BIN SAHLAN	6,750,000	0.344
23	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIEW TEK KUAN (E-TSA/MSI)	6,700,000	0.341
24	YII MING SUNG	6,500,000	0.331
25	LOW CHEE ENG	6,452,200	0.329
26	PUBLIC INVEST NOMINEES (ASING) SDN BHD EXEMPT AN FOR PHILLIP SECURITIES PTE LTD (CLIENTS)	6,426,200	0.327
27	CHONG SIN YONG	6,410,000	0.326
28	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHONG SIN YONG (7002128)	6,370,000	0.324
29	EMMA YAZMEEN YIP BINTI MOHD JEFFREY YIP	6,000,000	0.306
30	TAN JIN THAI	5,850,000	0.298
	Total	**702,819,700**	**35.800**

ANALYSIS OF IRREDEEMABLE CONVERTIBLE PREFERENCE SHARE ("ICPS") HOLDINGS
AS AT 30 SEPTEMBER 2025

No. of ICPS issued	: 582,664,397
No. of ICPS converted	: 65,098,900
Class of Shares	: Preference Shares
Maturity date	: 12 October 2026
Voting rights	: The holders of ICPS are not entitled to any voting rights except in circumstance set out in the Company's Constitution

ANALYSIS OF ICPS HOLDINGS
Distribution of ICPS holdings according to size:

Size of Shareholdings	No. of ICPS holders/ Depositors	Percentage of ICPS holders/ Depositors (%)	No. of ICPS Held	Percentage of ICPS (%)
1 to 99	12	0.871	600	0.000
100 to 1,000	52	3.776	30,477	0.006
1,001 to 10,000	229	16.630	1,509,950	0.292
10,001 to 100,000	542	39.361	27,056,370	5.228
100,001 to less than 5% of issued shares	541	39.288	460,168,100	88.910
5% and above of issued shares	1	0.073	28,800,000	5.564
TOTAL	**1,377**	**100.000**	**517,565,497**	**100.000**

DIRECTORS' ICPS HOLDINGS
(As per Register of Directors' ICPS Holdings)

No.	Names of Directors	Designation	No. of Shares			
			Direct		Indirect	
			No. of Shares Held	Percentage of Issued Capital (%)	No. of Shares Held	Percentage of Issued Capital (%)
1	Dato Abang Abdillah Izzarim Bin Tan Sri Datuk Patinggi Abang Haji Abdul Rahman Zohari	Executive Chairman	-	-	-	-
2	Ahmad Rahizal Bin Dato' Ahmad Rasidi	Executive Director	-	-	-	-
3	Emma Yazmeen Yip Binti Mohd Jeffrey Yip	Executive Director	-	-	-	-
4	Ahmad Ruslan Zahari Bin Zakaria	Independent Non-Executive Director	-	-	-	-
5	Feridah Binti Bujang Ismail	Independent Non-Executive Director	-	-	-	-
6	Siti Aishah Binti Othman	Independent Non-Executive Director	-	-	-	-
7	Lo Ling	Independent Non-Executive Director	-	-	-	-

ANALYSIS OF IRREDEEMABLE CONVERTIBLE PREFERENCE SHARE ("ICPS") HOLDINGS AS AT 30 SEPTEMBER 2025 (Cont'd)

SUBSTANTIAL ICPS HOLDERS
(As per Register of Substantial ICPS Holders)

No.	Names	Direct		Indirect	
		No. of Shares Held	Percentage of Issued Capital (%)	No. of Shares Held	Percentage of Issued Capital (%)
1	Affin Hwang Nominees (Tempatan) Sdn. Bhd. Pleged Securities Account for Chong Mee Fah @ Frederick Chong	28,800,000	5.565	-	-

THIRTY (30) LARGEST ICPS HOLDERS
AS AT 30 SEPTEMBER 2025

No.	Name of Shareholders	No. of Shares Held	%
1	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHONG MEE FAH @ FREDERICK CHONG	28,800,000	5.565
2	JAMES LEE	17,358,600	3.354
3	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR JAMES LEE (E-TWU)	17,080,400	3.300
4	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	10,000,000	1.932
5	ONG SING LONG	9,932,300	1.919
6	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHAN YIN PENG	9,076,500	1.754
7	TA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM FONG YEE	9,000,000	1.739
8	LER SWEE CHIN	7,100,000	1.372
9	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG CHIEW KONG	6,900,000	1.333
10	LER SWEE HOCK	6,453,000	1.247
11	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR SOO SEE GANG (ML00322)	6,100,000	1.179
12	YEOH SENG PIN	6,000,000	1.159
13	LER SWEE HOCK	5,397,000	1.043
14	KOK CHANG CHEE	5,200,000	1.005
15	KIING CHIEW MING	5,000,000	0.966
16	LEE BOON LENG	5,000,000	0.966
17	CHIANG SIONG CHIEW @ CHIONG SIONG CHIEW	4,900,000	0.947
18	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAY MOY KOH (SEGAMAT-CL)	4,530,000	0.875
19	CHONG CHEE YOONG	4,500,000	0.869
20	LEE BOON LENG	4,400,000	0.850
21	MAYBANK NOMINEES (TEMPATAN) SDN BHD TAN HUI SENG	4,400,000	0.850
22	GAN LEE LEE	4,300,000	0.831
23	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WANG HOOI MEI (E-SS2)	4,193,800	0.810
24	YEE MING KIUNG	4,000,000	0.773
25	LO GEK CHENG	3,854,200	0.745
26	GOH YOON SEN	3,820,000	0.738
27	THEYAGU A/L HARIKRISHNAN	3,630,900	0.702
28	AIMAN BIN DAZUKI	3,547,600	0.685
29	AMSEC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN YONG SIANG	3,500,000	0.676
30	LIM CHIN HONG	3,400,000	0.657
	Total	**211,374,300**	**40.841**

NOTICE OF THE TWENTY-THIRD ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Third (“**23rd**”) Annual General Meeting of **AIZO GROUP BERHAD** (the “**Company**” or “**AIZO**”) will be held at Hotel Casuarina @ Meru, Casuarina Hall 1-2, Level 1, 1-C, Jalan Meru Casuarina, Bandar Meru Raya, 30200 Ipoh, Perak Darul Ridzuan on Thursday, 20 November 2025 at 10.00 a.m. or at any adjournment thereof, for the purpose of considering and if thought fit, passing with or without modifications, the following resolutions set out in this Notice.

A G E N D A

As Ordinary Business

1.	To receive the Audited Financial Statements for the financial period ended 30 June 2025 together with the Reports of the Directors and Auditors thereon.	(Please refer to Note 1 of the Explanatory Notes)
2.	To approve the payment of Directors’ Fees and Benefits payable to the Non-Executive Directors up to an aggregate amount of RM700,000.00 from this Annual General Meeting (“**AGM**”) until the next AGM in 2026.	**Ordinary Resolution 1** (Please refer to Note 2 of the Explanatory Notes)
3.	To re-elect the following Directors who are retiring by rotation in accordance with Clause 97 of the Constitution of the Company and, being eligible, offer themselves for re-election:	
	i) Encik Ahmad Ruslan Zahari Bin Zakaria	**Ordinary Resolution 2**
	ii) Puan Siti Aishah Binti Othman	**Ordinary Resolution 3**
	(Please refer to Note 3 of the Explanatory Notes)	
4.	To re-elect Mr Lo Ling who is retiring pursuant to Clause 105 of the Constitution of the Company and, being eligible, offers himself for re-election.	**Ordinary Resolution 4**
	(Please refer to Note 3 of the Explanatory Notes)	
5.	Retirement of Messrs Al Jafree Salihin Kuzaimi PLT as Auditors of the Company, whom has expressed their intention not to seek for re-appointment at the 23rd AGM of the Company.	

As Special Business

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

6.	**Proposed continuation in office of Encik Ahmad Ruslan Zahari Bin Zakaria as Independent Non-Executive Director**	**Ordinary Resolution 5** (Please refer to Note 4 of the Explanatory Notes)
	“THAT approval be and is hereby given to Encik Ahmad Ruslan Zahari Bin Zakaria who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, to continue to act as an Independent Non-Executive Director of the Company.”	

Notice Of The Twenty-Third (“23rd”) Annual General Meeting (Cont’d)

7. **Authority under Sections 75 and 76 of the Companies Act 2016 (“the Act”) for the Directors to allot and issue shares** **Ordinary Resolution 6** (Please refer to Note 5 of the Explanatory Notes)

“THAT pursuant to Sections 75 and 76 of the Act, the Directors be and are hereby authorised and empowered to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being, subject always to the approval of all relevant regulatory bodies being obtained for such allotment and issuance.

AND THAT the new shares to be issued shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that may be declared, made or paid before the date of allotment of such new shares.”

8. **Proposed New Mandate for the Company to Purchase its Own Ordinary Shares (“Proposed New Mandate of Share Buy-back Authority”)** **Ordinary Resolution 7** (Please refer to Note 6 of the Explanatory Notes)

“THAT subject to the Companies Act 2016 (“**the Act**”), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“**MMLR**”) and the approvals of all other relevant governmental and/or regulatory authorities (if any), the Company be and is hereby authorised to make purchases of the Company’s ordinary shares (“**Proposed Share Buy-Back**”) as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit, necessary and expedient in the interest of the Company provided that the aggregate number of shares purchased and/or held as treasury shares pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company;

THAT an amount not exceeding the retained profits account be allocated by the Company for the Proposed Share Buy-Back;

THAT the authority conferred by this resolution will be effective immediately upon the passing of this resolution and will expire at :-

i) The conclusion of the next AGM of the Company (being the Twenty-Fourth AGM (“**24th AGM**”) of the Company), at which time the said authority will lapse unless by an ordinary resolution passed at a general meeting of the Company, the authority is renewed, either unconditionally or subject to conditions;

ii) The expiration of the period within which the 24th AGM of the Company is required by law to be held; or

iii) The authority is revoked or varied by an ordinary resolution passed by the shareholders in a general meeting.

whichever occurs first but not so as to prejudice the completion of the purchase(s) by the Company before the aforesaid expiry date and in any event, in accordance with the provisions of the guidelines issued by Bursa Securities and/or any other relevant governmental and/or regulatory authorities (if any);

THAT authority be and is hereby given to the Directors of the Company to decide at their absolute discretion to either cancel and/or retain the shares so purchased as treasury shares to deal with such treasury shares in the manner as set out in Section 127(7) of the Act.

Notice Of The Twenty-Third (“23rd”) Annual General Meeting (Cont’d)

8. **Proposed New Mandate for the Company to Purchase its Own Ordinary Shares (“Proposed New Mandate of Share Buy-back Authority”) (cont’d)**

   AND THAT the Directors of the Company be authorised to take all steps necessary to implement, complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary to give effect to the Proposed Share Buy-Back as may be agreed or allowed by any relevant governmental and/or regulatory authority.”

9. **Proposed Granting of Options under the Share Issuance Scheme (“SIS”) to Director of the Company** — **Ordinary Resolution 8** (Please refer to Note 7 of the Explanatory Notes)

   “THAT subject to the approvals of all relevant authorities or parties (where required) being obtained, the Board be and is hereby authorised, at any time and from time to time during the existence of the Share Issuance Scheme (“**SIS**”), to offer and grant to Mr Lo Ling, being an Independent Non-Executive Director of the Company, options to subscribe for such number of new ordinary shares in the Company to be issued (as adjusted or modified from time to time pursuant to the By-Laws), provided that the allocation to any eligible participant who, either singly or collectively through persons connected with him, holds 20% or more of the total number of issued shares of the Company (excluding any treasury shares) shall not exceed 10% of the SIS Options granted, and subject always to the terms and conditions of the SIS as may, from time to time, be modified, varied and/or amended in accordance with the provisions of the By-Laws and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, or any prevailing guidelines issued by Bursa Malaysia Securities Berhad or any other relevant authorities, as amended from time to time.

   AND THAT approval be and is hereby given to the Board to allot and issue such number of new ordinary shares in the Company to be issued pursuant to the exercise of SIS Options to Mr Lo Ling pursuant to the exercise of such options under the SIS.”

10. To transact any other business for which due notice shall have been given.

BY ORDER OF THE BOARD

KHOO MING SIANG
Company Secretary
Membership No.: MAICSA 7034037
SSM PC No.: 202208000150

Selangor Darul Ehsan
Date: 22 October 2025

NOTES:

1. A member [other than an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991] of the Company who is entitled to participate and vote at the meeting is entitled to appoint not more than two (2) proxies to participate and vote in his stead at the same meeting. A proxy may but need not be a member of the Company, an advocate, an approved company auditor or a person approved by the Registrar. There shall be no restriction as to the qualification of the proxy.

2. Where a member of the Company appoints two (2) proxies, the member shall specify the proportions of his/her shareholdings to be represented by each proxy, failing which the appointments shall be invalid.

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 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. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 (“**SICDA**”) which is exempted from compliance with the provisions of subsection 25A (1) of SICDA.

4. The instrument appointing a proxy, in the case of an individual, shall be signed by the appointor or by his attorney duly authorised in writing and in the case of corporation shall be given under its common seal or signed on its behalf by an attorney of the corporation so authorised.

5. The instrument appointing a proxy (“**Proxy Form**”) must be deposited at the office of the [Poll Facilitator office at E Reg Corporate Services Sdn. Bhd., 98-2B, Jalan PJU 1/3B, SunwayMas Commercial Centre, 47301 Petaling Jaya, Selangor Darul Ehsan] not less than forty-eight (48) hours before the time for holding the AGM or at any adjournment thereof.

6. Pursuant to Paragraph 8.29A(1) of the MMLR, all the resolutions set out in the Notice of AGM will be put to vote by way of poll.

7. For the purpose of determining who shall be entitled to participate in this meeting, the Company will be requesting from Bursa Malaysia Depository Sdn. Bhd. to make available a Record of Depositors as at 13 November 2025. Only a Depositor whose name appears on such Record of Depositors shall be entitled to participate and vote at this meeting and be entitled to appoint a proxy or proxies.

EXPLANATORY NOTES ON ORDINARY AND SPECIAL BUSINESS

1. **To receive the Audited Financial Statements**

   The Audited Financial Statements are laid in accordance with Section 340(1)(a) of the Act for discussion only under Agenda item 1. They do not require shareholders’ approval and hence, will **not be put for voting**.

2. **Ordinary Resolution 1 on Directors’ Fees and Benefit Payable to Non-Executive Directors**

   The Directors’ fees payable includes fees payable to Non-Executive Directors as members of Board and Board Committees from this AGM until the conclusion of the next AGM of the Company in 2026 pursuant to the Act which shareholders’ approval will be sought at this 23rd AGM in accordance with Section 230 of the Act.

   The Directors’ benefits (excluding Directors’ Fees) payable to Non-Executive Directors comprises meeting allowance, travel allowance, hospitalisation and medical benefits, education fund and housing allowance from this AGM until the conclusion of the next AGM of the Company pursuant to the Act which shareholders’ approval will be sought at this 23rd AGM in accordance with Section 230 of the Act.

3. **Ordinary Resolutions 2, 3 and 4 on Re-election of Directors**

   For the purpose of determining the eligibility of the Directors to stand for re-election at the 23rd AGM of the Company, the Board through its Nomination and Remuneration Committee (“**NRC**”) undertook a formal evaluation to determine the eligibility of each retiring Director in line with the Malaysian Code on Corporate Governance, which included the following: -
   i) Commitment and time to serve the Company;
   ii) The fit and proper assessment; and
   iii) Past contribution and performance.

   Based on the outcome of the annual performance evaluation, the NRC and the Board are satisfied that the retiring Directors, namely Encik Ahmad Ruslan Zahari Bin Zakaria, Puan Siti Aishah Binti Othman and Mr Lo Ling (collectively, “the retiring Directors”) standing for re-election, have performed their duties as per the Board Charter. In addition, the NRC and the Board are confident that the retiring Directors will continue to bring their knowledge, experience and skills, and will contribute effectively to the Board’s discussions, deliberations and decisions. In view thereof, the Board recommends that the retiring Directors be re-elected as Directors of the Company.

   All Directors standing for re-election have abstained from deliberations and decisions on their own eligibility to stand for re-election at the NRC and/or Board Meetings and they will continue to abstain from deliberations and decisions on their own eligibility to stand for re-election at the 23rd AGM of the Company.

   The profiles of the Directors who are standing for re-election under Ordinary Resolutions 2, 3 and 4 are set out in the Directors’ Profile on pages 7,9 and 10 of the Annual Report 2025.

Notice Of The Twenty-Third ("23rd") Annual General Meeting (Cont'd)

4. **Ordinary Resolution 5 on the Proposed continuation in office of Encik Ahmad Ruslan Zahari Bin Zakaria as Independent Non-Executive Director**

   Encik Ahmad Ruslan Zahari Bin Zakaria was appointed as an Independent Non-Executive Director on 21 February 2014 and has served the Board for a cumulative term of more than nine (9) years. Pursuant to the Malaysian Code on Corporate Governance, the Board through the NRC has carried out the necessary assessment and is satisfied that Encik Ahmad Ruslan Zahari Bin Zakaria is able to exercise independent judgement and act in the best interest of the Company. He has effectively applied his experience and knowledge to discharge his duties and responsibilities as a Director of the Company. He is also in compliance with the relevant criteria and provisions in the MMLR of Bursa Securities on independent directors. Encik Ahmad Ruslan Zahari Bin Zakaria has abstained from all deliberations at the Board meeting in relation to the recommendation of Ordinary Resolution 5.

   The Board received performance evaluation of him and he was found to be effective in his role as an independent director as well as Chairman of the Audit and Risk Management Committee. It was also found that he has fulfilled time commitment to attend the Company's Board and Committee meetings and he has a satisfactory performance in discharging his duties. Therefore, the Board has recommended that the approval of the shareholders be sought at the forthcoming AGM for the continuation in office of Encik Ahmad Ruslan Zahari Bin Zakaria as Independent Non-Executive Director of the Company.

5. **Ordinary Resolution 6 on the Authority under Section 75 and 76 of the Act for the Directors to allot and issue shares**

   The Ordinary Resolution 6 proposed under item 7 of the Agenda seeks the shareholders' approval of a general mandate for issuance of shares by the Company under Section 75 and 76 of the Act not exceeding ten per centum (10%) of the total number of issued shares of the Company. The mandate, if passed, serves as a measure to meet the Company's immediate working capital needs in the short term without relying on conventional debt financing (which will result in higher finance costs to be incurred) for the purpose of funding investment project(s), working capital, acquisition(s), repayment of borrowing and/or debt settlement/ repayment. This would also eliminate any delay arising from and cost involved in convening a general meeting to obtain approval of the shareholders for such issuance of shares. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM.

   As at the date of this Notice, there were no new shares issued pursuant to the mandate granted to the Directors of the Company at the 22nd AGM held on 28 August 2024 of which the mandate will lapse at the conclusion of the 23rd AGM. If there should be a decision to issue new shares after the general mandate is obtained, the Company will make an announcement in respect thereof.

6. **Ordinary Resolution 7 - Proposed New Mandate of Share Buy-back Authority**

   Ordinary Resolution 7 proposed under item 8 of the Agenda, if passed, will give the Directors of the Company the authority to take all such steps, as are necessary or expedient, to implement, finalise, complete and/or to affect the purchase(s) of ordinary shares by the Company as the Directors may deem fit and expedient in the best interest of the Company. The authority will, unless revoked or varied by the Company in a general meeting, continue to be in force until the conclusion of the next AGM of the Company or the expiry of the period within which the next AGM of the Company following the 23rd AGM is required by law to be held.

   Please refer to the Statement to Shareholders dated 22 October 2025 for further information.

7. **Ordinary Resolution 8 - Proposed Granting of Options under the Share Issuance Scheme ("SIS") to Director of the Company**

   The proposed Ordinary Resolution 8 is to seek authority for the Directors to allot new shares in the Company under the SIS to Mr Lo Ling, Independent Non-Executive Director of the Company. The SIS, which came into effect on 18 November 2021, was established for the grant of Options to Eligible Person of AIZO Group to subscribe for new shares, not exceeding in 15% of the total number of issued shares of the Company at any point in time. The proposed grant to Mr Lo Ling will be made in accordance with the By-Laws of the SIS and is subject to the limits imposed under the SIS, including the cap on allocation to any individual holding 20% or more of the issued shares, as well as the aggregate cap for Directors and senior management.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING
(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

1) There were no Directors standing for election (excluding Directors standing for a re-election) at the 23rd AGM.
2) Please refer to Explanatory Note 5 for information relating to general mandate for issue of securities.

Personal data privacy:

*By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at the 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 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.*

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AIZO GROUP BERHAD
Registration No. 200201007880 (575543-X)
(Incorporated in Malaysia)

PROXY FORM

CDS account no.	No. of ordinary shares held

I/ We ______________________________ NRIC/Passport/Company No: ______________
[Full name in block]

Tel: ______________________________ of ______________________________

______________________________ (full address) with

email address ______________________________ being member(s) of **AIZO GROUP BERHAD [Registration No. 200201007880 (575543-X)]** hereby appoint * THE CHAIRMAN OF THE MEETING or failing him/her

Full Name (in Block)	**NRIC No./Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address			
Telephone no./ Email address			

And (if more than one (1) proxy)

Full Name (in Block)	**NRIC No./Passport No.**	**Proportion of Shareholdings**	
		No. of Shares	**%**
Address			
Telephone no./ Email address			

as my/our proxy(ies) to vote for me/us on my/our behalf at the Twenty-Third Annual General Meeting of the Company which will be held at Hotel Casuarina @ Meru, Casuarina Hall 1-2, Level 1, 1-C, Jalan Meru Casuarina, Bandar Meru Raya, 30200 Ipoh, Perak Darul Ridzuan on Thursday, 20 November 2025 at 10.00 a.m. or at any adjournment thereof.

** if you wish to appoint other person(s) to be your proxy/proxies, kindly delete the words "the Chairman of the Meeting or failing him/her" and insert the name(s) of the person(s) desired.*

My/our proxy/proxies is/are to vote as indicated below.

	RESOLUTIONS		**FOR**	**AGAINST**
1.	To approve the payment of Directors' Fees and Benefits Payable to the Directors up to an aggregate amount of RM700,000.00 from this Annual General Meeting until the next Annual General Meeting in 2026.	Ordinary Resolution 1		
2.	To re-elect En Ahmad Ruslan Zahari Bin Zakaria who is retiring pursuant to Clause 97 of the Constitution of the Company, offer himself for re-election.	Ordinary Resolution 2		
3.	To re-elect Pn Siti Aishah Binti Othman who is retiring pursuant to Clause 97 of the Constitution of the Company, offer herself for re-election.	Ordinary Resolution 3		
4.	To re-elect Mr Lo Ling who is retiring pursuant to Clause 105 of the Constitution of the Company, offer himself for re-election.	Ordinary Resolution 4		
5.	Proposed continuation in office of Encik Ahmad Ruslan Zahari Bin Zakaria as Independent Non-Executive Director.	Ordinary Resolution 5		
6.	Authority under Sections 75 and 76 of the Companies Act 2016 for the Directors to allot and issue shares.	Ordinary Resolution 6		
7.	Proposed New Mandate for the Company to Purchase its own Ordinary Shares.	Ordinary Resolution 7		
8.	Proposed Granting of Options under the Share Issuance Scheme to Mr Lo Ling, Independent Non-Executive of the Company.	Ordinary Resolution 8		

(Please indicate with an "X" in the appropriate box against the resolutions on how you wish your proxy to vote. The proxy is to vote on the resolutions set out in the Notice of Meeting as you have indicated. If no specific instruction as to voting is given, this form will be taken to authorise the proxy to vote at his/her discretion)

____
Signature/Common Seal of Shareholder

Date: ______________________

Notes:

1. A member [other than an exempt authorized nominee as defined under the Securities Industry (Central Depositories) Act, 1991] of the Company who is entitled to participate and vote at the meeting is entitled to appoint not more than two (2) proxies to participate and vote in his stead at the same meeting. A proxy may but need not be a member of the Company, an advocate, an approved company auditor or a person approved by the Registrar. There shall be no restriction as to the qualification of the proxy.
2. Where a member of the Company appoints two (2) proxies, the member shall specify the proportions of his/her shareholdings to be represented by each proxy, failing which the appointments shall be invalid.
3. Where a member of the Company is an exempt authorized nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorized nominee may appoint in respect of each omnibus account it holds. An exempt authorized nominee refers to an authorized nominee defined under the Securities Industry (Central Depositories) Act 1991 ("**SICDA**") which is exempted from compliance with the provisions of subsection 25A (1) of SICDA.
4. The instrument appointing a proxy, in the case of an individual, shall be signed by the appointor or by his attorney duly authorised in writing and in the case of corporation shall be given under its common seal or signed on its behalf by an attorney of the corporation so authorised.
5. The instrument appointing a proxy ("**Proxy Form**") must be deposited at the office of the Poll Facilitator office at E Reg Corporate Services Sdn. Bhd., 98-2B, Jalan PJU 1/3B, SunwayMas Commercial Centre, 47301 Petaling Jaya, Selangor Darul Ehsan not less than forty-eight (48) hours before the time for holding the Annual General Meeting or at any adjournment thereof.
6. Pursuant to Paragraph 8.29A(1) of the MMLR, all the resolutions set out in the Notice of Annual General Meeting will be put to vote by way of poll.
7. For the purpose of determining who shall be entitled to participate in this meeting, the Company will be requesting from Bursa Malaysia Depository Sdn. Bhd. to make available a Record of Depositors as at 13 November 2025. Only a Depositor whose name appears on such Record of Depositors shall be entitled to participate and vote at this meeting and be entitled to appoint a proxy or proxies.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and /or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Twenty-Third Annual General Meeting dated 22 October 2025.

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AIZO GROUP BERHAD
Registration No.: 200201007880 (575543-X)

C/O E Reg Corporate Services Sdn. Bhd
98-2B, Jalan PJU 1/3B
SunwayMas Commercial Centre
47301 Petaling Jaya
Selangor Darul Ehsan

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AIZO Group Berhad
Registration No. 200201007880 (575543-X)

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