

# PLYTEC<sup>®</sup>

**PLYTEC HOLDING BERHAD**

Registration No. 201801020016 (1282035-P)  
Incorporated in Malaysia under the Companies Act 2016

## **SHAPING THE SUSTAINABLE FUTURE WITH TECHNOLOGY & EXPERTISE**

ANNUAL REPORT **2025**



# INSIDE THIS REPORT

## COMPANY OVERVIEW

- 2 About Company
- 3 Corporate Information
- 4 Corporate Structure
- 5 Financial Highlights

## KEY MESSAGES AND LEADERSHIP

- 6 Profile of Board of Directors
- 13 Profile of Key Senior Management
- 16 Chairman's Statement

## MANAGEMENT DISCUSSION AND ANALYSIS 20

## SUSTAINABILITY STATEMENT 28

## GOVERNANCE AND TRANSPARENCY

- 74 Corporate Governance Overview Statement
- 97 Audit and Risk Management Committee Report
- 102 Statement of Directors' Responsibility in relation to the Financial Statements
- 103 Statement on Risk Management and Internal Control



## FINANCIAL STATEMENTS

109

## ADDITIONAL INFORMATION

- 200 Additional Compliance Information
- 202 Disclosure of Financial Data for Shariah Screening
- 204 List of Top 10 Properties
- 208 Analysis of Shareholdings
- 211 Notice of 4<sup>th</sup> Annual General Meeting  
Proxy Form



## SHAPING THE SUSTAINABLE FUTURE WITH TECHNOLOGY & EXPERTISE

The cover highlights our commitment to building a more sustainable future through technology and engineering expertise. The advanced robotic figure, equipped with site gear and a digital device, represents our ability to connect strategic planning with on-the-ground execution. It reflects how we apply innovation to deliver efficient solutions across our business.

The circular digital interface represents an integrated platform where our diversified segments work closely together, from engineering solutions and materials distribution to digital design and advanced materials. Set against a sunrise skyline, the visual conveys optimism and forward momentum. Together with the title, “Shaping the Sustainable Future with Technology & Expertise”, it reflects our direction and commitment to creating long-term value through innovation.



Scan this to view our Annual Report online.

Our Annual Report, financial and other information about PLYTEC HOLDING BERHAD can also be found at [www.plytec.com.my](http://www.plytec.com.my)

# ABOUT COMPANY

Since its establishment on March 9, 1999, PLYTEC Group has grown from a trading and distribution hub for building materials into a trusted industry partner. Dedicated to excellence and driven by innovation, PLYTEC has diversified into various segments including Construction Method Engineering (CME) Solutions, Digital Design and Engineering (DDE) Solutions, Manufacturing, Trading and Distribution of Building Materials (BMD), Prefabricated Construction (PC) Solutions and Polymer Material Compounding and Product (PMCP).

Embracing industrialisation and digitalisation, PLYTEC has expanded its business to include the manufacturing of construction temporary works equipment. Through continuous innovation and strategic growth, PLYTEC is committed to driving progress and shaping the future of the construction industry.



## OUR VISION

**Pioneering Value Engineering  
in construction industry with  
Digital Smart Innovation.**



## OUR MISSION

**Leader in delivering integrated  
resources in specialised solutions.  
Creation of value chain and  
sustainable partnership with  
stakeholders.**



# CORPORATE INFORMATION

## BOARD OF DIRECTORS

**Tan Sri Datuk Dr. Ir. Ahmad  
Tajuddin bin Ali**  
Independent Non-Executive Chairman

**Yang Kian Lock**  
Group Managing Director/Chief Executive Officer

**Ts. Ir. Louis Tay Chee Siong**  
Executive Director/Chief Operating Officer

**Anita Chew Cheng Im**  
Independent Non-Executive Director

**Kow Hoay Lee**  
Independent Non-Executive Director

**Goik Kenzu**  
Independent Non-Executive Director

### AUDIT AND RISK MANAGEMENT COMMITTEE

**Anita Chew Cheng Im** (Chairperson)  
**Kow Hoay Lee**  
**Goik Kenzu**

### NOMINATION COMMITTEE

**Anita Chew Cheng Im** (Chairperson)  
**Kow Hoay Lee**  
**Goik Kenzu**

### REMUNERATION COMMITTEE

**Goik Kenzu** (Chairman)  
**Anita Chew Cheng Im**  
**Kow Hoay Lee**

### COMPANY SECRETARIES

**Yeow Sze Min** (MAICSA 7065735)  
SSM PC No. 201908003120  
**Yee Kit Yeng** (MAICSA 7068292)  
SSM PC No. 202208000022

### REGISTERED OFFICE

Level 7, Menara Milenium,  
Jalan Damanlela, Pusat Bandar Damansara,  
Damansara Heights, 50490 Kuala Lumpur,  
Wilayah Persekutuan

Tel : 03-2084 9000  
Fax : 03-2094 9940/03-2095 0292  
Email : info@sshsb.com.my

### PRINCIPAL PLACE OF BUSINESS

No. 19, Jalan Meranti Permai 3,  
Meranti Permai Industrial Park,  
Batu 15, Jalan Puchong,  
47100 Puchong, Selangor Darul Ehsan

Tel : 03-8061 2888  
Fax : 03-8061 4888  
Website : <https://www.plytec.com.my>  
Email : general@plytec.com.my

### SHARE REGISTRAR

**Securities Services (Holdings) Sdn. Bhd.**  
[Registration No. 197701005827 (36869-T)]  
Level 7, Menara Milenium, Jalan Damanlela,  
Pusat Bandar Damansara, Damansara Heights,  
50490 Kuala Lumpur, Wilayah Persekutuan  
Tel : 03-2084 9000  
Fax : 03-2094 9940/03-2095 0292  
Email : info@sshsb.com.my

### AUDITORS

**Crowe Malaysia PLT**  
[Registration No. 201906000005  
(LLP0018817-LCA) & AF 1018]  
Level 16, Tower C, Megan Avenue 2,  
12, Jalan Yap Kwan Seng,  
50450 Kuala Lumpur, Wilayah Persekutuan  
Tel : 03-2788 9999  
Fax : 03-2788 9998

### SPONSOR

**KAF Investment Bank Berhad**  
[Registration No. 197401003530 (20657-W)]  
Level 13A, Menara IQ, Lingkaran TRX,  
Tun Razak Exchange, 55188 Kuala Lumpur,  
Wilayah Persekutuan  
Tel : 03-2708 2800  
Fax : 03-2708 2801

### PRINCIPAL BANKERS

Al Rajhi Banking & Investment  
Corporation (Malaysia) Berhad  
Hong Leong Bank Berhad  
HSBC Bank Malaysia Berhad  
Maybank Islamic Berhad  
OCBC Bank (Malaysia) Berhad  
United Overseas Bank (Malaysia) Berhad  
RHB Bank Berhad

### STOCK EXCHANGE LISTING

**ACE Market of Bursa Malaysia Securities Berhad**  
Stock Name: PLYTEC  
Stock Code: 0289  
Sector: Industrial Products & Services

# CORPORATE STRUCTURE

## PLYTEC<sup>®</sup>

PLYTEC HOLDING BERHAD  
Registration No. 201801020016 (1282035-P)  
Incorporated in Malaysia under the Companies Act 2016

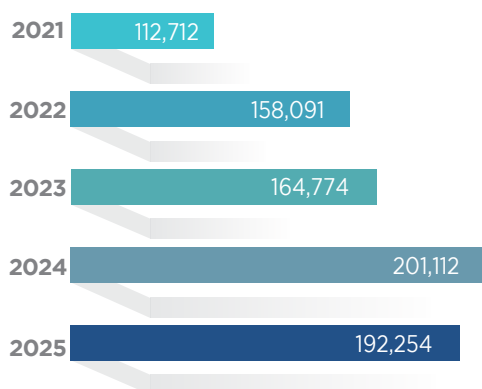


# FINANCIAL HIGHLIGHTS

Financial Year Ended 31 December	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Revenue	112,712	158,091	164,774	201,112	192,254
Gross Profit	32,804	42,294	39,521	52,470	48,837
Earnings Before Interest, Tax, Depreciation & Amortisation (" <b>EBITDA</b> ")	25,574	29,312	25,066	37,832	25,397
Profit/(Loss) Before Taxation	14,836	18,747	10,114	19,696	(3,007)
Profit/(Loss) After Taxation	10,838	13,737	6,588	13,331	(5,758)
Profit/(Loss) After Taxation Attributable to Owners of the Company	10,814	13,688	6,461	13,280	(5,615)
Total Assets	161,257	178,209	233,304	287,732	287,880
Total Equity	72,375	83,860	126,015	136,416	130,807
Equity Attributable to Owners of the Company	72,303	83,491	125,517	135,767	130,152

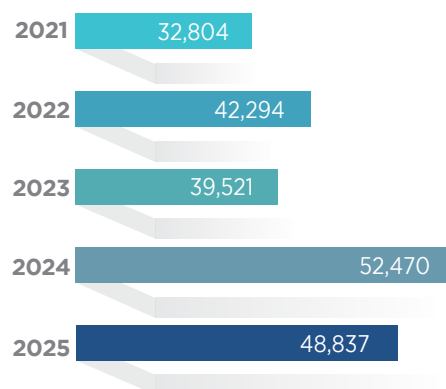
## REVENUE

(RM'000)



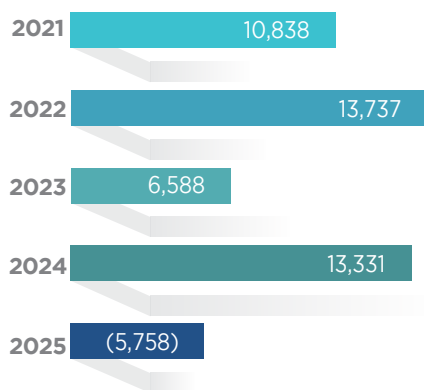
## GROSS PROFIT

(RM'000)



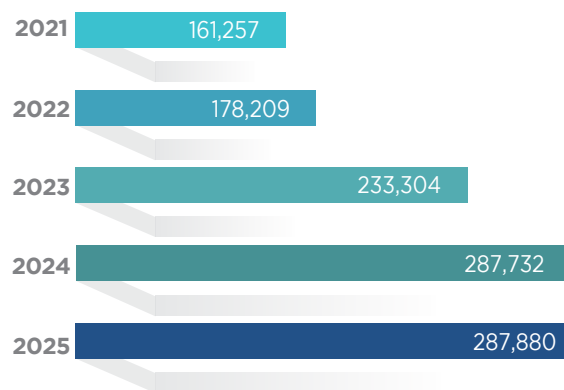
## PROFIT/(LOSS) AFTER TAXATION

(RM'000)



## TOTAL ASSETS

(RM'000)



## PROFILE OF BOARD OF DIRECTORS

### Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali

Independent Non-Executive Chairman

Malaysian | Male | Age 78

Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali, a Malaysian, male, aged 78, is the Independent Non-Executive Chairman of the Company. He was appointed to the Board of PLYTEC Holding Berhad (“**PLYTEC**” or “**the Company**”) on 1 March 2022. He attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2025. He is not a member of any Board Committees of the Company.

#### Academic/Professional Qualifications:

- Registered professional engineer (P.Eng) with the Board of Engineers Malaysia.
- Ordinary National Diploma in Engineering from Brighton Technical College, Brighton, United Kingdom in 1970.
- First Class Honours in Bachelor of Science (Engineering) from King's College, University of London in August 1973.
- Doctorate in Nuclear Engineering from Queen Mary College, University of London in 1977.
- Completed his post-doctoral work in nuclear engineering at Oregon State University, United States in 1977 and at Pennsylvania State University, United States in 1978.
- Senior Fellow of the Academy of Sciences Malaysia carrying the title “Academician” since April 2017.
- Fellow of the Institution of Engineers Malaysia (FIEM).
- Fellow of the ASEAN Federation of Engineering Organisations (AFEO).
- Fellow of the ASEAN Academy of Engineering and Technology (FAAET).
- Registered ASEAN Chartered Professional Engineer (ACPE) with the Board of Engineers Malaysia.

- Conferred the following Honorary Degrees by various universities:

- Honorary Doctor of Science Degree by Universiti Putra Malaysia (UPM) in 2000.
- Honorary Doctor of Engineering Degree by Universiti Tenaga Nasional (UNITEN) in 2008.
- Honorary Doctor of Science Degree by Universiti Malaysia Terengganu (UMT) in 2009.
- Honorary Doctor of Engineering Degree by Universiti Teknikal Malaysia Melaka (UTeM) in 2014.
- Honorary Doctor of Science Degree by Universiti Kebangsaan Malaysia (UKM) in 2015.
- Honorary Doctorate of Management Degree by Universiti Malaysia Perlis (UniMAP) in 2016.

#### Experience:

Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali began his career as an Assistant Engineer with the National Electricity Board, Malaya in 1973, and he was sent to pursue his doctorate in Nuclear Engineering at Queen Mary College, University of London. He joined Tun Ismail Atomic Research Centre (“**PUSPATI**”) as a Senior Research Officer and was promoted as the Deputy Director (Operations) of PUSPATI in 1983. In 1985, he joined the International Atomic Energy Agency (IAEA) as a field expert based in Jakarta.

In 1988, Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali assumed the position of Deputy Director General of the Nuclear Energy Unit (UTN). Subsequently, he had served as the Director General of Standard and Industrial Research Institute of Malaysia (SIRIM), then as the Chairman/Chief Executive of Tenaga Nasional Berhad. In 2002, he was appointed as the President of Malaysia University of Science and Technology for a period of 2 years up to 2004. Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali was the Non-Executive Chairman of the UEM Group of Companies from 2007 to December 2017.

## PROFILE OF BOARD OF DIRECTORS (CONT'D)

### Present Directorship:

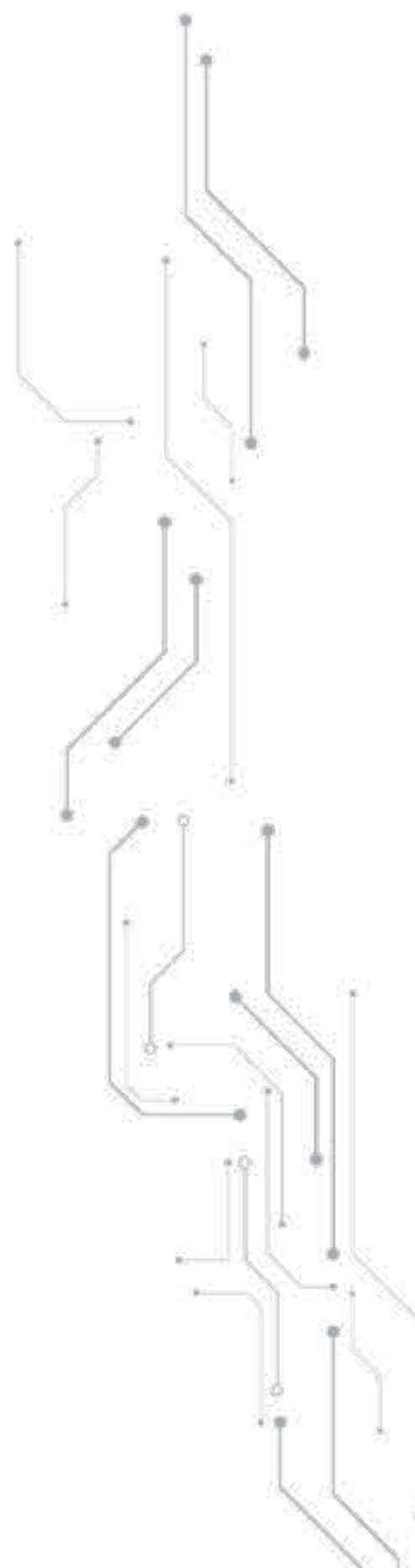
Currently, he is actively involved in several other companies and statutory bodies in various capacities, including, acting as the Chairman of the Board of Linde Malaysia Holdings Berhad and KEB Berhad (both are unlisted public companies), NuEnergy Holdings Berhad and ITMAX System Berhad which are public companies listed on Main Market of Bursa Malaysia Securities Berhad (“**Bursa Securities**”).

### Other Information:

He is currently the Joint Chairman (Industry) of Malaysian Industry-Government Group of High Technology (MIGHT). Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali is a member of Northern Corridor Implementation Authority (NCIA), chaired by the Prime Minister of Malaysia and a member of Advisory Council of Federation of Malaysian Manufacturing (FMM). He is also the Chairman of the Board of Trustees of the Tropical Science Foundation.

In the education sector, Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali is a member of the Board of Directors, a member of the Board of Governors and Pro-Chancellor of Universiti Tenaga Nasional (UNITEN) Sdn. Bhd. and a member of the Board of Monash University Malaysia Sdn. Bhd.. He is also the Pro-Chancellor of Universiti Sains Malaysia (USM). Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali is the Chairman of the Board of Governors of the Malay College Kuala Kangsar, his alma mater.

Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



## PROFILE OF BOARD OF DIRECTORS (CONT'D)

### Yang Kian Lock

Group Managing Director/Chief Executive Officer

Malaysian | Male | Age 57

Yang Kian Lock, a Malaysian, male, aged 57, is the founder and Group Managing Director/Chief Executive Officer of the Company, and has been with PLYTEC and its subsidiaries (“**PLYTEC Group**” or “**the Group**”) since March 1999. He was appointed to the Board of PLYTEC on 1 June 2018. He attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2025. He is not a member of any Board Committees of the Company.

#### Academic/Professional Qualifications:

- Graduateship of the Institute of Chartered Secretaries and Administrators (ICSA), Malaysia in 1994.
- Member of the Technological Association Malaysia (M.T.A.M.).
- Registered Professional Technologist (P.Tech.) with the Malaysia Board of Technologists (MBOT).

#### Experience:

Mr. Yang is the founder of PLYTEC Group with over 30 years of experience in the construction building materials industry. In March 1999, leveraging his technical knowledge in construction materials, he together with 2 business partners, acquired Sudut Swasta Sdn. Bhd. (“**SS**”) to trade and distribute building materials such as cut-to-size wire mesh, plywood and timber products.

He subsequently diversified the business of SS to include wire mesh fencing products, supply of construction formwork and construction engineering solutions by incorporating PLYTEC Fencing System Industries Sdn. Bhd. in 2002, PLYTEC Formwork System Industries Sdn. Bhd. in 2012 and PLYTEC IBS System MFG Sdn. Bhd. in 2017. In 2018, he was appointed as a director of BIM Engineering Solution & Technology Sdn. Bhd..

He has been actively participating in industry associations to advocate and promote the interests of the construction building materials industry in Malaysia. He has been an active executive committee member of the Building Materials Distributors Association of Malaysia (“**BMDAM**”) since 2004. He served as the President of BMDAM from 2014 to 2016 and was re-elected for a second term from 2016 to 2018.

He was also appointed as a member of the Productivity Nexus under the Professional Service Industry by the Malaysia Productivity Corporation from 2017 to 2019. In 2017, he was recognised as SME Icons by Malaysian Service Providers' Confederation (“**MSPC**”) and was later appointed as a council member of the MSPC. He also actively participated in the implementation of the Construction Industry Transformation Programme (CITP) initiated by the Construction Industry Development Board from 2016 to 2018.

As the Group Managing Director, he spearheaded the Group's business plans and strategies, positioning it as a specialist in construction engineering solutions and pioneering digitalisation in the Malaysian construction industry. Under his leadership, the Group has grown to become one of the leaders in the provision of Construction Method Engineering (“**CME**”) Solutions in falseworks and integrated digital delivery through the adoption of Building Information Modelling technology.

#### Present Directorship:

Mr. Yang does not hold directorship in any other public company and listed companies. He is currently the Group Managing Director/Chief Executive Officer of the Group and the director of PLYTEC's subsidiaries. He is also a major shareholder of the Company.

#### Other Information:

Mr. Yang holds an approximately 2% of shareholdings in Yeo Cheng Choon Hardware & Machinery Sdn. Bhd., a private limited company, which has business dealings with PLYTEC Group related to the purchase of warehouse expenses and consumables.

Saved as disclosed above, Mr. Yang does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

## PROFILE OF BOARD OF DIRECTORS (CONT'D)

### Ts. Ir. Louis Tay Chee Siong

Executive Director/Chief Operating Officer

Malaysian | Male | Age 55

Ts. Ir. Louis Tay Chee Siong, a Malaysian, male, aged 55, is the Non-Independent Executive Director/Chief Operating Officer of the Company and has been with the Group since June 2013. He was appointed to the Board of PLYTEC on 1 June 2018. He attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2025. He is not a member of any Board Committee of the Company.

#### Academic/Professional Qualifications:

- Master of Science in Temporary Works and Construction Method Engineering from the City, University of London in 2024.
- Bachelor of Science in Engineering (Civil) from the University of Manitoba, Canada in 1996.
- Registered Professional Engineer (P.Eng) with the Board of Engineers Malaysia.
- Registered Professional Technologist (P.Tech.) with the Malaysia Board of Technologists (MBOT).
- Chartered Engineer with the Engineering Council of United Kingdom.
- Fellow of the ASEAN Academy of Engineering and Technology (FAAET).
- Fellow of the Academy of Engineering and Technology for the Developing World (FAETDEW).
- Fellow of the Technological Association Malaysia (F.T.A.M.).
- Fellow of the Institution of Civil Engineers United Kingdom (FICE).
- Certified Construction Manager (CCM) by the Construction Industry Development Board.
- Qualified Design For Safety (DFS) Professional.
- Occupational Safety and Health in Construction Industry (Management) Professional.
- Fellow of the Institute of Corporate Directors Malaysia (ICDM(F)).

#### Experience:

Ts. Ir. Louis Tay is an experienced civil and structural engineering professional with over two decades of project and construction management expertise. He began his career with Nusareka Jurutera Konsultant Sdn. Bhd. in 1996, where he was involved in the design and supervision of housing developments and venue upgrading works for the 1998 KL Commonwealth Games. He later joined Jehantech Sdn. Bhd. in

1998, progressing from Project Engineer to Project Manager and subsequently Project Director, leading the delivery of a broad range of design-and-build projects. In 2011, he joined M+W High Tech Projects Malaysia Sdn. Bhd. as Construction Manager, where he was in charge of civil, structural and architectural construction management works.

In 2013, he left M+W High Tech Projects Malaysia Sdn. Bhd. and joined Sudut Swasta Sdn. Bhd. as its Business Development and Technical Director. In his capacity as Business Development and Technical Director, he was primarily responsible for the development, diversification and expansion of the core business competencies of the company. He also assisted in establishing new business entities within the Group carrying the PLYTEC brand name.

#### Present Directorship:

Ts. Ir. Louis Tay does not hold directorship in any other public company and listed companies. He is currently the Executive Director/Chief Operating Officer of the Group and the director of PLYTEC's subsidiaries, except for BIM Engineering Solution & Technology Sdn. Bhd..

#### Other Information:

Ts. Ir. Louis Tay is currently a Board member of the Malaysia Board of Technologists, a professional body relating to technology and technical fields in Malaysia.

Ts. Ir. Louis Tay is the brother of Ms. Tay Bin Joo, who is currently employed by PLYTEC IBS System MFG Sdn. Bhd..

Saved as disclosed above, Ts. Ir. Louis Tay does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

## PROFILE OF BOARD OF DIRECTORS (CONT'D)

**Anita Chew Cheng Im**

Independent Non-Executive Director

Malaysian | Female | Age 59

Anita Chew Cheng Im, a Malaysian, female, aged 59, is the Independent Non-Executive Director of the Company. She was appointed to the Board of PLYTEC on 1 August 2022. She attended all six (6) Board meetings of the Company held in the financial year ended 31 December 2025. She is the Chairperson of both the Audit and Risk Management Committee and Nomination Committee and a member of the Remuneration Committee.

**Academic/Professional Qualifications:**

- Bachelor of Economics, majoring in accounting from Monash University, Australia in 1990.

**Experience:**

Ms. Anita Chew started her career in the audit department of KPMG Melbourne, Australia in 1990 as an Audit Assistant. While in KPMG, she was engaged in the audit of audit clients in the media, retail and mining industries.

In 1992, she joined the corporate finance department of Bumiputra Merchant Bankers Berhad (now known as Alliance Investment Bank Berhad after the merger of Amanah Merchant Bank Berhad and Bumiputra Merchant Bankers Berhad). She left Alliance Investment Bank Berhad in 2003 and her last held position was Director of Corporate Finance. During her tenure with Alliance Investment Bank Berhad, she primarily advised on initial public offerings, fundraisings, mergers and acquisitions and corporate and debt restructuring exercises.

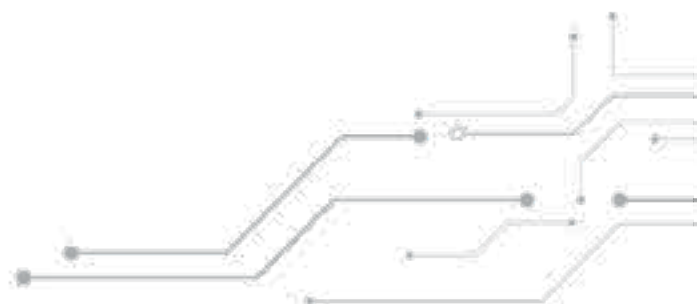
From 2003 to 2007, she joined Hwang-DBS Investment Bank Berhad as a Senior Vice President (Equity Market), where she assumed a similar role that she performed at Alliance Investment Bank Berhad.

**Present Directorship:**

Since she left the investment banking industry in 2007, she has been sitting on various corporate boards. Presently, Ms. Anita Chew is also an Independent Non-Executive Director of Kimlun Corporation Berhad and SKP Resources Berhad, which are public companies listed on Main Market of Bursa Securities, and an Independent Non-Executive Director of Fortress Minerals Limited, a company listed on the Singapore Exchange.

**Other Information:**

Ms. Anita Chew does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She does not have any family relationships with any other Director or major shareholder of the Company. She has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



## PROFILE OF BOARD OF DIRECTORS (CONT'D)

### Kow Hoay Lee

Independent Non-Executive Director

Malaysian | Female | Age 45

Kow Hoay Lee, a Malaysian, female, aged 45, is the Independent Non-Executive Director of the Company. She was appointed to the Board of PLYTEC on 1 August 2022. She is a member of the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee. She attended all six (6) Board meetings held in the financial year ended 31 December 2025.

#### Academic/Professional Qualifications:

- Advanced Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman College in 2003.
- Fellow of the Association of Chartered Certified Accountants (ACCA).
- Member of the Malaysian Institute of Chartered Accountants (MIA).

#### Experience:

Ms. Kow has over 20 years of experience in the fields of audit, accounting and finance. She has extensive experience in audit work (both internal and external) on listed and non-listed companies in various industries, including property development, construction, manufacturing, trading and real estate. She was also involved in operational and management audits, due diligence and initial public offerings exercise.

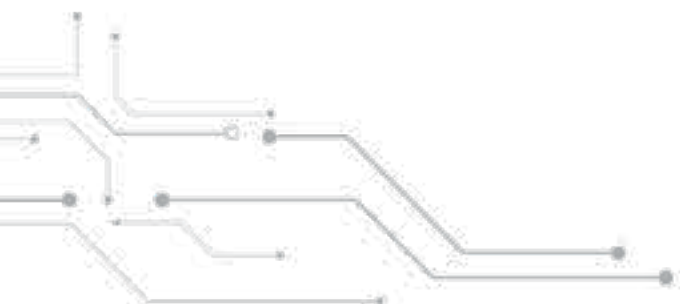
She is presently an Audit Partner of Danny Loo & Co. PLT, KHLIC PLT and TPL & Co., where she is in charge of planning and managing the firms' audit engagements and developing and growing their client base.

#### Present Directorship:

Ms. Kow does not hold directorship in any other public company and listed companies.

#### Other Information:

Ms. Kow does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She does not have any family relationships with any other Director or major shareholder of the Company. She has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025 save and except for a penalty imposed by the Malaysian Institute of Accountants.



## PROFILE OF BOARD OF DIRECTORS (CONT'D)

## Goik Kenzu

Independent Non-Executive Director

Malaysian | Male | Age 56

Goik Kenzu, a Malaysian, male, aged 56, is the Independent Non-Executive Director of the Company. He was appointed to the Board of PLYTEC on 6 July 2023. He is the Chairman of the Remuneration Committee and a member of the Audit and Risk Management Committee and Nomination Committee. He attended all six (6) Board meetings held in the financial year ended 31 December 2025.

### Academic/Professional Qualifications:

- Bachelors of Law degree with Honours from the University of London, United Kingdom in 1993.

### Experience:

Mr. Goik obtained his Certificate in Legal Practice in 1995 and was subsequently called to the Malaysian Bar in 1996. He has over 29 years of experience practicing as an advocate and solicitor in several firms, with practicing in the areas of dispute resolution, corporate and real estate, family law, property and conveyancing. He was also involved in various arbitration and construction dispute matters at the Federal Court.

In 2016, he joined Messrs. Ramesh & Loo as a partner. Following the change of name of the law firm to Messrs. Goik Ramesh & Loo in 2018, he has been the managing partner of the firm since then.

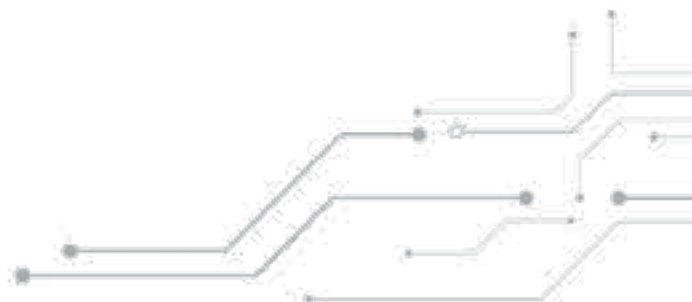
In his capacity as the managing partner of Messrs. Goik Ramesh & Loo, he continues his legal practice in advising on real estate-related matters, including the acquisition and disposal of commercial, industrial and development lands as well as commercial, industrial and residential properties and joint venture development projects. He is also responsible for managing the firm's day-to-day business, including managing the firm's legal engagements, client relationship management, securing mandates and matters relating to general administration of the firm.

### Present Directorship:

Mr. Goik does not hold directorship in any other public company and listed companies.

### Other Information:

Mr. Goik does not have conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



## PROFILE OF KEY SENIOR MANAGEMENT

### Chu Wai Lee

Managing Director of PLYTEC Formwork System Industries  
Sdn. Bhd. ("PFWSI")

Malaysian | Male | Age 44

Rex, Chu Wai Lee, a Malaysian, male, aged 44, is the Managing Director of PFWSI. He has been with the Group since 2013 and remains responsible for overseeing the Construction Method Engineering ("CME") Solutions segment driving the division's growth, innovation and market presence.

#### Academic/Professional Qualifications:

- Diploma in Civil Engineering from INTI College Malaysia in 2006.
- Bachelor of Science in Building Economics and Quantity Surveying from Heriot-Watt University, United Kingdom in 2007.
- Postgraduate Diploma in Construction Project Management from Heriot-Watt University, United Kingdom in 2011.
- Member of the Technological Association of Malaysia (M.T.A.M.).
- Registered Professional Technologist (P.Tech.) with the Malaysia Board of Technologists (MBOT).

#### Experience:

Mr. Rex Chu began his career as a Design Engineer at ST Partner Sdn. Bhd. in 2005, followed by a contract role at Jehantech Sdn. Bhd. where he served as a Quality Assurance (QA) and Quality Control (QC) Officer and later as a Project Coordinator cum Contracts Executive. He then joined S.S.S. Jaya Sdn. Bhd. as a Project Engineer, focusing on construction sequencing and cost control. In 2009, Mr. Rex Chu founded Wilxy Construction Sdn. Bhd., a company specialising in construction and renovation services.

Mr. Rex Chu joined Sudut Swasta Sdn. Bhd. in 2013 as a Project Manager, overseeing sales and marketing of new formwork products. In 2014, he transitioned to PFWSI where he took charge of operations and project management. His role expanded to include marketing and business development, with a focus on identifying new opportunities and nurturing client relationships.

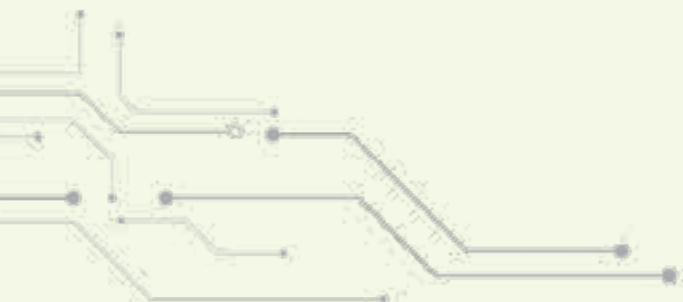
In 2018, Mr. Rex Chu was appointed as Head of Division at PFWSI, and promoted to be the Chief Marketing Officer for CME Solutions segment of the Group. He then appointed as the Managing Director of PFWSI in August 2025.

#### Present Directorship:

Mr. Rex Chu does not hold directorship in any other public company and listed companies. He is currently the director of PFWSI.

#### Other Information:

Mr. Rex Chu has potential conflict of interest in view of his directorship in Sim Kee Plywood & Paints Sdn. Bhd.. Saved as disclosed above, Mr. Rex Chu does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



## PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)

## Lim Boon Ping

Chief Financial Officer

Malaysian | Male | Age 36

Lim Boon Ping, a Malaysian, male, aged 36, is the Chief Financial Officer of the Group. He has been primarily responsible for overseeing the Group's finance and accounting management, business performance, treasury functions and regulatory compliance to ensure that the Group meets its business objectives in terms of returns, profitability and cash flow.

### Academic/Professional Qualifications:

- Bachelor of Commerce (Hons) from University Tunku Abdul Rahman in 2012.
- Member of the Association of Chartered Certified Accountants (ACCA).
- Member of the Malaysian Institute of Accountants (MIA).

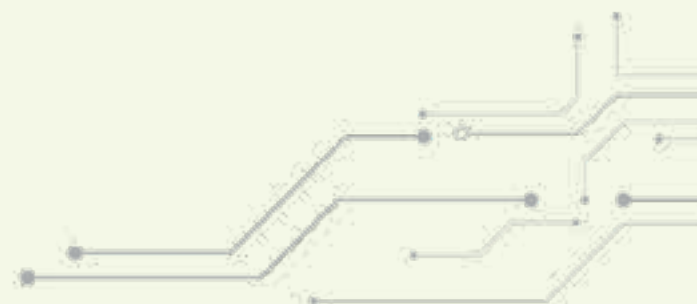
### Experience:

Mr. Lim began his career in the audit division of Siew Boon Yeong & Associates, an audit firm in 2011, where he was involved in audit work on companies in various industries, including property development, construction, manufacturing, trading and real estate.

He then joined Sudut Swasta Sdn. Bhd. as an Accountant in June 2018, where he was responsible for the Company's accounts and the presentation of analysis of financial matters to the management and board of directors. He was also responsible for overseeing the accounting policies and procedures of the company. In February 2021, he was promoted to the position of Senior Manager and subsequently to Group Accountant in August 2021. On 1 August 2022, Mr. Lim was redesignated to the position of Chief Financial Officer and he continues to play a similar role in addition to being in charge of all treasury and financing functions of PLYTEC Group.

### Other Information:

Mr. Lim does not hold any directorship in public companies and listed companies. He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.



## PROFILE OF KEY SENIOR MANAGEMENT (CONT'D)

### Ts. Ir. Han Liang Kwang

Head of Engineering

Malaysian | Male | Age 53

Ts. Ir. Han Liang Kwang, a Malaysian, male, aged 53, is the Head of Engineering of the Company, and has been with the Group since September 2016. He has been primarily responsible for overseeing the Group's engineering operations and sustainability initiatives, including project execution, technical development, and regulatory compliance.

He resigned as Chief Sustainability Officer of PLYTEC w.e.f. 6 April 2026, to focus his role as the Head of Engineering in the Company.

#### Academic/Professional Qualifications:

- Bachelor of Science in Engineering (Electrical) from the University of Manitoba, Canada in 1996.
- Member of the Institution of Engineers Malaysia.
- Registered professional engineer with practising certificate (PEPC) with the Board of Engineers Malaysia.
- Member of the Technological Association of Malaysia (M.T.A.M.).
- Registered Professional Technologist (P.Tech.) with the Malaysia Board of Technologists (MBOT).
- Associate fellow of the ASEAN Academy of Engineering and Technology (AAET).
- Certified Building Information Modelling ("BIM") Asset Information Professional by the BSI Training Academy.
- Certified BIM Project Information Professional by the BSI Training Academy.
- Certified BIM Manager by the Construction Industry Development Board.

#### Experience:

Ts. Ir. Han Liang Kwang ("**Ts. Ir. Edward Han**") began his career as an Assistant Electrical Engineer with Nusareka Jurutera Konsultant Sdn. Bhd. ("**Nusareka**") in 1996, where he prepared the engineering designs of electrical and extra low voltage systems. He then joined Ranhill Bersekutu Sdn. Bhd. in 1997 as an Electrical Engineer.

In 1998, he joined Samling DorFoHom Sdn. Bhd. as a Senior Engineer, where he assumed the role of the maintenance lead of production plants and facilities until 2002. Prior to rejoining Nusareka in 2003, he assumed the role as a Senior Project Engineer in Sysnet Control Sdn. Bhd. in 2003. As a Senior Engineer in Nusareka, he led the engineering design and construction of mechanical, electrical and process ("**MEP**") systems of high technology projects. He left Nusareka in 2007 and joined M+W Zander (Penang) Sdn. Bhd. in 2007 as a Senior Engineer (Electrical), where he led the engineering design and construction of electrical systems and the facility management and control system (FMCS). He remained with M+W Zander

(Penang) Sdn. Bhd. until 2013 before he joined Perunding Wepco Sdn. Bhd. as an Associate in 2013. In Perunding Wepco Sdn. Bhd., he began to transition from a technical role to a management role, where he was responsible for overseeing and managing consultancy services provided by the company on the MEP systems of various residential, commercial and institutional projects.

He left Perunding Wepco Sdn. Bhd. in 2016 and joined PLYTEC Formwork System Industries Sdn. Bhd. ("**PFWSI**") as the Head of Division of Engineering in September 2016. As the Head of Division of Engineering, he led the engineering division of PFWSI and oversaw product engineering development and operations by identifying, developing and managing resources to support engineering developments. In particular, he played a pivotal role in the acquisition of and setting up of the BIM technology and processes for Industrialised Building System (IBS) formwork solutions. In July 2018, he joined BIM Engineering Solution & Technology Sdn. Bhd. ("**BEST**") as a Technical Director and has been overseeing the development, management and operation of the BIM engineering division. Subsequently upon the completion of the acquisition of BEST by the Company, he was redesignated as the Head of Engineering of the Group on 1 August 2022.

#### Present Directorship:

Ts. Ir. Edward Han does not hold directorship in any other public company and listed companies. He is currently the director of BEST.

#### Other Information:

Ts. Ir. Edward Han holds 80% of shareholdings in Hanyoong Consult Sdn. Bhd., a private limited company that provides technical support services to PLYTEC IBS System MFG Sdn. Bhd..

Saved as disclosed above, Ts. Ir. Edward Han does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He does not have any family relationships with any other Director or major shareholder of the Company. He has neither been convicted for any offences within the past five (5) years other than traffic offences, if any, nor received any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

# CHAIRMAN'S STATEMENT

## “ DEAR SHAREHOLDERS,

It is my pleasure to present the Annual Report of PLYTEC Holding Berhad (“PLYTEC” or “the Group”) for the financial year ended 31 December 2025 (“FYE 2025”). Following our successful listing on the ACE Market of Bursa Malaysia Securities Berhad, the Group has continued to advance our position as a construction engineering solutions and services specialist, offering a fully integrated suite of capabilities across the construction lifecycle, from pre-construction through to project completion.

FYE 2025 marked a year of strategic transition. While the Group navigated the dynamic operating environment, we remained firmly focused on strengthening our operational foundations, advancing our manufacturing capabilities, and positioning the business for sustainable long-term growth.

”

### STRENGTHENING OUR STRATEGIC FOUNDATIONS

A key milestone during the year was the completion of Olak Lempit Factory 1 with the Certificate of Completion and Compliance obtained in November 2025. This development represents a significant step in enhancing our in-house manufacturing capabilities, particularly for the production of WONDERBoard, our proprietary, sustainable construction material introduced in FYE 2024.

WONDERBoard reflects the Group's commitment to innovation and circular economy principles. As a durable alternative to conventional plywood, it reduces construction waste while complementing our existing Deck Formwork System. Importantly, the production of WONDERBoard is supported by the Group's engineering and performance plastic compounding capabilities, enabling polymer formulation development aligned to targeted product performance and quality consistency requirements. The operationalisation of our polymer-based construction materials capability is expected to strengthen synergies across our Construction Method Engineering (“CME”) Solutions segment, while also supporting our broader strategy to diversify revenue streams beyond traditional construction activities.

In tandem, the Group has invested approximately RM1.5 million in laboratory equipment to enhance our research and development (“R&D”), testing and quality assurance/quality control (“QAQC”) capabilities. This investment is specifically for R&D and testing for compounding materials and WONDERBoard, supporting ongoing product formulation, performance validation, and consistency as we scale production, ensuring that our solutions meet increasingly stringent industry standards.



## CHAIRMAN'S STATEMENT (CONT'D)

### OPERATING ENVIRONMENT AND MARKET DYNAMICS

The Malaysian construction sector demonstrated resilience during the year. In the fourth quarter of 2025 (“**Q4 2025**”), the value of work done reached RM46.4 billion, reflecting a 10.3% year-on-year increase. For the full year 2025, Malaysia’s construction sector expanded by 12.5% to reach RM178.6 billion in work done value. Growth was primarily driven by expansion in the residential and specialised trade segments, alongside continued momentum in non-residential and civil engineering activities<sup>1</sup>.

Notwithstanding this positive backdrop, the operating environment remained competitive. Industry participants faced ongoing cost pressures, margin compression and evolving project requirements. At the same time, structural trends, including the increasing adoption of Industrialised Building Systems (“**IBS**”), growing infrastructure investments, and heightened emphasis on sustainability continued to shape demand for more efficient, durable and environmentally responsible construction solutions.

These dynamics reinforce the relevance of the Group’s strategic direction, particularly our focus on integrated solutions, manufacturing capabilities and sustainable product innovation.

### FINANCIAL PERFORMANCE

For FYE 2025, the Group recorded revenue of RM192.25 million, representing a decline of 4.40% from RM201.11 million in the previous financial year. The decrease was primarily attributable to lower contributions from the Building Materials Distribution (“**BMD**”) segment, particularly reduced sales of engineering wire mesh.

Despite this, the Group continued to benefit from contributions across its diversified business segments, including improved performance from the Polymer Material Compounding and Product (“**PMCP**”) segment. The CME Solutions segment also demonstrated resilience, with construction-related revenue of RM17.67 million arising from the supply and installation of aluminium formwork systems for a high-rise development in the Klang Valley. This underscores our ability to deliver integrated, end-to-end solutions that extend beyond equipment provision into on-site execution.

Earnings before interest, tax, depreciation and amortisation (“**EBITDA**”) declined to RM25.40 million, compared to RM37.83 million in FYE 2024. The Group recorded a Loss Before Taxation (“**LBT**”) of RM3.01 million and a Loss After Taxation (“**LAT**”) of RM5.76 million, primarily due to non-recurring impairment losses. These included RM16.19 million in net impairment losses on trade receivables and RM1.96 million in impairment loss on goodwill.

Excluding these exceptional items, the Group’s normalised profit before taxation would have been approximately RM15.14 million, reflecting the underlying resilience of our core operations.



<sup>1</sup> <https://www.dosm.gov.my/portal-main/release-content/construction-statistics-fourth-quarter-2025>

## CHAIRMAN'S STATEMENT (CONT'D)

### STRATEGIC EXECUTION AND BUSINESS TRANSFORMATION

During the year, the Group continued to execute several key strategic initiatives aimed at strengthening its long-term competitiveness.

Central to this was the expansion of in-house manufacturing capabilities across both IBS-related solutions and polymer-based products. This shift is critical in reducing dependency on external suppliers, enhancing cost control and improving margin resilience.

Product innovation also remained a priority, with continued development and commercialisation of WONDERBoard and advanced formwork systems. These innovations not only address evolving customer requirements but also align with broader industry trends towards sustainability and efficiency.

Beyond construction, the Group is actively advancing its polymer trading and engineering compounding activities, primarily targeting overseas customers and serving manufacturers across electrical applications, automotive and technology sectors. This diversification strategy is intended to broaden our revenue base and mitigate exposure to construction sector cyclicality.

Geographically, the Klang Valley remains a key focus area, supported by sustained project activity and continued demand for high-rise construction solutions. Southern Malaysia is also emerging as an important growth region driven by increasing high-rise building activity and mixed-use developments, presenting demand opportunities for the Group's solutions, particularly in high-rise and gated community projects.

### SUSTAINABILITY AND RESPONSIBLE GROWTH

Sustainability remains integral to the Group's long-term strategy. Our efforts are centred on delivering solutions that enhance resource efficiency, reduce environmental impact and support safer construction practices.

The introduction of WONDERBoard represents a significant step in reducing reliance on traditional timber-based materials, thereby lowering construction waste and supporting circular economy objectives. This is complemented by the Group's continued use of reusable formwork systems and modular construction methodologies, which improve efficiency while minimising material consumption.

From an operational perspective, we have also focused on improving manufacturing efficiency and optimising resource utilisation. Productivity enhancements have contributed to reduced workforce dependency, while investments in safer and more efficient construction systems reinforce our commitment to workplace safety.

Governance continues to be strengthened through enhanced internal controls and compliance frameworks, ensuring that the Group operates with integrity and accountability as we scale our operations.

## CHAIRMAN'S STATEMENT (CONT'D)

### OUTLOOK AND FUTURE DIRECTION

Looking ahead, the Group remains cautiously optimistic about its prospects. Malaysia's construction sector is expected to grow at an average annual rate of approximately 4% between 2026 and 2029, supported by sustained public and private sector investments in housing, infrastructure and digitalisation<sup>2</sup>.

In particular, continued demand in the residential segment is expected to emerge as a key growth driver, well aligned with the Group's capabilities and strategic focus areas.

For financial year ending 2026 and beyond, our priorities are clear. We will continue to strengthen our manufacturing base through targeted capital expenditure of between RM5 million and RM15 million over the 2026–2028 period. At the same time, we will accelerate the scaling of our polymer business across regional and export markets, while expanding rental-based and recurring income streams.

Enhancing our integrated solutions offering remains a key focus, enabling us to capture greater value across the construction lifecycle. Concurrently, we will continue to invest in R&D and QAQC capabilities to support innovation, product quality and long-term competitiveness.

### CREATING LONG-TERM VALUE

While FYE 2025 presented its share of challenges, it has also been a year of meaningful progress. The investments made in manufacturing, innovation and operational capabilities have laid a strong foundation for the Group's next phase of growth.

Our focus remains firmly on disciplined execution, prudent financial management and strategic investments that deliver sustainable value. As we move forward, we are confident that the Group is well-positioned to navigate industry dynamics, capture emerging opportunities and deliver improved performance.

### ACKNOWLEDGEMENTS

On behalf of the Board, I would like to extend my sincere appreciation to our management team and employees for their dedication, resilience and commitment throughout the year. I would also like to thank our customers, business partners and shareholders for their continued trust and support.

We look forward to the year ahead with confidence as we continue to build a stronger, more resilient and future-ready PLYTEC.

Thank you.

Sincerely,

**Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali**  
**Chairman of PLYTEC Holding Berhad**

<sup>2</sup><https://theedgemalaysia.com/node/789119>

# MANAGEMENT DISCUSSION AND ANALYSIS

## OVERVIEW OF OUR BUSINESS

During the financial year ended 31 December 2025 (“**FYE 2025**”), PLYTEC Holding Berhad (“**PLYTEC**” or “**the Company**”) and its subsidiaries (collectively “**the Group**”) continued to serve the construction sector through its integrated range of engineering solutions, services and building materials offerings. As a construction engineering solutions and services specialist, the Group offers Construction Method Engineering (“**CME**”) Solutions, Digital Design and Engineering (“**DDE**”) Solutions, Prefabricated Construction (“**PC**”) Solutions, and Polymer Material Compounding and Product (“**PMCP**”). Together with its building materials manufacturing, trading and

distribution activities, these business segments allow the Group to serve a broader range of construction-related needs across the construction lifecycle. Through this integrated business model, the Group continues to promote greater efficiency, safety and productivity in construction activities, supported by the adoption of industrialisation practices and the digitalisation of construction processes.

The following discussion provides an overview of the Group’s financial performance, business developments and key operational highlights for FYE 2025. It should be read in conjunction with the Group’s audited financial statements and the accompanying notes in this Annual Report.



## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

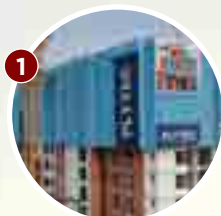
### CME SOLUTIONS

Our CME Solutions segment focuses on the provision of new and refurbished temporary works equipment for sale and rental, supported by engineering design, technical expertise and related services that facilitate the safe and efficient use of temporary works during construction. These offerings are complemented by on-site monitoring, work coordination and training on safe usage and procedural control practices. In FYE 2025, the segment also generated construction service revenue from the supply and installation of aluminium formwork for a high-rise project in the Klang Valley, reflecting the Group's ability to support customers through both equipment-related solutions and on-site project execution works.

Our CME Solutions support concrete works across the full structural build-up of a building covering the project from "tip to toe". The segment's products and services are delivered in accordance with relevant industry standards and regulatory requirements to facilitate customers to manage construction activities with greater safety, efficiency and reliability.

We are among the few market players offering a comprehensive suite of temporary works equipment and engineering-led site support for high-rise projects, enabling safer and more efficient execution throughout the structural build. The illustration below highlights our CME Solutions offerings that support a high-rise structure from foundation to rooftop.

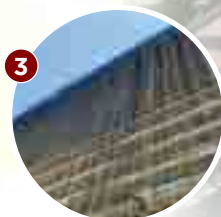
### PLYTEC's Full Structure Solution



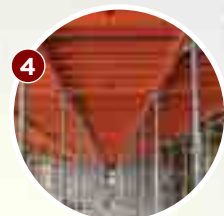
**1**  
PLYTEC SCP  
(Self-Climbing Platform)



**2**  
PLYTEC Aluminum  
Formwork



**3**  
WH60 Heavy Duty  
Modular Shoring  
System



**4**  
Deck Formwork  
(Slab)



**5**  
WCL48 Shoring  
System (Beam)



**6**  
Pecaform  
(Foundation)

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### MANUFACTURING, TRADING AND DISTRIBUTION OF BUILDING MATERIALS (“BMD”)

We are actively engaged in the manufacturing, trading and distribution of core and general building materials for construction projects. Our product portfolio comprises engineering wire mesh, perimeter fencing, plywood, K21 Mobile House, Pecaform, floor tiles, sanitary wares, cement and steel bars, among others. Through our offering of both core and general building materials, we strive to cater to the diverse needs of our customers while maintaining quality and reliability standards.

### DDE SOLUTIONS

Our DDE Solutions segment focuses on the provision of digital design and engineering solutions. Our offerings include Building Information Modelling (“**BIM**”), a process that creates digital representations of structures, buildings and services using 3D models, which can be applied across various stages of the construction lifecycle. This facilitates close collaboration and coordination among project professionals. Our services also include virtual design and construction, field verification, Occupational Safety and Health in Construction Industry (Management) (“**OSHCIM**”) professional services and building condition assessment services.

### PC SOLUTIONS

Our offerings in PC Solutions segment include planning, design, production planning and coordination throughout the manufacturing process of prefabricated components. This segment also includes lifting and connection accessories that facilitate the transportation, lifting and installation of prefabricated components from the manufacturing plant to the construction site.

### PMCP

Our PMCP segment is principally engaged in the trading and compounding of plastic materials, as well as the manufacturing and extrusion of plastic panels. The trading and compounding activities primarily serve overseas manufacturers in the home appliances, furniture and fittings, and technology sectors. In addition, the segment manufactures durable plastic panels, WONDERBoard™, which complement our existing Deck Formwork System and are designed as a more durable alternative to plywood to help reduce

construction waste. Developed using sustainable plastics, these solutions support greener construction practices through recyclability and extended product lifespan.

### GROUP'S STRATEGIC POSITION

During FYE 2025, the Group remained focus on strengthening its position as an integrated construction engineering solutions and services provider. Through its CME Solutions, DDE Solutions, PC Solutions, BMD and PMCP segments, the Group continued to deliver practical and value-added solutions across the construction lifecycle in response to evolving industry needs.

As safety, compliance and efficiency remain key priorities in the construction sector, the Group continued to focus on delivering solutions that support safer and more efficient project execution. This remains important in meeting customers' demand for reliable, quality-assured systems and solutions that address both operational needs and regulatory requirements.

During the year, the Group continued to strengthen the market presence of its specialised products and solutions, including Cross Lock System, Pecaform™ and WONDERBoard™. These offerings enhance the Group's broader product portfolio and support customer requirements for safety, durability, cost efficiency and sustainability. They also enable the Group to cross-sell complementary products and solutions across its existing customer base and project portfolio.

In addition, the Group's rental business remained a steady contributor to earnings in FYE 2025, continuing to provide recurring income and revenue visibility. During the financial year, the Group also recorded construction service revenue from the supply and installation of aluminium formwork for a high-rise project in the Klang Valley. Together, these contributions reflect the Group's ability to support customers through both equipment-related solutions and project execution works.

The Group's upstream expansion initiatives and ongoing efforts to strengthen its operational capabilities continued to support improvements in quality control, production planning and supply chain coordination. These efforts are intended to enhance responsiveness, support scalability and reinforce competitiveness in both local and regional markets.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### GROUP'S STRATEGIC POSITION (CONT'D)

The PMCP forms part of the Group's diversification efforts. Through the trading and compounding of plastic materials, PMCP broadens the Group's revenue base by serving manufacturers across multiple industries. In addition, PMCP manufactures WONDERBoard™ that enhance the Group's existing Deck Formwork System by providing a more durable and sustainable alternative to plywood. Collectively, these activities support product innovation while contributing to more sustainable construction practices.

Looking ahead, the Group will continue to strengthen its integrated business model, improve operational efficiency and deepen its presence in both local and regional markets, supported by engineering expertise, broader product offering and a diversified revenue base.

### KEY FINANCIAL HIGHLIGHTS

During FYE 2025, the Group recorded consolidated revenue of RM192.25 million, representing a decline of RM8.86 million or 4.40% from RM201.11 million in FYE 2024. The decrease was primarily due to lower revenue contribution from the BMD segment, particularly from lower sales of engineering wire mesh. Despite the lower revenue recorded during the year, the Group continued to benefit from contributions across its diversified business segments, including improved revenue from the PMCP segment during the financial year. The Group remained focused on prudent cost management, product diversification and strengthening its operational capabilities to support its long-term growth plans.

Correspondingly, the Group's Earnings Before Interest, Tax, Depreciation and Amortisation ("**EBITDA**") decreased by RM12.43 million or 32.86%, from RM37.83 million in FYE 2024 to RM25.40 million in FYE 2025. The Group recorded Loss Before Taxation ("**LBT**") of RM3.01 million in FYE 2025, mainly attributable to the impairment losses on trade receivables and goodwill during the financial year. Excluding these impairment losses, the Group would have recorded Profit Before Taxation ("**PBT**") of RM15.14 million.

The Group's total assets stood at RM287.88 million in FYE 2025, remained stable compared to RM287.73 million in the preceding financial year. Non-current assets increased by RM26.13 million or 16.97% to RM180.14 million in FYE 2025, mainly attributable to Capital Expenditure ("**CAPEX**") of RM36.56 million on temporary works equipment to support operational and business requirements. During the financial year, trade receivables decreased by RM24.49 million, mainly due to impairment losses on trade receivables, alongside improved receivables management and collection efforts. This was partially offset by higher cash and bank balances in FYE 2025, which contributed positively to the Group's cash position. Consequently, total current assets decreased from RM133.72 million in FYE 2024 to RM107.74 million in FYE 2025.

During FYE 2025, the Group recorded a loss attributable to owners of the Company of RM5.62 million, as compared to profit attributable to owners of the Company of RM13.28 million in the preceding financial year. As a result, the Group recorded a basic loss per ordinary share of 0.93 sen in FYE 2025, as compared to basic earnings per ordinary share of 2.19 sen in FYE 2024. For FYE 2025, the Board did not declare any dividend, taking into consideration the importance of preserving resources to support ongoing operations and future business priorities. Currently, the Group does not have a formal dividend policy, as it remains focused on strengthening its operations and supporting long-term growth.

Throughout the FYE 2025, the Group continued to exercise prudent cash and capital management through a combination of internally generated funds and bank borrowings, with borrowings utilised primarily to support working capital requirements and CAPEX for operational needs. The Group's equity attributable to the owners of the Company stood at RM0.21 per share as at FYE 2025. As at 31 December 2025, the Group's gearing ratio was 0.81 times, reflecting a balanced capital structure to support its operational requirements and on-going business activities. Looking ahead, the Group will continue to adopt a prudent approach to capital management in support of its operational requirements and longer-term strategic priorities.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

## REVIEW OF OPERATIONS

## Revenue

During the financial year under review, PLYTEC's subsidiaries continued to strengthen their market presence through market expansion, upstream development and the expansion of product offerings. The revenue contributions from the various segments are set out in the table below:-

Segments	FYE 2025		FYE 2024		Change	
	RM'000	%	RM'000	%	RM'000	%
CME Solutions	90,049	46.84%	93,493	46.49%	-3,444	-3.68%
BMD	86,582	45.04%	96,450	47.96%	-9,868	-10.23%
DDE Solutions	4,442	2.31%	6,000	2.98%	-1,558	-25.97%
PC Solutions	3,713	1.93%	3,155	1.57%	558	17.69%
PMCP	6,868	3.57%	689	0.34%	6,179	896.81%
Others	600	0.31%	1,325	0.66%	-725	-54.72%
<b>Total</b>	<b>192,254</b>	<b>100.00%</b>	<b>201,112</b>	<b>100.00%</b>	<b>-8,858</b>	<b>-4.40%</b>

During FYE 2025, the Group recorded revenue of RM192.25 million, representing a decrease of RM8.86 million or 4.40% from RM201.11 million in FYE 2024. The decline was primarily due to lower revenue contribution from the BMD segment, particularly from the sale of engineering wire mesh. This was partially offset by an increase in revenue from the newly established PMCP segment by RM6.18 million or 896.81% in FYE 2025.



## CME SOLUTIONS

In FYE 2025, CME Solutions segment recorded revenue of RM90.05 million, representing 46.84% of the total Group's revenue, and a decrease of RM3.44 million or 3.68% as compared to RM93.49 million in the preceding financial year. The segment's revenue was derived from a mix of temporary works equipment sales, rental income and construction-related works, reflecting the segment's diversified revenue streams.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### CME SOLUTIONS (CONT'D)

The decrease in revenue was mainly attributable to lower sales of temporary works equipment, particularly Modular Shoring Systems, which affected the segment's overall sales performance during the year. Sales revenue of temporary works equipment contributed RM26.77 million or 29.73% of the segment's total revenue.

Meanwhile, rental revenue remained stable at RM45.61 million in FYE 2025 as compared to RM45.96 million in FYE 2024 and continued to provide recurring income to the segment. Rental revenue was mainly derived from Modular Shoring Systems, which contributed RM26.74 million or 58.63% of the segment's rental revenue in FYE 2025. Higher rental revenue of Modular Shoring Systems was partially offset by lower rental revenue of Self-Climbing Platforms due to the completion of certain projects during the financial year.

CME Solutions segment also recorded construction revenue of RM17.67 million, representing 19.62% of the segment's total revenue, arising from the supply and installation of aluminium formwork for a high-rise project in the Klang Valley. This reflects the Group's ability to support customers through both equipment-related solutions and on-site project execution.

### BMD

In FYE 2025, the BMD segment recorded revenue of RM86.58 million, representing 45.04% of the Group's total revenue, compared to RM96.45 million in FYE 2024. Of the segment's total revenue, RM56.04 million or 64.73% was contributed by sales of general products, while RM30.54 million or 35.27% was derived from sales of core products.

During the financial year, sales of general products increased by RM5.52 million or 10.93% to RM56.04 million from RM50.52 million in FYE 2024, mainly driven by higher sales of ceramic tiles, rose by RM3.05 million or 55.96%. However, this increase was partially offset by decrease in sales of core products by RM15.39 million or 33.51%, primarily due to lower revenue from sales of engineering wire mesh, primarily due to lower demand for engineering wire mesh during the year. As a result, the segment's overall revenue decreased by RM9.87 million or 10.23% in FYE 2025.

### DDE SOLUTIONS

DDE Solutions segment recorded a decrease in revenue by RM1.56 million or 25.97%, from RM6.00 million in FYE 2024 to RM4.44 million in FYE 2025. Despite the lower contribution to revenue of the Group, the segment continued to provide BIM services to both commercial and government sectors, supporting the Group's overall digital engineering offering. The continued emphasis on digitalisation in the construction industry remains supportive of the segment's longer-term prospects, and the Group continues to strengthen its experience and technical capabilities in this area.

### PC SOLUTIONS

In FYE 2025, this business segment recorded revenue of RM3.71 million, increased by RM0.56 million or 17.69% compared to RM3.16 million in the preceding financial year. The improvement was mainly driven by higher sales of lifting and connecting accessories, which contributed RM3.22 million or 86.83% to the segment's total revenue. This increase was mainly attributable to higher sales to existing customers during the financial year, reflecting continued demand for these products from the segment's established customer base.

### PMCP

Established in September 2024, the PMCP segment recorded revenue of RM6.87 million in FYE 2025, representing an increase of RM6.18 million or 896.81% as compared to RM0.69 million in FYE 2024. The segment's revenue was derived from sales of polymer materials and polymer panels to overseas markets, including Algeria, India, Pakistan, Thailand and Uganda. As part of the Group's broader product diversification efforts, PMCP contributes to the development of more durable and recyclable materials and solutions in line with the Group's sustainability aspirations.

PMCP is expected to progressively strengthen its operational capabilities and create closer synergies with the CME Solutions segment, particularly in supporting products that complement the Group's existing formwork systems. The segment's development is expected to contribute to the Group's longer-term strategy to broaden its product offering, strengthen sustainability-related initiatives and support future growth.

## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### FINANCIAL POSITION

#### Total Assets

As at 31 December 2025, the Group's total assets stood at RM287.88 million, compared to RM287.73 million as at FYE 2024. The analysis is as follows:

#### Non-current Assets

Non-current assets increased from RM154.01 million in FYE 2024 to RM180.14 million in FYE 2025, representing an increase of RM26.13 million or 16.97%. The increase was primarily driven by CAPEX, with approximately 70% of total additions attributable to investments in temporary works equipment to support operational readiness and the Group's rental and project execution requirements. The remaining 30% of additions were mainly attributable to the factory building, machinery and laboratory equipment for the PMCP segment to support its operational set-up and manufacturing capability. The increase was partially offset by depreciation charges of RM21.37 million during the financial year.

#### Current Assets

As at 31 December 2025, total current assets decreased from RM133.72 million in FYE 2024 to RM107.74 million in FYE 2025. The decrease was primarily driven by the decrease in trade receivables, which was mainly due to impairment losses recognised and collections received during the year, supported by enhanced credit control and follow-up procedures. This was partially offset by an increase in cash and bank balances by RM10.34 million or 105.40% to RM20.15 million in FYE 2025. The decrease in total current assets was also attributable to decrease in other receivables, deposits and prepayments during the financial year, resulted from the lower advances to suppliers in FYE 2025.

Overall, the higher non-current assets base reflects the Group's continued investment in strengthening its asset platform to support business execution, longer-term capacity, and the Group's venture into PMCP manufacturing capability.

#### Total Equity

The Group's total equity decreased by RM5.61 million or 4.11% to RM130.81 million in FYE 2025. This was mainly attributable to impairment losses on trade receivables, as well as operating costs incurred for the PMCP segment in preparation for the commencement of manufacturing activities. These pre-operating and ramp-up activities included formulation development, material testing, production trial runs and other setup-related costs, which are part of the Group's broader diversification and capability-building efforts.

#### Total Liabilities

The Group's total liabilities increased by RM5.75 million or 3.80% to RM151.32 million in FYE 2025, mainly due to higher total borrowings of RM4.89 million arising from a significant increase in CAPEX, which was partly financed by hire purchase in FYE 2025. Term loans also increased by RM13.57 million or 112.52%, mainly to fund the construction of Factory Building. This was partially offset by a reduction in short-term borrowings of RM7.52 million during the year. As a result, the Group's net gearing ratio rose to 0.66 times in FYE 2025 from 0.61 times in FYE 2024.



## MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

### Cash Flows

Net Inflows/ (Outflows)	FYE 2025	FYE 2024	Variance	
	RM'000	RM'000	RM'000	%
Operating Activities	<b>54,372</b>	21,443	32,929	153.57
Investing Activities	<b>(24,162)</b>	(35,727)	11,565	32.37
Financing Activities	<b>(14,036)</b>	747	(14,783)	(1,978.98)
Closing Cash and Cash Equivalents	<b>16,632</b>	482	16,150	3,350.62

The Group's net cash generated from operating activities increased significantly from RM21.44 million in FYE 2024 to RM54.37 million in FYE 2025, reflecting stronger operating cash generation. Net cash used in investing activities reduced to RM24.16 million from RM35.73 million in FYE 2024, mainly due to lower cash outflows for the purchases of property, plant and equipment compared to the preceding year.

Net cash used in financing activities amounted to RM14.04 million, mainly due to net repayments and reduced utilisation of banking facilities, partially offset by the drawdown of term loans to partly finance the construction of Factory Building. As a result, closing cash and cash equivalents increased from RM0.48 million in FYE 2024 to RM16.63 million in FYE 2025, supported by stronger operating cash flows and lower utilisation of bank overdrafts.

The Group's operations are financed through a combination of internal and external sources of funds. Internal sources of funds comprise mainly shareholders' equity and cash generated from our operations, while the external source of funds comprise bankers' acceptances, revolving credits, term loans, hire purchase and bank overdrafts.

### LOOKING AHEAD

The Group remains focused on strengthening its core business segments while navigating an operating environment shaped by cost pressures, evolving project requirements and increasing expectations around safety, efficiency and sustainability in the construction sector.

For the CME Solutions segment, rental income is expected to remain an important recurring contributor to the Group. Accordingly, the Group's near-term priority is to increase utilisation and extend the rental deployment period of its existing temporary works rental fleet, which has been built up through cumulative capital investment of RM133.74 million to date, in order to maximise returns from the current asset base. Going forward, the Group will adopt a more disciplined and selective approach to capital expenditure, focusing primarily on key accessories and complementary components that enhance system completeness, improve deployment efficiency, strengthen rental readiness and support evolving customer requirements.

In addition, the Group plans to strengthen its market presence in the Northern Region through the appointment of sales distribution agents to support the wider adoption of WONDERBoard™ and Pecaform™. By leveraging local market networks, this approach is expected to broaden customer reach and improve sales efficiency, while the Group remains focused on maintaining the quality and reliability of its temporary works equipment and related solutions.

Meanwhile, following the commencement of manufacturing activities in the fourth quarter of FYE 2025, the Group will focus on strengthening PMCP's operating capabilities and expanding its market presence as part of the Group's broader diversification strategy. In particular, the Group intends to further develop the compounding business by investing in additional compounding machinery to enhance capacity and support growing demand. With greater in-house capability, PMCP is expected to support the development of more durable and sustainable material solutions, while broadening the Group's product offering over time.

Overall, the Group remains focused on further strengthening its product offering, improving operational efficiency and supporting the resilience of its business model. With its integrated construction engineering solutions and services, recurring rental income base and ongoing diversification initiatives, the Group is well-placed to support long-term sustainable growth.



3123.53

231.654

CO<sub>2</sub>

# SUSTAINABILITY STATEMENT

## About This Statement

- Reporting Scope and Boundaries
- Reporting Period
- Reporting Guidelines and Standards
- Membership of Associations
- Forward-Looking Statement
- Assurance Statement
- Feedback

30

## Sustainability Foundation

- Our Commitment to Sustainable Development
- Sustainability Governance Framework
- PLYTEC's Sustainability Scorecard
- Stakeholder Engagement
  - Stakeholder Influence – Dependency Matrix
- Our Materiality Matters
  - Sustainability Impact, Risks and Opportunities
  - Materiality Matrix

35

## Pillar No. 1

### Our Business and the Economic

- Economic Resilience
- Product Quality and Safety
- Upholding Customer Satisfaction
- Digital Transformation

49

## Pillar No. 2

### Environmental Responsibilities

- Environmental Sustainability Initiatives
- Circular Economy
- Effluents and Waste Management
- Compliance with Environmental Regulations
- Metrics and Sustainable Practices

53

## Pillar No. 3

### People, Social and Community Engagement

- Developing Talent at PLYTEC
- Employee Health, Safety and Well-being
- Diversity, Equity and Inclusion
- Human Rights and Workplace Integrity
- Community Investment and Development
- Supply Chain Management

57

## Pillar No. 4

### Governance

- Corporate Governance
- Anti-Fraud, Bribery and Corruption
- Cyber Security and Customer Data Protection

62

### Climate Adaptation and Resilience

66

- IFRS S1 and S2
  - Overview and Planning
- Governance
  - Planning for Climate Oversight
- Strategy
  - Business Resilience and Time Horizons
- Risk Management
  - Incorporating SRRO and CRRO into the ERM Framework
- Metrics and Targets
  - GHG Emissions, Energy and Net-Zero Commitment
- Financial Impact of Climate-Related Issues

## Closing

70

- PLYTEC's Continued Sustainability Commitment
- Summary of Performance Data Table

## SUSTAINABILITY STATEMENT (CONT'D)

### ABOUT THIS STATEMENT

PLYTEC is pleased to present its **third annual Sustainability Statement (“this Statement”)**, providing a comprehensive overview of our sustainability efforts and environmental, social and governance (“**ESG**”) performance for the financial year ended 31 December 2025 (“**FYE 2025**”). At PLYTEC Holding Berhad (“**PLYTEC**”) and its subsidiaries (collectively “**the Group**”), we remain committed to responsible and ethical business practices that create long-term value for our stakeholders.

This Statement outlines the initiatives undertaken to embed sustainability across our operations, alongside key risks and opportunities that have **shaped our strategic priorities** during the year. It also reflects the challenges and progress made in addressing our **ESG** commitments.

Building on the foundation we have established in recent years, we continue to strengthen our sustainability capabilities, governance structures and reporting practices to keep pace with evolving regulatory expectations. In this Statement, we further enhance our alignment with the International Financial Reporting Standards (IFRS) S1 on General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 on Climate-related Disclosures, as required under Bursa Malaysia Securities Berhad’s (“**Bursa Malaysia**”) Sustainability Reporting Guide (“**SRG**”) and National Sustainability Reporting Framework (“**NSRF**”), on a limited basis.

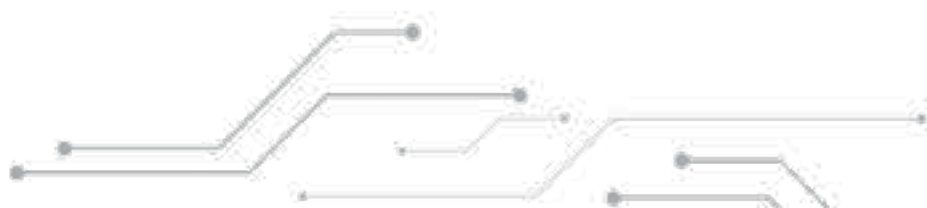
This Statement reflects our ongoing capacity-building journey — deepening our understanding, improving data quality, and progressively embedding climate and sustainability considerations into decision-making. It marks an important step in maturing PLYTEC’s sustainability reporting, establishing a stronger baseline for more comprehensive and data-driven disclosures in the years ahead.

This Statement documents our continuous efforts, achievements and areas identified for further enhancement as we advance toward a more resilient, transparent, and accountable sustainability performance.

### REPORTING SCOPE AND BOUNDARIES

This Statement outlines PLYTEC’s commitment, initiatives and progress in sustainability for the FYE 2025. It provides an overview of our economic, environmental, social, and governance (“**EESG**”) impacts across the Group’s operations.

The scope of this Statement covers our operations in **Malaysia**, encompassing all **five business segments** that collectively contribute more than 99% of the Group’s total revenue. Issued annually as part of our broader Annual Report, it aims to present a clear, accurate and balanced view of our sustainability performance within the Group’s operating context.

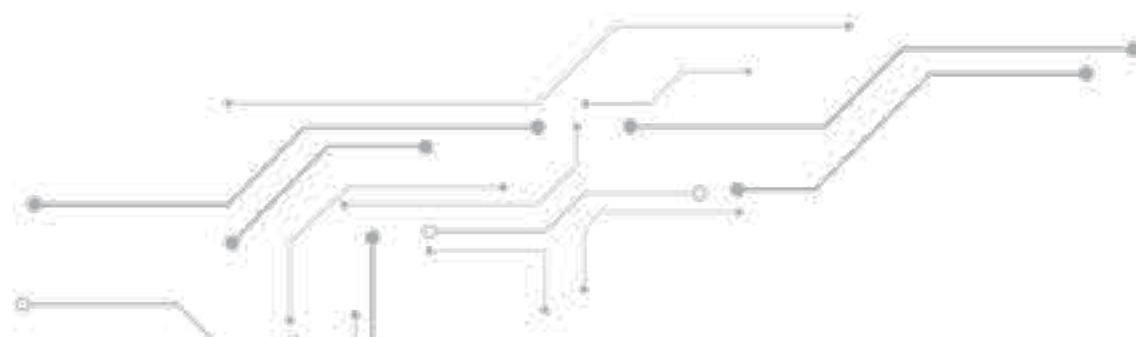


## SUSTAINABILITY STATEMENT (CONT'D)

### REPORTING SCOPE AND BOUNDARIES (CONT'D)

The five business segments covered in this Statement are:

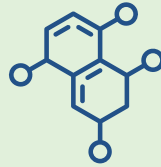
Code	Business Segment	Description
<b>CME</b>	<b>Construction Method Engineering (“CME”) Solutions</b>	PLYTEC's flagship segment and primary revenue driver. Provides rental of reusable formwork systems, Self-Climbing Platforms, and Modular Shoring Solutions (including WCL48 system) to construction projects across Malaysia. The rental model generates recurring revenue streams and underpins the Group's circular economy positioning.
<b>BMD</b>	<b>Building Materials Distribution (“BMD”)</b>	Manufacturing, trading and distributes a range of conventional and specialised building materials to contractors, developers and construction industry participants. The segment supports the Group's broader construction solutions offering and provides cross-selling opportunities with the CME Solutions rental business.
<b>DDE</b>	<b>Digital Design and Engineering (“DDE”) Solutions</b>	Provides Building Information Modelling (BIM) services, digital engineering consultancy and construction technology advisory. Aligned with public sector BIM requirements and government initiatives to enhance BIM adoption, this segment delivers value-added digital services that complement the Group's construction engineering solutions and services.
<b>PC</b>	<b>Prefabricated Construction (“PC”) Solutions</b>	Supplies prefabricated construction accessories and systems, supporting Industrialised Building System (IBS) adoption across Malaysia's construction sector.
<b>PMCP</b>	<b>Polymer Material Compounding and Product (“PMCP”)</b>	Introduced in FYE 2024 as a new growth avenue, PMCP focuses on engineering and performance polymer compounding to serve customers across multiple industries. In additions, PMCP manufactures and extrudes eco-friendly, durable building materials – specifically the WONDERBoard™, a recyclable plastic panel designed as a sustainable alternative to conventional timber and gypsum board products. PLYTEC obtained the Certificate of Completion and Compliance (CCC) for Factory 1 at Olak Lempit in Q4 2025, enabling in-house WONDERBoard™ production to commence. PMCP extends PLYTEC's circular economy positioning from the rental segment into manufactured sales products.



## SUSTAINABILITY STATEMENT (CONT'D)

## FYE 2025 Segment Highlight — PMCP

The **PMCP** segment was introduced in FYE 2024 as a new growth avenue. PMCP focuses on the trading and compounding of polymer materials, serving customers across multiple industries and overseas markets, thereby diversifying the Group's revenue base beyond the construction sector.



In FYE 2025, a significant milestone was achieved: PLYTEC obtained the Certificate of Completion and Compliance (CCC) for Factory 1 at Olak Lempit in Q4 2025, completing the purpose-built manufacturing facility and enabling in-house production of **WONDERBoard™** — an eco-friendly, recyclable plastic panel designed as a sustainable alternative to conventional timber and gypsum board products. PMCP extends PLYTEC's circular economy positioning from the rental segment into manufactured sales products and represents a strategic step towards product-level environmental differentiation.

## REPORTING PERIOD

The reporting period covers **1 January 2025** to **31 December 2025**, unless stated otherwise. Where relevant, comparative information from FYE 2023 and FYE 2024 has been included to provide meaningful context for performance trends.

This Statement is published annually as part of the Annual Report, which is made available in April each year and can be accessed via the **PLYTEC Investor Relations** website.

## REPORTING GUIDELINES AND STANDARDS

This Statement has been prepared in accordance with the **ACE Market Listing Requirements** ("**ACE LR**") issued by Bursa Malaysia and references Bursa Malaysia's Sustainability Reporting Guide and Toolkits (3<sup>rd</sup> Edition).

The frameworks and standards applied in preparing this Statement are as follows:

Framework / Standard	Application
Bursa Malaysia — NSRF and ACE Market Listing Requirements	The primary regulatory framework mandates sustainability disclosure for listed issuers. This Statement outlines its capacity-building and disclosure journey for IFRS S1 and S2.
IFRS S1 — General Requirements for Sustainability-related Financial Information	Capacity building year for FYE 2025 (NSRF ACE Market proportionality relief). Governs the overall structure of sustainability-related risk and opportunity disclosure.
IFRS S2 — Climate-related Disclosures	Governs climate governance, strategy, risk management, and metrics and targets disclosures. Structured around the four TCFD pillars. To be rolled out progressively in line with our strengthened sustainability governance and reporting practices.
TCFD — Task Force on Climate-related Financial Disclosures	Applied as the structural reference framework for the Climate Adaptation and Resilience section. TCFD's four pillars (Governance, Strategy, Risk Management, Metrics and Targets) are fully incorporated into IFRS S2.
Global Reporting Initiative (" <b>GRI</b> ") Standards (referenced where applicable)	Selected GRI disclosures referenced for environmental, social and governance performance reporting, particularly for energy, water, waste and workforce metrics.

## SUSTAINABILITY STATEMENT (CONT'D)

### REPORTING GUIDELINES AND STANDARDS (CONT'D)

The frameworks and standards applied in preparing this Statement are as follows (Cont'd):

Framework / Standard	Application
Malaysian Code on Corporate Governance 2021 (“ <b>MCCG 2021</b> ”)	Referenced for corporate governance disclosures and Board oversight structure.
United Nations Sustainable Development Goals (“ <b>UNSDGs</b> ”)	PLYTEC’s material sustainability matters are mapped to relevant UNSDGs to contextualise the Group’s contribution to broader sustainable development objectives.

### MEMBERSHIP OF ASSOCIATIONS

PLYTEC engages with various business, industry and technology associations to stay informed on ESG and sustainability developments. Our participation allows us to collaborate on industry-related matters, stay current with emerging trends and adopt best practices. Through these memberships, we contribute to industry dialogue while strengthening our business and sustainability efforts.

The Group’s entities are members of the following professional bodies and industry associations:

- **BIM Engineering Solution & Technology Sdn. Bhd.** — Registered as Jurutera Perunding with **Lembaga Jurutera Malaysia (LJM)**
- **PLYTEC Formwork System Industries Sdn. Bhd.** — Registered contractor with the **Construction Industry Development Board (CIDB)**
- **PLYTEC Formwork System Industries Sdn. Bhd.** — Ordinary member of the **Master Builders Association of Malaysia (MBAM)**
- **PLYTEC Formwork System Industries Sdn. Bhd.** — Ordinary member of the **Building Management Association of Malaysia (BMAM)**

### FORWARD-LOOKING STATEMENT

This Statement includes forward-looking statements related to PLYTEC’s objectives, strategies and sustainability commitments. These statements may be identified by terms such as “would”, “expect”, “endeavour”, “goals”, “pursue”, “intend”, “anticipate”, “target” and similar expressions that do not relate to historical matters.

Forward-looking statements are based on PLYTEC’s current expectations, beliefs and assumptions and do not guarantee future performance. They are inherently subject to uncertainties, risks and external factors beyond our control — including global and domestic economic conditions, regulatory changes, climate-related developments and evolving stakeholder expectations — which may cause actual outcomes to differ materially from those expressed or implied.

## SUSTAINABILITY STATEMENT (CONT'D)

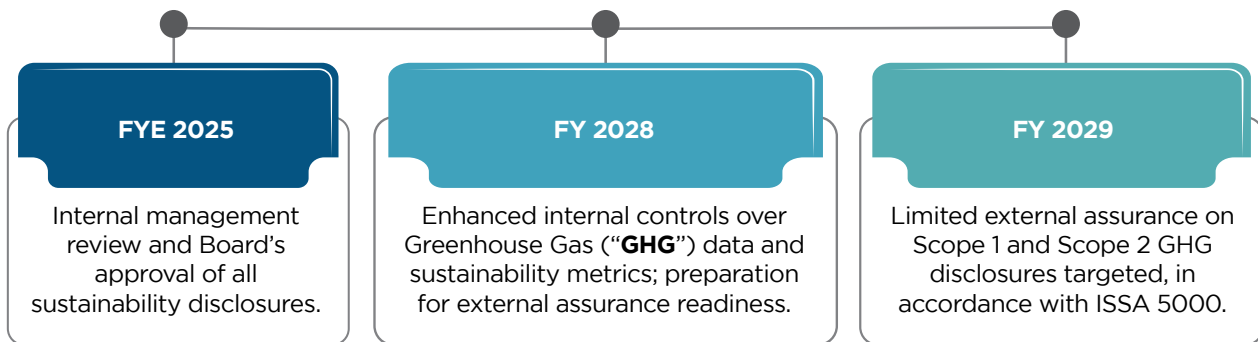
### ASSURANCE STATEMENT

The data and disclosures presented in this Statement are sourced internally and measured against applicable industry standards and sustainability targets. All information is reviewed by Management and the ESG Team prior to presentation to the Board of Directors (“**the Board**”) for approval.

As part of our continuous improvement commitment, we are actively enhancing data collection processes, strengthening internal controls over sustainability data and addressing reporting gaps identified through the FYE 2025 disclosure cycle.

### Progressive Assurance Roadmap

In line with PLYTEC’s IFRS S2 progressive disclosure commitments, the Group is working towards the following assurance milestones:



*The assurance roadmap is subject to Board's approval and will be reviewed annually in line with evolving NSRF requirements.*

### FEEDBACK

PLYTEC values feedback from stakeholders as it helps us continuously improve our sustainability initiatives and reporting approach. We welcome your views on our performance, disclosures and sustainability commitments.

Please reach out to us through the following channels:



Telephone : +603-8061 2888  
 Email : [ir@plytec.com.my](mailto:ir@plytec.com.my)  
 Contact Person : Corporate Finance  
 Website : PLYTEC Investor Relations | [www.plytec.com.my](http://www.plytec.com.my)

## SUSTAINABILITY STATEMENT (CONT'D)

### SUSTAINABILITY FOUNDATION

#### OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT

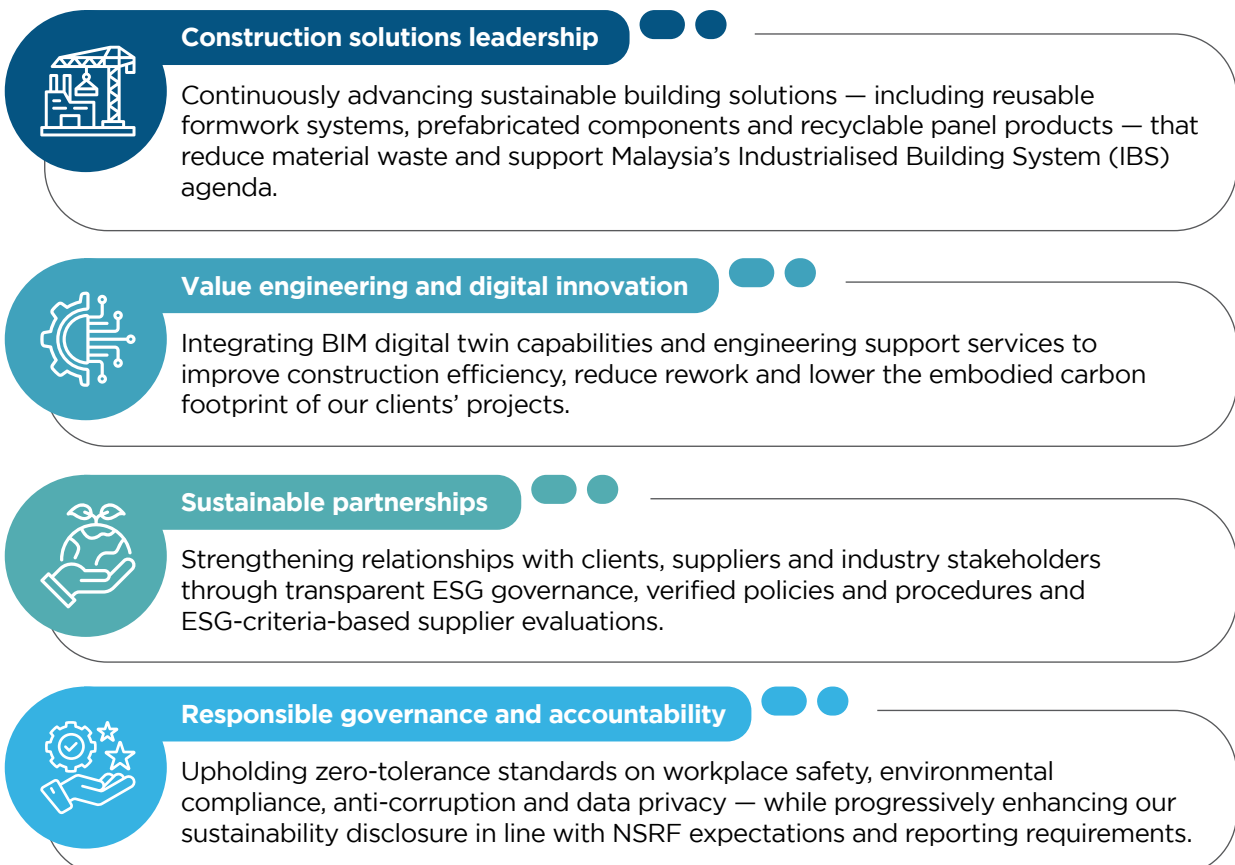
FYE 2025 marks a significant milestone in PLYTEC's sustainability journey. Building on two years of progressive ESG disclosure, the Group has taken a **decisive step forward** by completing the Olak Lempit Factory 1 (CCC obtained in Q4 2025), launching commercial production of WONDERBoard™ through the new PMCP segment, and strengthening its alignment with IFRS S1 and S2 climate-related disclosure requirements under Bursa Malaysia's SRG and NSRF. These milestones reflect the Board's conviction that sustainability and commercial performance are mutually reinforcing priorities.

Our Board works closely with management to reinforce responsible business practices while

leveraging PLYTEC's deep expertise in the construction industry. **Sustainability is not a standalone programme** — it is embedded in how we design our products, structure our customer contracts, invest in technology and govern our operations. PLYTEC's reusable formwork rental model, BIM digital services and circular economy manufacturing, each represent the convergence of commercial value creation and environmental stewardship.

Our **circular economy commitment** is anchored on extending asset life through repeated reuse of rental equipment, reducing material wastage at project sites and developing durable and recyclable product alternatives that support more responsible resource use across the construction lifecycle.

Our approach to sustainable development rests on four foundations:



## SUSTAINABILITY STATEMENT (CONT'D)

### OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT (CONT'D)

We remain committed to balanced and sustainable value creation across all four ESG dimensions – economic resilience, environmental responsibility, social well-being and governance integrity. Our Vision and Mission reflect this dedication as we advance on our sustainability journey.



### VISION

To be the leader in the construction industry through Value Engineering and Digital Smart Innovation.



### MISSION

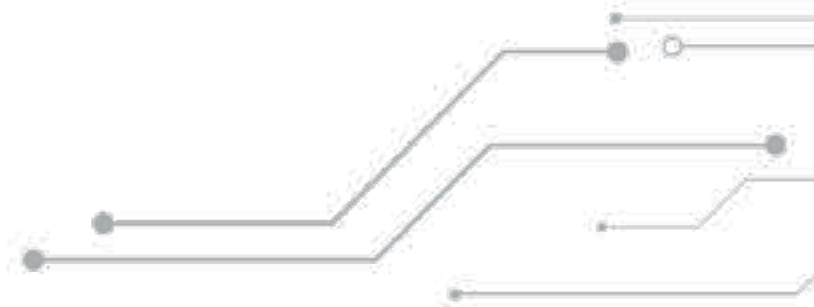
Delivering integrated resources in specialised construction solutions.

Creating value chain and sustainable partnerships with stakeholders.

### SUSTAINABILITY GOVERNANCE FRAMEWORK

Effective sustainability management requires committed leadership, clear direction and strategic alignment across all levels of the organisation. At PLYTEC, our governance structure provides the institutional backbone through which sustainable practices are integrated into business strategy, operational decision-making and stakeholder reporting.

The Board holds ultimate accountability for PLYTEC's sustainability direction, including climate-related risk oversight of sustainability and climate-related risks and opportunities. Going forward, the Audit and Risk Management Committee (“**ARMC**”) would include oversight of sustainability, climate and sustainability-related risks as part of the Group's Enterprise Risk Management (“**ERM**”) framework. The Chief Sustainability Officer (CSO) / Head of Engineering leads day-to-day ESG strategy execution and is supported by the **ESG Working Group**, a cross-functional team responsible for data collection, performance monitoring, and sustainability disclosure preparation across all five business segments. The CSO resigned with effect from 6 April 2026. Pending the appointment of a replacement, the Group intends for the Chief Financial Officer (CFO) to provide interim oversight on the integration of sustainability information into financial processes, controls and reporting.



## SUSTAINABILITY STATEMENT (CONT'D)

### SUSTAINABILITY GOVERNANCE FRAMEWORK (CONT'D)

#### Sustainability Governance Framework Diagram





















Detailed disclosure of PLYTEC's climate governance structure — including Board-level oversight of climate risks and opportunities, the designation of the Sustainability Risk Owner (“**SRO**”) and Climate Risk Owner (“**CRO**”), and the FYE 2025 Sustainability-Related Risks and Opportunities (“**SRRO**”) and Climate-Related Risks and Opportunities (“**CRRO**”) Awareness Programme — is presented in the **Climate Adaptation and Resilience** section of this Statement.

## SUSTAINABILITY STATEMENT (CONT'D)

















## PLYTEC'S SUSTAINABILITY SCORECARD

The table below outlines PLYTEC's Sustainability Scorecard for FYE 2025, tracking performance across our four ESG pillars and highlighting year-on-year progress. Key milestones are aligned with the **UNSDGs** to situate PLYTEC's efforts within the broader global sustainability agenda.

● <b>Progressing well</b> — on track to achieving target	● <b>Progressing</b> — slightly behind, increased effort required	● <b>Progressing with delays</b> — current approach requires review		
Target	Unit	FYE 2025 Progress	Status	UNSDGs
<b>Pillar 1 – Economic Resilience and Excellence</b>				
Maintain a Customer Satisfaction Index (CSI) of at least 80%	%	CME Solutions achieved a CSI score of 83%, surpassing the FYE 2025 target of 80%	●	  
Ensure zero product claims related to quality and safety	Cases	Zero product recalls due to safety or quality issues (CME Solutions)	●	 
Achieve a minimum Supplier Conformance Index of 80%	%	Achieved 85% Supplier Conformance Index (CME Solutions)	●	 
<b>Pillar 2 – Environmental: Eco-Conscious Corporate Citizen</b>				
Committed to achieving net-zero GHG emissions by 2050	Year	Aspirational net-zero 2050 commitment established. Ongoing internal awareness initiatives.	●	    
Disclose GHG Scope 2 emissions	tCO <sub>2</sub> e	Scope 2 emissions for FYE 2025 were 673.21 tCO <sub>2</sub> e, with the increase primarily attributable to the commencement of the Olak Lempit Factory 1 in Q4 2025.	●	
Disclose GHG Scope 1 emissions (target: FY 2026)	tCO <sub>2</sub> e	Scope 1 inaugural disclosure achieved in FYE 2025 (747.50 tCO <sub>2</sub> e) — one year ahead of target. Boundary covers company vehicles and forklifts. Generators and Olak Lempit factory to be incorporated progressively.	●	
Disclose GHG Scope 3 emissions (target: FY 2029)	tCO <sub>2</sub> e	Scope 3 Categories 6 and 7 (business travel and employee commuting) data collection planned for FY 2028.	●	
Maintain zero environmental violations	Cases	Achieved zero environmental violations in FYE 2025.	●	  

## SUSTAINABILITY STATEMENT (CONT'D)

## PLYTEC'S SUSTAINABILITY SCORECARD (CONT'D)

Target	Unit	FYE 2025 Progress	Status	UNSDGs
<b>Pillar 2 – Environmental: Eco-Conscious Corporate Citizen (Cont'd)</b>				
Establish baseline energy efficiency and resource conservation measures	MWh (Energy)/ m <sup>3</sup> (Water)	Energy consumption: 910 MWh (+16.8% vs FYE 2024). Water: 24,794 m <sup>3</sup> (-42% vs FYE 2024). Rainwater harvesting commissioned in Q4 2025. Solar PV deferred pending production baseline data.	●	  
<b>Pillar 3 – Social: Sustainable Workforce and Community</b>				
Ensure all employees receive at least 8 training hours per year	Hours / employee	All employees completed a minimum of 8 training hours in FYE 2025.	●	 
Maintain zero workplace fatalities	Cases	Zero workplace fatalities recorded (employees, suppliers and contractors).	●	 
Maintain zero reported incidents of human rights violations	Cases	No reported cases of human rights violations in FYE 2025.	●	 
Expand supplier evaluations to incorporate ESG criteria	Number of Suppliers assessed	ESG criteria incorporated into supplier evaluations. 8 suppliers (raw materials) assessed in FYE 2025.	●	  
<b>Pillar 4 – Responsible Governance</b>				
Ensure zero reported whistleblowing cases	Cases	No whistleblowing cases reported in FYE 2025.	●	
Maintain zero reported corruption cases	Cases	No corruption cases reported in FYE 2025.	●	
Prevent customer data leaks and breaches	Cases	No customer data breaches or leaks recorded in FYE 2025.	●	 

## FYE 2025 Scorecard Highlights



PLYTEC achieved **green status across 16 of 16 scorecard targets** in FYE 2025. The Scope 3 GHG disclosure – reflects the **deliberate phased approach** adopted under NSRF proportionality relief, with Scope 3 Categories 6 and 7 collection planned for FY 2028 and Category 1 supply chain data targeted for FY 2029. Notably, Scope 1 GHG disclosure was achieved **one year ahead of target**, establishing PLYTEC's first Scope 1 baseline in FYE 2025.

## SUSTAINABILITY STATEMENT (CONT'D)

### STAKEHOLDER ENGAGEMENT

Meaningful stakeholder engagement is central to PLYTEC's approach to sustainability. It enables us to identify material ESG topics, anticipate market and regulatory trends, align our strategy with stakeholder expectations, and strengthen the trust that underpins our long-term commercial relationships.

The Group engages with stakeholders through multiple channels and at varying frequencies, depending on the nature of the relationship and the materiality of the issues involved. The table below outlines our key stakeholder group, their principal focus areas and the primary engagement mechanisms employed in FYE 2025.

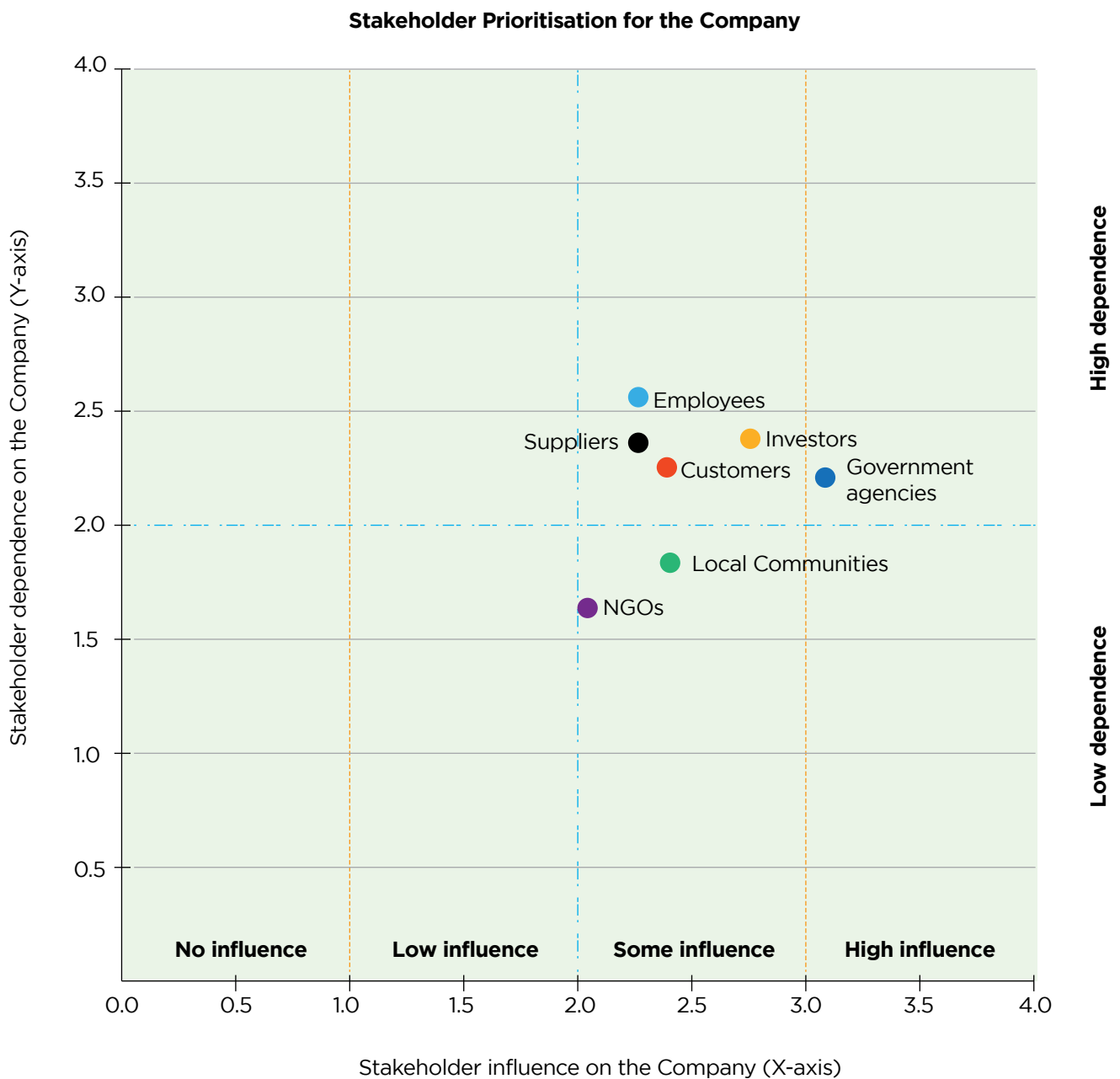
Stakeholder Group	Key Focus Areas	Methods of Engagement
<b>Shareholders, Financiers and Investors</b>	<ul style="list-style-type: none"> <li>• Profitability and returns</li> <li>• Dividend</li> <li>• Shareholder value and responsible stewardship</li> <li>• ESG performance and climate-related financial disclosure (IFRS S1 and S2)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual General Meeting (AGM)</li> <li>• Company website and investor relations portal</li> <li>• Annual Report and Sustainability Statement</li> <li>• Sustainability disclosure under Bursa Malaysia's SRG and NSRF</li> <li>• Briefings and engagement sessions</li> </ul>
<b>Clients, Customers, Suppliers and Industry Partners</b>	<ul style="list-style-type: none"> <li>• Product and service quality</li> <li>• Timely delivery of products and projects</li> <li>• Payment terms and timeliness</li> <li>• Product innovation and sustainable solutions</li> <li>• Health, safety and compliance at project sites</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction surveys and supplier evaluation forms</li> <li>• Customer service platforms (phone and email)</li> <li>• Face-to-face meetings and site visits</li> <li>• Events and industry forums</li> <li>• Company policy compliance declarations</li> <li>• Social media</li> </ul>
<b>Regulators and Government Authorities</b>	<ul style="list-style-type: none"> <li>• Compliance with laws and regulations</li> <li>• Certifications and regulatory approvals</li> <li>• Industry best practices and updates</li> <li>• NSRF / IFRS S1 and S2 sustainability reporting obligations</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance and certification exercises</li> <li>• Periodic site visits and regulatory audits</li> <li>• Company representation at technical working groups and industry initiatives</li> <li>• Briefings and trainings</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Business performance and strategic direction</li> <li>• Career and professional development</li> <li>• Learning and development opportunities</li> <li>• Employee welfare, benefits and wellness</li> <li>• Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Regular team meetings and management discussions</li> <li>• Townhall meetings</li> <li>• Annual performance appraisals</li> <li>• Forums, trainings and workshops</li> <li>• Employee events including festive celebrations and annual gathering</li> <li>• Company policy compliance declarations</li> </ul>
<b>Local Communities, Industry Associations, Academia and Non-Governmental Organisations ("NGOs")</b>	<ul style="list-style-type: none"> <li>• Company's reputation and brand integrity</li> <li>• Corporate social responsibility</li> <li>• Best management practices and industry-related research</li> <li>• Partnerships, research and academic collaborations</li> </ul>	<ul style="list-style-type: none"> <li>• Community outreach and development programmes</li> <li>• Public events, forums and symposiums</li> <li>• Annual Report and Sustainability Statement</li> <li>• Educational site visits</li> <li>• Briefings and trainings</li> </ul>

## SUSTAINABILITY STATEMENT (CONT'D)

### STAKEHOLDER INFLUENCE - DEPENDENCY MATRIX

PLYTEC engages with a diverse range of stakeholders who either influence or are impacted by our business and operations. Key stakeholder groups include investors, government agencies, regulators, customers, employees, local communities, NGOs and suppliers. These groups are identified and prioritised based on their **level of influence** over PLYTEC's business decisions and their **level of dependency** on the Group's activities and outputs. The relationships between these stakeholders are reflected in the Stakeholder Influence - Dependency Matrix.

#### Stakeholder Prioritisation Process and Matrix



## SUSTAINABILITY STATEMENT (CONT'D)

### OUR MATERIALITY MATTERS

#### Materiality Assessment

Understanding material issues is essential to creating long-term value for our stakeholders. PLYTEC's materiality assessment incorporates input from both internal and external stakeholders, considering factors that influence financial stability, economic growth and ESG impacts. These insights shape our business strategy and guide resource allocation for sustainability.

In FYE 2023, we conducted a **comprehensive materiality assessment**, identifying 13 core ESG topics relevant to our operations. To ensure continued alignment with stakeholder expectations and evolving business priorities, we undertook a desktop review and limited refresh of the materiality assessment in FYE 2025, engaging key stakeholders through a follow-up survey questionnaire. This review:

- **Reaffirmed** the relevance of 13 core material matters, ranked by significance and impact.
- **Elevated** one emerging topic based on FYE 2024 stakeholders' feedback to full material status in FYE 2025: **Climate Action and Resilience**. Two further emerging topics — Workplace Well-being and Sustainable Supply Chain Governance — have been noted and will be formally assessed in the FY 2026 materiality review.
- **Confirmed** continued stakeholder priority for **eight top-tier material matters** with significant operational and long-term value implications.

#### Materiality Basis — FYE 2025 and Roadmap to Financial Materiality



PLYTEC's FYE 2025 materiality assessment is principally conducted on an **impact materiality** basis, reflecting the Group's GRI-aligned disclosure framework and the NSRF proportionality relief applicable to ACE Market issuers. Under impact materiality, topics are assessed based on their significance of PLYTEC's actual and potential impacts on the economy, environment and people.

A financial materiality lens will be applied progressively, through which the directional financial implications of identified climate-related risks and opportunities will be assessed going forward. This approach is consistent with the IFRS S1 and S2 single materiality framework, which focuses on sustainability matters that are financially material to investors by virtue of their financial implications for the reporting entity.

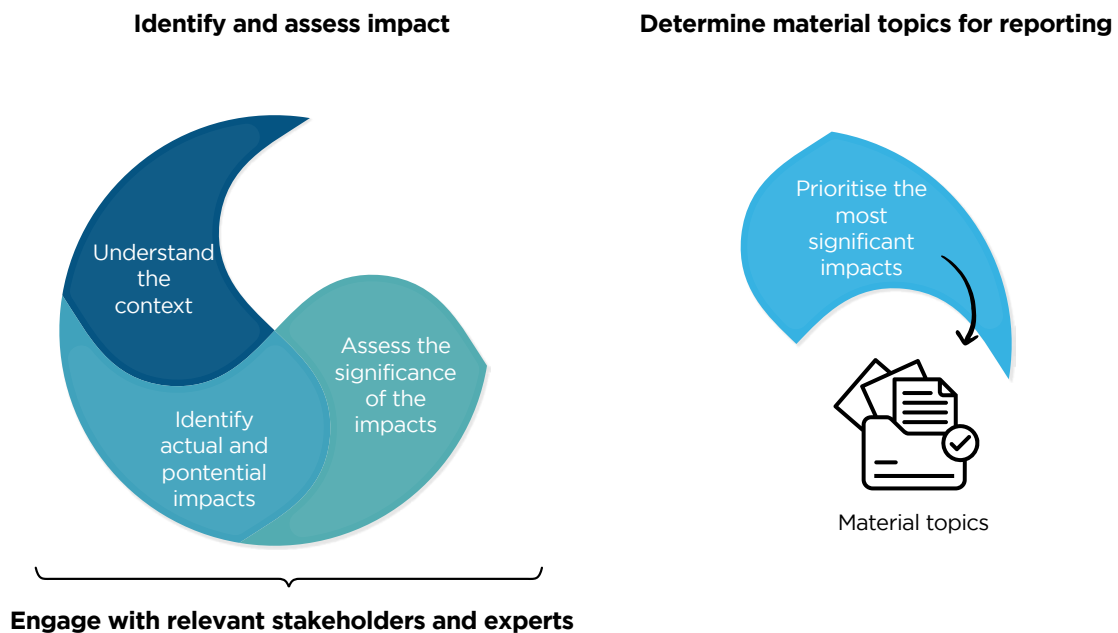
In FY 2026, PLYTEC plans to conduct a materiality assessment focused on identifying sustainability-related risks and opportunities that may affect the company's business and financial position. This will ensure PLYTEC's materiality framework meets the expectations of ISSB-aligned investors and provides a robust evidential foundation for the targeted **FY 2029 ISSA 5000 limited assurance** engagement.

## SUSTAINABILITY STATEMENT (CONT'D)

### OUR MATERIALITY MATTERS (CONT'D)

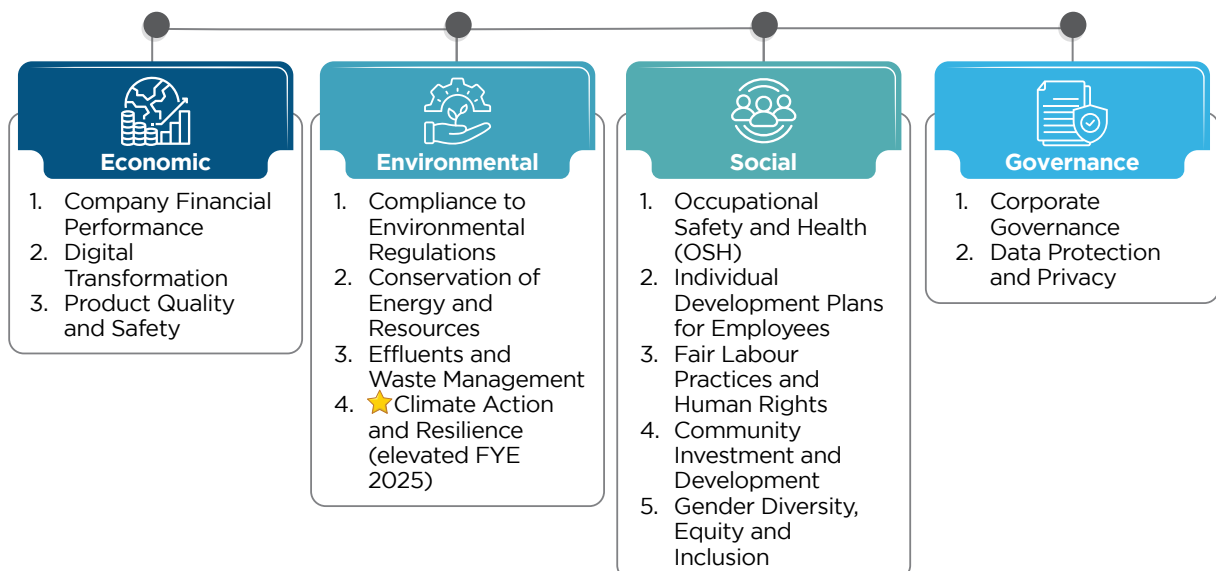
#### Materiality Assessment (Cont'd)

##### Materiality Assessment Process Flow - Diagram



#### Material Matters – FYE 2025

The following **14 material matters** have been identified and confirmed for FYE 2025, spanning the four ESG pillars. Topics marked with ★ represents Climate Action and Resilience – the one emerging topic from FYE 2024 stakeholder feedback formally elevated to material status in FYE 2025. Two further emerging topics (Workplace Well-being and Sustainable Supply Chain Governance) remain under observation and will be formally assessed in the FY 2026 materiality review.



## SUSTAINABILITY STATEMENT (CONT'D)

### OUR MATERIALITY MATTERS (CONT'D)

#### Material Matters – FYE 2025 (Cont'd)

##### FYE 2025 – Elevated Emerging Topic



Following the FYE 2025 desktop review, Management formally elevated **one emerging topic** from FYE 2024 stakeholder feedback to full material status:

Climate Action and Resilience: Elevated to a core material matter by Management decision in FYE 2025 to reflect its growing strategic importance. Two further emerging topics identified in FYE 2024 – **Workplace Well-being and Sustainable Supply Chain Governance** – are noted and substantively referenced in this Statement but will be formally assessed for material status in the **FY 2026 materiality review**. Both are addressed in relevant sections: Workplace Well-being under Pillar 3 and Supply Chain Governance through ESG supplier evaluations (8 raw materials suppliers assessed in FYE 2025) and the progressive Scope 3 disclosure roadmap.












### SUSTAINABILITY IMPACT, RISKS AND OPPORTUNITIES

The table below maps each material matter to its principal impact, risk, opportunity, applicable **GRI Standards** disclosures and relevant **UNSDGs**. This mapping provides the analytical basis for PLYTEC's sustainability disclosures across all four ESG pillars.

Material Matter	Impact (I)	Risk (R)	Opportunity (O)	GRI	UNSDGs
<b>Economic</b>					
<b>Company Financial Performance</b>	Drives profitability, growth and shareholder value.	Market volatility, cost overruns and project delays.	Enhances reputation, attracts investment and sustains financial resilience.	GRI 201-1 to 201-4	
<b>Digital Transformation</b>	Enhances operational efficiency and innovation through advanced technologies.	Resistance to change and slow adoption can reduce competitiveness.	Improves productivity, reduces costs and enhances client satisfaction.	GRI 203-1, 203-2	
<b>Product Quality and Safety</b>	Ensures high standards in product performance, safety and compliance.	Reputational damage and financial losses from product failures or recalls.	Builds customer trust, loyalty and competitive advantage.	GRI 416-1, 416-2; GRI 417-1 to 417-3	







## SUSTAINABILITY STATEMENT (CONT'D)

## SUSTAINABILITY IMPACT, RISKS AND OPPORTUNITIES (CONT'D)

Material Matter	Impact (I)	Risk (R)	Opportunity (O)	GRI	UNSDGs
 <b>Environmental</b>					
<b>Compliance with Environmental Regulations</b>	Demonstrates commitment to legal and ethical environmental standards.	Non-compliance can result in fines, project delays and reputational damage.	Strengthens stakeholder trust and ensures operational continuity.	GRI 307-1	 
<b>Conservation of Energy and Resources</b>	Minimises energy use and optimises resource consumption to reduce costs and environmental impact.	Inefficient practices increase costs and carbon footprint.	Adoption of energy-efficient practices enhances sustainability and reduces costs.	GRI 301-1 to 301-3; GRI 302-1 to 302-5	 
<b>Effluents and Waste Management</b>	Reduces pollution and waste, contributing to a cleaner environment.	Regulatory penalties and reputational damage from poor waste handling.	Implements circular economy principles to reduce costs and enhance environmental stewardship.	GRI 303-1 to 303-5; GRI 306-1 to 306-5	 
<b>★ Climate Action and Resilience</b>	Addresses physical and transition climate risks affecting PLYTEC's assets, operations, and revenue.	Unmanaged climate risks may increase costs, disrupt supply chains and affect asset values.	Green financing access, ESG procurement positioning, BIM mandate demand, circular economy value.	GRI 305-1 to 305-7; IFRS S2	   






## SUSTAINABILITY STATEMENT (CONT'D)

## SUSTAINABILITY IMPACT, RISKS AND OPPORTUNITIES (CONT'D)

Material Matter	Impact (I)	Risk (R)	Opportunity (O)	GRI	UNSDGs
 <b>Social</b>					
<b>Occupational Safety and Health (OSH)</b>	Ensures a safe and healthy work environment, reducing accidents and liabilities.	Poor safety standards lead to legal liabilities, workplace injuries and low employee morale.	Strong OSH practices improve productivity, morale and stakeholder trust.	GRI 403-1 to 403-10	 
<b>Individual Development Plans for Employees</b>	Enhances workforce capabilities through structured training and career development.	Lack of development can lead to high turnover and skills gaps.	Talent development increases loyalty, innovation and competitiveness.	GRI 404-1 to 404-3	 
<b>Fair Labour Practices and Human Rights</b>	Promotes equitable treatment and compliance with labour laws and international standards.	Violations can lead to reputational harm, legal issues, and loss of stakeholder trust.	Demonstrates commitment to ethical practices and enhances employee satisfaction.	GRI 407-1; GRI 408-1; GRI 409-1	 
<b>Community Investment and Development</b>	Improves community well-being and strengthens the Group's social licence to operate.	Neglecting community needs can lead to social unrest and loss of social licence.	Fosters goodwill, builds trust, and supports sustainable community development.	GRI 413-1, 413-2	 
<b>Gender Diversity, Equity and Inclusion</b>	Fosters a diverse, equitable, and inclusive workplace environment.	Lack of diversity can hinder innovation and reduce stakeholder confidence.	Inclusive policies attract diverse talent and improve organisational culture.	GRI 405-1, 405-2	 

## SUSTAINABILITY STATEMENT (CONT'D)

### SUSTAINABILITY IMPACT, RISKS AND OPPORTUNITIES (CONT'D)

Material Matter	Impact (I)	Risk (R)	Opportunity (O)	GRI	UNSDGs
 <b>Governance</b>					
<b>Corporate Governance</b>	Ensures accountability, transparency, and ethical decision-making at all levels.	Weak governance can lead to regulatory breaches and reputational harm.	Strong governance enhances investor confidence and long-term sustainability.	GRI 2: General Dis-closures 2021	 
<b>Data Protection and Privacy</b>	Protects sensitive data from breaches and builds stakeholder trust.	Data breaches can result in legal penalties, financial losses, and reputational damage.	Robust cybersecurity measures enhance operational resilience and client trust.	GRI 418-1	 

#### GRI Standards Note



GRI disclosures referenced in this table are aligned with the **GRI Universal Standards 2021** and relevant GRI Topic Standards. The reference to Corporate Governance now applies **GRI 2: General Disclosures 2021** (replacing the legacy GRI 102 General Disclosures from the 2016 Standards). Topics marked ★ represent material matter elevated in FYE 2025.

#### MATERIALITY MATRIX

Stakeholder survey feedback was analysed using statistical methods incorporating weighted averages to account for stakeholder participation levels and their relevance to the Group. The **14 material topics** (13 core matters plus Climate Action and Resilience, elevated to material status in FYE 2025) were plotted on a materiality matrix, mapping their significance from both **business impact** and **stakeholder importance** perspective.

The desktop review of the FYE 2024 materiality assessment confirmed that **seven key topics** remained top priorities, reflecting their significant impact on operations and long-term value creation. **Climate Action and Resilience** emerged as the most prominent new topic, receiving elevated priority in stakeholder feedback and formally elevated to material status by Management in FYE 2025. The materiality matrix and findings were reviewed and endorsed by the Board.

The eight highest-priority material matters — confirmed through the FYE 2025 desktop review are:

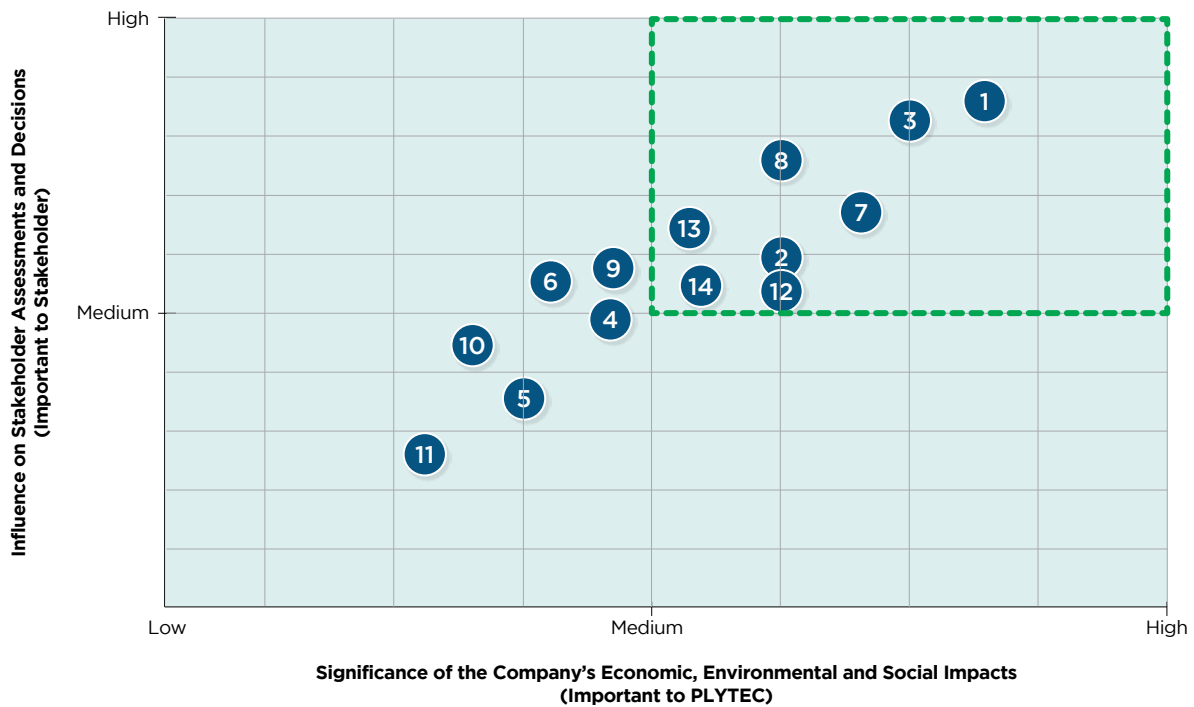
No.	ESG Pillar	Material Matter
1.	Economic	Company Financial Performance
2.	Economic	Digital Transformation
3.	Economic	Product Quality and Safety
4.	Environmental	★ Climate Action and Resilience
5.	Social	Occupational Safety and Health (OSH)
6.	Social	Individual Development Plans for Employees
7.	Governance	Corporate Governance
8.	Governance	Data Protection and Privacy

## SUSTAINABILITY STATEMENT (CONT'D)

### MATERIALITY MATRIX (CONT'D)

#### Materiality Matrix Diagram

The Materiality Matrix — plotting the 14 material topics by business impact (Y-axis) and stakeholder importance (X-axis), with the eight (8) highest-priority matters highlighted — is presented in the matrix diagram as follows:-



(\*) Prioritised Material Matters

The outcomes of our materiality assessment have guided resources allocation, supporting long-term value creation for our business and stakeholders. Each material matter plays a key role in decision-making and aligns with our four sustainability pillars.

## SUSTAINABILITY STATEMENT (CONT'D)

## Pillar No. 1

OUR BUSINESS AND  
THE ECONOMICECONOMIC RESILIENCE | PRODUCT QUALITY AND SAFETY | CUSTOMER SATISFACTION |  
DIGITAL TRANSFORMATION

## ECONOMIC RESILIENCE

PLYTEC creates long-term economic value through responsible business practices that deliver sustainable benefits across our full stakeholder ecosystem — shareholders, customers, employees, suppliers and the broader communities in which we operate. In FYE 2025, the Group recorded revenue of **RM192.25 million** across five business segments, demonstrating the resilience of our diversified construction solutions model.

We conduct operations on the principles of fair competition, ethical commercial conduct, and informed resources allocation. Our approach ensures that financial performance objectives are pursued in a manner aligned with social responsibility and environmental stewardship — not in spite of them. Across our supply chain, PLYTEC promotes **responsible sourcing, ethical labour standards** and environmental sustainability, embedded through our supplier evaluation framework and extended across customer contracts, rental asset management and capital allocation decisions.

Our five business segments each contributes to economic value creation in distinct and complementary ways:

- **CME Solutions:** Recurring rental income from reusable formwork and shoring systems, generating stable cash flows while reducing construction waste across client projects.
- **BMD:** Distribution of building materials supporting construction industry supply chain efficiency.
- **DDE Solutions:** Value-added digital engineering and BIM advisory services driving construction productivity and innovation.
- **PC Solutions:** Prefabricated construction accessories supporting Malaysia's IBS agenda and reducing on-site labour dependency.
- **PMCP:** Engineering and performance polymer compounding and the manufacturing of WONDERBoard™ recyclable plastic panels, extending the Group's circular economy positioning into manufactured sales products and supporting material innovation.

**RM192.25M**FYE 2025 Revenue  
(-4.40% vs FYE 2024)**5 Business  
Segments**CME Solutions | BMD | DDE  
Solutions | PC Solutions | PMCP

Note: Detailed financial performance, including Economic Value Generated and Distributed ("EVGD") disclosures, is presented in the PLYTEC Annual Report 2025 — Financial Statements and Directors' Report.

## SUSTAINABILITY STATEMENT (CONT'D)

## PILLAR NO. 1 – OUR BUSINESS AND THE ECONOMIC (CONT'D)

## PRODUCT QUALITY AND SAFETY

As a provider of construction engineering solutions, services and building materials, PLYTEC is committed to maintaining high standards of product and service quality. Ensuring customer satisfaction, safeguarding brand reputation and upholding industry credibility are central to our approach. We recognise that product quality directly affects safety outcomes and performance on project sites — making it a core operational priority.

Our quality commitment begins at the **sourcing stage**. Products from suppliers undergo thorough evaluations against industry standards and relevant certifications before entering our operations. From concept to production, we closely monitor product safety and proactively address potential issues. Our cross-functional teams across BIM, Research and Development and Engineering, Quality, Production and Operations play a central role in maintaining and continuously improving quality standards.

Collaboration with customers and regulatory authorities ensures ongoing compliance with quality and safety requirements. Our businesses maintain the following certified management systems and product certifications:

<b>ISO 9001:2015</b> Quality Management System	<b>ISO 14001:2015</b> Environmental Management System	<b>ISO 45001:2018</b> Occupational Health and Safety (“OHS”) Management System	<b>CIDB IBS</b> Manufacturer and Product Assessment and Certification
---	--	---	--

In FYE 2025, PLYTEC recorded **zero product recalls** and **zero safety-related claims**, consistent with our performance in prior years and reflecting the effectiveness of our quality assurance processes across all business segments.

## UPHOLDING CUSTOMER SATISFACTION

To ensure customer expectations are consistently met, PLYTEC conducts an **annual customer satisfaction survey** covering product quality, delivery performance and service responsiveness. These insights keep us attuned to customer needs and inform continuous improvement across our operations.

In FYE 2025, our CME Solutions Customer Satisfaction Index (“**CSI**”) reached **83%**, surpassing our **80% target**. We remain committed to sustaining and progressively improving this performance across all service touchpoints.

Customer Satisfaction Index (CSI)			
Metric	FYE 2023	FYE 2024	FYE 2025
Customer Satisfaction Index (target ≥ 80%) – CME Solutions	84%	76%	<b>83%</b>
Number of customers surveyed	22	20	<b>16</b>
Product recalls / claims due to safety negligence or defects	0	0	<b>0</b>
Goods returned by customers	0	0	<b>0</b>

## SUSTAINABILITY STATEMENT (CONT'D)

### PILLAR NO. 1 – OUR BUSINESS AND THE ECONOMIC (CONT'D)

#### UPHOLDING CUSTOMER SATISFACTION (CONT'D)

Recognising that supplier performance directly impacts product quality and customer satisfaction, PLYTEC assesses supplier compliance through the **Supplier Conformance Index (“SCI”)**, which measures adherence to required product specifications, ensuring consistency across our supply chain.

Supplier Conformance Index (SCI)			
Metric	FYE 2023	FYE 2024	FYE 2025
Supplier Conformance Index (target $\geq$ 80%) – CME Solutions	82%	86%	<b>85%</b>
Number of suppliers (Raw Materials) surveyed	33	36	<b>8</b>

#### FYE 2025 Quality Performance Summary



**CSI: 83%** (above 80% target)

**SCI: 85%** (above 80% target)

**Zero** product recalls

**Zero** goods returned

**Zero** safety claims

#### DIGITAL TRANSFORMATION

PLYTEC integrates digital solutions into construction engineering to enhance operational efficiency, improve project safety, support reduced rework and reduce the environmental footprint of construction processes. Guided by Senior Management, the Group has established itself as a key player in construction digitalisation through BIM technology – implemented across CME Solutions, DDE Solutions and PC Solutions.

A significant regulatory development in FYE 2025 was the enforcement of Malaysia’s BIM mandate for public projects exceeding RM10 million (effective August 2024), which materially expands the addressable market for PLYTEC’s DDE Solutions digital engineering advisory services. This mandate positions PLYTEC favourably as contractors and developers increasingly require BIM-competent engineering partners to fulfil public procurement requirements.

## SUSTAINABILITY STATEMENT (CONT'D)

## PILLAR NO. 1 – OUR BUSINESS AND THE ECONOMIC (CONT'D)

## DIGITAL TRANSFORMATION (CONT'D)

By collaborating with government agencies, universities, industry bodies and learned societies, PLYTEC actively promotes BIM adoption as a driver of digital transformation across construction sector in Malaysia. These efforts have delivered measurable operational benefits:

- **Shorter production cycles:** BIM-enabled production planning has streamlined fabrication and logistics workflows, reducing lead times across CME Solutions and PC Solutions.
- **Reduced manual labour dependency:** Digital modelling and prefabrication integration have lowered on-site labour intensity, improving productivity and site safety outcomes.
- **Enhanced client value:** Integrated CME Solutions and DDE Solutions proposals provide clients with a comprehensive formwork-and-digital solution, improving project delivery confidence and strengthening PLYTEC's competitive positioning.

Milestone	Development
Aug 2024	Malaysian Government BIM mandate effective for public projects exceeding RM10 million – directly expanding the addressable market for PLYTEC's DDE Solutions digital engineering advisory services.
FYE 2025	DDE Solutions leverages BIM mandate to secure digital engineering advisory engagements, integrated with CME Solutions formwork rental – delivering a comprehensive construction solution to clients.
FYE 2025	Continued collaboration with government agencies, universities, industry bodies and learned societies to promote BIM adoption and drive digital transformation across Malaysia's construction sector.
FYE 2025	BIM-enabled production planning has reduced lead times and manual labour dependency across CME Solutions and PC Solutions operations, improving site productivity and safety outcomes.

## Looking Ahead – Digital Transformation



PLYTEC remains committed to expanding its digitalisation initiatives. Future focus areas include integrating BIM data with Enterprise Resource Planning (“ERP”) systems for real-time asset tracking across the CME Solutions rental fleet, exploring digital twin capabilities for formwork lifecycle management and deepening PMCP's use of digital manufacturing processes as the Olak Lempit Factory 1 ramps up to full production capacity.

## SUSTAINABILITY STATEMENT (CONT'D)

### Pillar No. 2

## ENVIRONMENTAL RESPONSIBILITIES

### ENERGY AND RESOURCES | CIRCULAR ECONOMY | WASTE MANAGEMENT | ENVIRONMENTAL COMPLIANCE

Environmental responsibility is embedded in PLYTEC's business philosophy, guiding our operations from material sourcing to manufacturing and product end-of-life. FYE 2025 marks a step-change in how we account for and disclose our environmental performance. PLYTEC is preliminarily aligning its disclosure to the IFRS S2 climate-related requirements — including governance, strategy, risk management and metrics and targets — within the dedicated Climate Adaptation and Resilience section of this Statement. GHG emissions, energy consumption, and water use data, together with our net-zero 2050 aspiration, are disclosed in full in that section and are cross-referenced here.

This Pillar 2 section covers environmental sustainability initiatives, waste management performance, regulatory compliance and the circular economy dimension introduced through our new PMCP segment — areas complementary to the IFRS S2 climate disclosure.

### ENVIRONMENTAL SUSTAINABILITY INITIATIVES

PLYTEC continued to advance its environmental sustainability programme in FYE 2025, with a particular focus on resource conservation and circular economy integration. Two significant operational milestones were completion of the Olak Lempit Factory 1, which Certificate of Completion and Compliance (CCC) obtained in Q4 2025:



#### Rainwater Harvesting

Operational in Q4 2025, reducing mains dependency



#### WONDERBoard™ Production

Circular economy manufacturing commenced

**Solar PV — Renewable Energy (Planned):** The installation of a rooftop solar photovoltaic (PV) system at Olak Lempit Factory 1 has been deferred to allow the Group to first establish a reliable energy consumption baseline from PMCP operations — capturing actual production run data and load patterns — enabling a more accurate and optimised system design. Proceeding without this data would risk under- or over-sizing the installation, reducing both financial return and environmental effectiveness. The solar PV project remains a firm commitment and will be progressed once sufficient operational data has been collected.

**Rainwater Harvesting — Water Resource Conservation:** A rainwater collection and storage system was commissioned at Olak Lempit Factory 1 in Q4 2025. Its contribution is already reflected in FYE 2025 mains water data: total mains consumption fell to 24,794 m<sup>3</sup> (a 42.0% reduction versus 42,719 m<sup>3</sup> in FYE 2024), directly attributable to the supplementary rainwater source reducing dependence on mains supply. This system will continue to deliver water efficiency gains as factory operations ramp up.

**Energy Management — Efficiency Initiatives and Consumption Trend:** PLYTEC implemented LED lighting and solar-powered street lights across its facilities. Despite these measures, total energy use rose by **16.8%** in FYE 2025 (**910 MWh** versus **779 MWh in FYE 2024**), driven by the commissioning of the Olak Lempit Factory 1 in Q4 2025.

## SUSTAINABILITY STATEMENT (CONT'D)

## PILLAR NO. 2 – ENVIRONMENTAL RESPONSIBILITIES (CONT'D)

## ENVIRONMENTAL SUSTAINABILITY INITIATIVES (CONT'D)

**Reduce, Reuse and Recycle (3R) Culture:** We continue to embed 3R practices across our operations and are progressively extending these expectations to our supply chain. Collaboration with suppliers to collect and reuse used paint and thinner containers is ongoing, contributing to reductions in scheduled waste generation.

## Cross-Reference – GHG, Energy and Water Metrics



Detailed metrics for **GHG Scope 1 and 2 emissions, energy consumption, energy intensity, water consumption** and the **net-zero 2050 target** are disclosed in the **Climate Adaptation and Resilience** section (Section E: Metrics and Targets) of this Statement, in accordance with IFRS S2 and Bursa Malaysia's SRG and NSRF requirements.

## CIRCULAR ECONOMY – PMCP AND WONDERBOARD™

FYE 2025 marks PLYTEC's entry into circular economy manufacturing through the **PMCP segment** and its flagship product, **WONDERBoard™** – a durable, recyclable plastic panel manufactured to support more sustainable construction practices. With the CCC of Olak Lempit Factory 1 obtained in Q4 2025, commercial production has commenced.

WONDERBoard™ is positioned as a more **sustainable alternative** to conventional building panel materials, offering:

- **Recycled content:** Manufactured using recycled polymer materials, directly reducing virgin raw material consumption and support more efficient resource use.
- **Recyclability at end-of-life:** Designed to support material recovery and reprocessing, consistent with circular economy principles.
- **Durability and weather resistance:** Extended product lifespan reduces replacement frequency and associated material consumption over the building lifecycle.
- **Low embodied carbon potential:** The use of recycled feedstock reduces process energy requirements relative to virgin polymer production, supporting clients' Scope 3 embodied carbon targets.

Our circular economy approach includes internal recycling of manufacturing scrap and a closed-loop pathway to recycle used WONDERBoard™ for reprocessing and reproduction into new boards, supporting reduced waste and more efficient material use over the product lifecycle.

The reusable formwork rental model of CME Solutions also embodies circular economy principles – formwork systems are reused across multiple projects, significantly reducing construction material waste relative to single-use alternatives. PLYTEC's dual circular economy value proposition (rental model and recyclable manufacturing) positions the Group favourably as clients and regulators increasingly focus on embodied carbon and construction waste reduction.

## SUSTAINABILITY STATEMENT (CONT'D)

## PILLAR NO. 2 – ENVIRONMENTAL RESPONSIBILITIES (CONT'D)

## EFFLUENTS AND WASTE MANAGEMENT

PLYTEC's waste management approach focuses on reducing waste generation at source, improving materials management, and ensuring all waste streams are handled responsibly. We are strengthening our Environmental Management System (“EMS”) framework to systematically address environmental risks and impacts across all operating sites.

In FYE 2025, **hazardous waste (scheduled waste) generation fell to 1.95 tonnes** — a 55% reduction from 4.37 tonnes in FYE 2024 and a 78% reduction from the 8.84-tonne FYE 2023 baseline. This sustained multi-year reduction reflects the effectiveness of our waste minimisation initiatives, including our collaboration with suppliers on used paint and thinner container reuse programmes.

All scheduled waste is managed in compliance with the **Environmental Quality (Scheduled Wastes) Regulations 2005** and is collected and disposed of by licensed waste disposal contractors. General waste collection frequency was maintained at 45 trips in FYE 2025, broadly consistent with prior years.

Non-Hazardous Waste (General Waste)			
Metric	FYE 2023	FYE 2024	FYE 2025
Total waste diverted from disposal (trips)	0	0	0
Total waste directed to disposal (trips)	44	49	45

Hazardous Waste / Scheduled Waste			
Metric	FYE 2023	FYE 2024	FYE 2025
Scheduled waste generated (tonnes)	8.84	4.37	1.95

## FYE 2025 Waste Performance Highlights



Scheduled (hazardous) waste reduced by **55% versus FYE 2024** and **78% versus the FYE 2023 baseline**. A two-year consecutive decline demonstrates the effectiveness of PLYTEC's waste minimisation initiatives and supplier collaboration programmes.

## SUSTAINABILITY STATEMENT (CONT'D)

### PILLAR NO. 2 – ENVIRONMENTAL RESPONSIBILITIES (CONT'D)

#### COMPLIANCE WITH ENVIRONMENTAL REGULATIONS

PLYTEC remains fully committed to complying with the **Malaysian Environmental Quality Act 1974** and all other applicable environmental regulations. In FYE 2025, there were **zero recorded legal violations** related to environmental discharges, emissions or waste management – consistent with our performance in FYE 2023 and FYE 2024.

Our environmental compliance framework is supported by:

- **ISO 14001:2015 Environmental Management System:** Certification maintained across applicable operations, providing the systematic framework for environmental risk identification, target-setting and performance monitoring.
- **Licensed waste contractors:** All scheduled and general waste is managed through licensed disposal companies, ensuring traceability and regulatory compliance throughout the waste disposal chain.
- **Regulatory monitoring:** Ongoing engagement with the Department of Environment (DOE) and relevant authorities ensures PLYTEC remains current on regulatory developments and maintains proactive compliance posture.
- **NSRF and IFRS S2 alignment:** Environmental compliance obligations are now integrated into PLYTEC's broader climate governance framework, with environmental risks reviewed by the ARMC as part of the Group's ERM cycle.

Environmental Compliance			
Metric	FYE 2023	FYE 2024	FYE 2025
Environmental regulatory violations (cases)	0	0	0
Environmental legal penalties / fines (RM)	0	0	0
Environmental-related project stoppages	0	0	0

#### LOOKING AHEAD – ENVIRONMENTAL PRIORITIES FOR FY 2026

Building on the foundations established in FYE 2025, PLYTEC's environmental priorities for FY 2026 include:

- **Rainwater harvesting optimisation:** Monitor and report full-year rainwater harvesting volumes at Olak Lempit Factory 1 as factory production ramps up.
- **Waste diversion initiatives:** Explore opportunities to convert general waste trips from 'disposal' to 'diversion' categories through recycling partnerships, with the aim of establishing a baseline for future disclosure as data becomes available.
- **3R supply chain extension:** Progress the implementation of 3R practices with our top suppliers, aligned with the sustainable supply chain governance emerging topic identified for formal assessment in the FY 2026 materiality review.
- **WONDERBoard™ lifecycle assessment (LCA):** Evaluate feasibility of conducting a Product LCA for WONDERBoard™ from FY 2027, supporting embodied carbon disclosure and green procurement credentials.

## SUSTAINABILITY STATEMENT (CONT'D)

## Pillar No. 3

PEOPLE, SOCIAL AND  
COMMUNITY ENGAGEMENTTALENT DEVELOPMENT | HEALTH, SAFETY AND WELL-BEING | HUMAN RIGHTS |  
COMMUNITY INVESTMENT | SUPPLY CHAIN

Our people and the communities we serve are at the heart of PLYTEC's sustainability commitment. We recognise that long-term business performance depends on a skilled, healthy and engaged workforce; on ethical relationships throughout our supply chain; and on the trust of the communities in which we operate. In FYE 2025, PLYTEC continued to invest in workforce capability, strengthen health and safety practices, reinforce workplace integrity and human right commitments, and deepen community engagement.

Our Pillar 3 commitments are structured around three focus areas:

- **Workforce development and employee management** — supporting continuous learning, career growth and employee well-being.
- **Health, safety and workplace integrity** — upholding a safe and inclusive work environment with zero tolerance for human rights violations.
- **Community investment and supply chain development** — contributing to community well-being and promoting responsible local procurement and supplier development.

## DEVELOPING TALENT AT PLYTEC

At PLYTEC, our people are a key driver of our long-term success. Investing in skills development and career progression supports sustained growth, service quality and competitiveness in an increasingly digital and sustainability-driven construction industry.

We offer structured learning opportunities tailored to both new and experienced employees, encompassing technical upskilling, leadership development and industry-specific competencies. Annual performance appraisals serve as a formal mechanism to evaluate performance, identify development needs and align personal objectives with the Group's strategic priorities.

A signature initiative is the PLYTEC BIM Centre, which provides specialised training and advisory services on BIM and construction methods engineering. The Centre benefits both internal teams and industry partners and supports PLYTEC's collaboration with government agencies and higher learning institutions to raise BIM and digital construction awareness industry-wide — developing a pipeline of future-ready construction professionals.



5,698

Total Training Hours  
FYE 2025  
(all employees)

RM128.9K

Learning and  
Development Investment  
FYE 2025

## SUSTAINABILITY STATEMENT (CONT'D)

## PILLAR NO. 3 – PEOPLE, SOCIAL AND COMMUNITY ENGAGEMENT (CONT'D)

## DEVELOPING TALENT AT PLYTEC (CONT'D)

Training Hours by Employee Category				
Category	FYE 2023 Total hours	FYE 2024 Total hours	FYE 2025 Total hours	FYE 2025 Average hours
Senior Management	402	383	<b>668</b>	<b>60.7 hrs</b>
Middle Management	541	599	<b>834</b>	<b>28.7 hrs</b>
Executive	1,220	1,982	<b>1,148</b>	<b>14.2 hrs</b>
Non-Executive (incl. OJT - On-job training)	2,156	3,676	<b>3,048</b>	<b>24.4 hrs</b>

Learning and Development Investment			
Metric	FYE 2023	FYE 2024	FYE 2025
Total investment in employee learning and development (RM)	75,090	209,614	<b>128,936</b>

## FYE 2025 Training Investment Note



The FYE 2025 Learning and Development Investment of RM128,936 reflects a normalisation following the elevated FYE 2024 spend, which included major organisation-wide programmes: **PLYTEC Formwork System Industries Sdn. Bhd.**, **PLYTEC IBS System MFG Sdn. Bhd.** and **Sudut Swasta Sdn. Bhd.** team building initiatives. Core technical training, BIM advisory and compliance programmes continued across all employee categories in FYE 2025.

All employees met the Group's minimum threshold of **8 training hours per year**, consistent with PLYTEC's Sustainability Scorecard target.

## SUSTAINABILITY STATEMENT (CONT'D)

### PILLAR NO. 3 – PEOPLE, SOCIAL AND COMMUNITY ENGAGEMENT (CONT'D)

#### EMPLOYEE HEALTH, SAFETY AND WELL-BEING

PLYTEC is committed to providing a safe, healthy and supportive work environment for all employees, contractors and site visitors. We have established clear health and safety policies governed by a designated compliance officer reporting to the Group Managing Director/Chief Executive Officer, ensuring our framework remains aligned with Malaysian occupational safety legislation and best practice.

In FYE 2025, PLYTEC recorded zero work-related fatalities and Lost Time Incident Rate (LTIR) of 2 (FYE 2024: 1). The increase reflects operational ramp-up activities, while continued safety training, hazard identification programmes and management commitment to a zero-harm workplace remain in place.

Our health and safety framework is underpinned by **ISO 45001:2018 Occupational Health and Safety Management System** certification, which provides the systematic structure for hazard identification, risk assessment, incident investigation and continuous improvement. Employees receive regular training on hazard identification, risk management and safety protocols to maintain a proactive approach to workplace well-being.

PLYTEC's employee accommodation complies with the **Employees' Minimum Standards of Housing and Amenities Act (EMSHAA)** and Employees' Accommodation Regulations. The Group's **Certificate of Accommodation (COA) remains valid in FYE 2025**, confirming full regulatory compliance with no material impact on business operations.

Workplace Health and Safety Performance			
Metric	FYE 2023	FYE 2024	FYE 2025
Number of work-related fatalities	0	0	0
Lost Time Incident Rate (LTIR)	0	1	2
Employees trained on health and safety standards	27	21	64

#### FYE 2025 Safety Performance Highlights



**Zero fatalities | LTIR: 2 (1 in FYE 2024) | Zero environmental safety violations | ISO 45001 certification maintained**

## SUSTAINABILITY STATEMENT (CONT'D)

## PILLAR NO. 3 – PEOPLE, SOCIAL AND COMMUNITY ENGAGEMENT (CONT'D)

## DIVERSITY, EQUITY AND INCLUSION

PLYTEC recognises diversity, equity and inclusion (DEI) as essential foundations of a positive workplace culture and a driver of organisational innovation. We are committed to ensuring that all employees are treated with dignity and respect, free from discrimination on the basis of gender, ethnicity, age, religion, or any other characteristic.

Employees receive regular training on DEI principles, human rights, and fair labour practices, reinforcing a workplace environment built on respect, inclusivity and ethical conduct.

## HUMAN RIGHTS AND WORKPLACE INTEGRITY

PLYTEC upholds human rights across all aspects of our operations, ensuring ethical and fair treatment of the entire workforce – employees, contractors and supply chain partners. Our Human Rights Policy reflects our commitment to the principles of the UN Guiding Principles on Business and Human Rights, prohibiting forced labour, child labour and any form of discrimination or harassment.

In FYE 2025, PLYTEC recorded **zero complaints related to human rights violations** – consistent with our performance across all three reporting years. All employees have access to formal grievance mechanisms and the Group maintains a zero-tolerance policy for retaliation against those who raise concerns in good faith.

Human Rights and Workplace Integrity			
Metric	FYE 2023	FYE 2024	FYE 2025
Incidents of human rights violation complaints	0	0	0
Whistleblowing cases reported	0	0	0
Corruption cases reported	0	0	0

## COMMUNITY INVESTMENT AND DEVELOPMENT

PLYTEC is committed to creating lasting positive impact in the communities where we operate. Our community engagement approach spans direct financial contributions to associations, non-profit organisations, education, healthcare, and cultural development programmes; local procurement that sustains regional economic activity; and active participation in industry-level initiatives that advance digital construction and sustainability awareness.

In FYE 2025, PLYTEC's total community investment amounted to **RM70,250**, compared to **RM155,830** in FYE 2024. PLYTEC remains committed to supporting initiatives that deliver positive value to the community.

Community Investment			
Metric	FYE 2023	FYE 2024	FYE 2025
Total amount invested in community initiatives (RM)	21,750	155,830	70,250
Total number of beneficiaries	16	60	14

## SUSTAINABILITY STATEMENT (CONT'D)

### PILLAR NO. 3 – PEOPLE, SOCIAL AND COMMUNITY ENGAGEMENT (CONT'D)

#### SUPPLY CHAIN MANAGEMENT

PLYTEC's supply chain management approach integrates responsible procurement, local economic development, and – from FYE 2025 – formal **ESG criteria** into supplier evaluations. We prioritise local suppliers to sustain regional businesses, reduce transportation distances and lower the environmental footprint of our supply chain.

In FYE 2025, 83% of PLYTEC's procurement spend was directed to local suppliers, recovering from 65% in FYE 2024 and approaching the FYE 2023 level of 85%. This reflects the Group's commitment to local economic contribution and a deliberate sourcing strategy supporting the ramp-up of Olak Lempit Factory 1.

FYE 2025 also marks the first year in which **ESG evaluation criteria** were formally incorporated into supplier assessments. A total of **8 suppliers were assessed** against ESG parameters in FYE 2025, establishing the baseline for progressive supply chain sustainability governance. This initiative is aligned with the **Sustainable Supply Chain Governance** emerging material topic identified for materiality assessment in FY 2026.

Supply Chain Management			
Metric	FYE 2023	FYE 2024	FYE 2025
Proportion of spending on local suppliers	85%	65%	<b>83%</b>
Suppliers assessed with ESG criteria (FYE 2025 inaugural)	N/A	N/A	<b>8</b>

#### FYE 2025 Social and Community Performance Summary



**Zero** human rights violations | **5,698** total training hours | All employees ≥ 8 hrs | **RM70,250** community investment | **83%** local procurement | **8** suppliers ESG-assessed

## SUSTAINABILITY STATEMENT (CONT'D)

## Pillar No. 4

## GOVERNANCE

CORPORATE GOVERNANCE | ANTI-CORRUPTION | DATA PROTECTION |  
SUSTAINABILITY GOVERNANCE | IFRS S1 AND S2

Good governance is the foundation upon which PLYTEC's sustainability commitments are built. Our Group remains committed to upholding ethical business conduct and full compliance with all applicable laws and regulations, progressively adopting the principles of the **MCCG 2021** where relevant. In FYE 2025, governance at PLYTEC expanded in scope: in addition to our established corporate governance, anti-corruption and data protection frameworks, the Board assumed **formal accountability for climate-related risks and opportunities through** the strengthening of the Group's climate-related governance and disclosure, aligned with Bursa Malaysia's SRG and NSRF expectations.

## Cross-Reference — Climate Governance



Detailed disclosure of PLYTEC's climate governance structure — including Board-level oversight of climate risks, ARMC review, CSO responsibilities and the ESG Working Group — is presented in the **Climate Adaptation and Resilience** section (Section B: Governance) of this Statement.

## CORPORATE GOVERNANCE

Beyond financial performance, PLYTEC acknowledges that **integrity, transparency and accountability** are indispensable to sustaining long-term stakeholder value. The Board and Senior Management actively promote a corporate culture of ethical and professional conduct at all levels of the organisation. The Board holds ultimate accountability for PLYTEC's sustainability direction, including climate governance under IFRS S2 and works closely with management to embed responsible business practices across all five operating segments.

To uphold corporate governance standards, the Board continues to refine and reinforce key policies and procedures. These include:



Code of Ethics  
and Conduct



Corporate  
Disclosure Policy



Whistleblowing  
Policy



Anti-Bribery and  
Anti-Corruption



Data Protection  
and Privacy

## SUSTAINABILITY STATEMENT (CONT'D)

### PILLAR NO. 4 – GOVERNANCE (CONT'D)

#### CORPORATE GOVERNANCE (CONT'D)

In FYE 2025, PLYTEC incurred **zero fines or regulatory censures** for non-compliance or misconduct related to environmental, socio-economic, corporate governance, or anti-corruption matters. The Group recorded zero incidents of corruption, customer data breaches, or regulatory non-compliance across all operations and business segments.

Full details of PLYTEC's corporate governance practices, Board composition, committee structures, and directors' remuneration are disclosed in the **Corporate Governance Overview Statement** and **Corporate Governance Report** in this **Annual Report 2025**. The governance disclosures in this Statement focus specifically on ESG-relevant governance matters.

#### SUSTAINABILITY GOVERNANCE – FYE 2025 MILESTONES

FYE 2025 represents a significant advancement in PLYTEC's sustainability governance maturity. The table below summarises the key governance milestones achieved during the year:

Area	FYE 2025 Milestone
<b>Sustainability Reporting</b>	Capacity building for IFRS S1 and S2 commenced in this Statement, marking PLYTEC's first structured effort to strengthen climate-related governance, strategy, risk management and metrics and targets capabilities under Bursa Malaysia's SRG and NSRF.
<b>Climate Governance</b>	Climate-related risks formally elevated to the Board-level risk register. ARMC reviews climate risk profile as part of the ERM framework. Sustainability Risk Owner (SRO) and Climate Risk Owner (CRO) designated.
<b>ESG Capability</b>	Chief Sustainability Officer (CSO) and key ESG Working Group members attained Certified ESG Professional qualifications. MAP – Part II: Leading Impact completed by Senior Management.
<b>Supplier Governance</b>	ESG evaluation criteria formally incorporated into supplier assessments for the first time. 8 suppliers assessed in FYE 2025 as the inaugural cohort.
<b>Anti-Corruption</b>	100% of employees briefed and signed the Director and Employee Free Anti-Corruption declaration. Zero confirmed incidents of corruption across all operations.
<b>Data Protection</b>	Zero substantiated complaints concerning customer data breaches or privacy violations. Data protection policies remain in full effect across all operating segments.

The elevation of climate risk into the formal ERM framework – reviewed by the ARMC alongside conventional financial and operational risks – marks a structural change in how PLYTEC's Board exercises its oversight responsibilities. This is consistent with IFRS S2 requirements for Board-level climate governance and with Bursa Malaysia's SRG and NSRF expectations for ACE Market issuers.

## SUSTAINABILITY STATEMENT (CONT'D)

## PILLAR NO. 4 – GOVERNANCE (CONT'D)

## ANTI-FRAUD, BRIBERY AND CORRUPTION

PLYTEC maintains a **zero-tolerance policy** towards bribery, fraud and corruption across all operations and business relationships. Our **Anti-Bribery and Anti-Corruption (ABAC) Policy** is supported by a corporate liability risk management framework that addresses the requirements of the **Malaysian Anti-Corruption Commission (MACC) Act 2009**, including Section 17A on corporate liability.

In FYE 2025, **100% of employees** across all categories were briefed on anti-corruption obligations and signed the **'Director and Employee Free Anti-Corruption' declaration**. All operations were assessed for corruption-related risks, and **zero confirmed incidents of corruption** were recorded. These standards are embedded in annual compliance cycles and are not treated as one-off events.

Anti-Fraud, Bribery and Corruption			
Metric	FYE 2023	FYE 2024	FYE 2025
Employees briefed and signed 'Director and Employee Free Anti-Corruption' declaration	100%	100%	<b>100%</b>
Percentage of operations assessed for corruption-related risks	100%	100%	<b>100%</b>
Confirmed incidents of corruption and action taken	0	0	<b>0</b>

## CYBER SECURITY AND CUSTOMER DATA PROTECTION

The protection of customer and business data is a governance priority as PLYTEC's operations become increasingly digitised — spanning ERP systems, BIM platforms, DDE Solutions digital advisory services, and rental asset and customer data management. PLYTEC's data protection framework is aligned with the **Personal Data Protection Act 2010 (PDPA)** and supported by internal data governance policies covering data access controls, incident response and employee awareness training.

In FYE 2025, PLYTEC recorded **zero substantiated complaints concerning breaches of customer privacy or losses of customer data**. The Group's data protection policies remain fully in effect across all operating segments, and no material cybersecurity incidents were reported during the year.

Cyber Security and Customer Data Protection			
Metric	FYE 2023	FYE 2024	FYE 2025
Substantiated complaints concerning breaches of customer privacy or losses of customer data	0	0	<b>0</b>
Material cyber security incidents reported	0	0	<b>0</b>
Regulatory fines related to data protection	0	0	<b>0</b>

## SUSTAINABILITY STATEMENT (CONT'D)

### PILLAR NO. 4 – GOVERNANCE (CONT'D)

#### LOOKING AHEAD – GOVERNANCE PRIORITIES FOR FY 2026

PLYTEC's governance agenda for FY 2026 is shaped by the progressive disclosure roadmap committed in this Statement and by the evolving regulatory obligations under Bursa Malaysia's SRG and NSRF. Key priorities include:

- **Progressive disclosure:** Progressively exploring climate-related metrics directionally, as part of building towards future financial-impact estimates. The solar PV initiative remains under evaluation and will be progressed after establishing a reliable production energy baseline to support optimal system sizing.
- **Materiality assessment:** Conduct a materiality assessment in FY 2026 focused on identifying sustainability-related risks and opportunities that may affect the Group's business and financial position, progressively strengthening the financial materiality lens.
- **Supplier ESG governance:** Initiated the ESG supplier assessment programme with an inaugural cohort of 8 suppliers, forming the foundation for a formal Sustainable Supply Chain Governance framework targeted for FY 2026.
- **Board ESG capability:** Sustain Board and Senior Management ESG literacy through continued professional development, building on the MAP – Part II: Leading Impact programme and Certified ESG Professional qualifications attained in FYE 2025.

#### FYE 2025 Governance Performance Summary



**Zero** regulatory violations | **Zero** corruption incidents |  
**Zero** data breaches | **100%** ABAC declaration |  
**100%** operations risk-assessed | IFRS S2-aligned disclosure  
published as part of our ongoing capacity-building effort

## SUSTAINABILITY STATEMENT (CONT'D)

## CLIMATE ADAPTATION AND RESILIENCE

## PLYTEC'S IFRS S1 AND S2 CAPACITY BUILDING JOURNEY

PLYTEC recognises that climate change presents both challenges and strategic opportunities for the construction sector. In alignment with Bursa Malaysia's SRG and NSRF, we are currently in a **capacity-building and exploration stage** to further our understanding of the **IFRS S1 and S2** requirements.

For FYE 2025, our focus is on researching best practices and observing early adopters among Public Listed Companies (PLCs) to ensure our future climate disclosures are robust, decision-useful and fully aligned with evolving market standards.

*The disclosures in this chapter reflect PLYTEC's current state of understanding and preparedness. They are presented in good faith and in the spirit of transparency, structured around the four internationally recognised pillars — Governance, Strategy, Risk Management and Metrics and Targets — to provide a consistent framework for readers and to guide progressive enhancement of disclosures over time.*

## A. IFRS S1 AND S2 — OVERVIEW AND PLANNING

IFRS S1 and S2 establish a framework for identifying and disclosing sustainability and climate-related risks and opportunities that may affect an entity's financial position over the short, medium or long term. PLYTEC is currently evaluating how to best integrate the four pillars of this framework into our reporting structure:

- **Governance:** Oversight of climate-related risks and opportunities.
- **Strategy:** Anticipated effects on the business model and financial planning.
- **Risk Management:** Processes used to identify and monitor risks.
- **Metrics and Targets:** Performance measurement against set climate goals.

As an ACE Market issuer, we are utilising the qualitative proportionality relief provided under the Bursa Malaysia's SRG and NSRF for FYE 2025 while we develop the necessary internal data infrastructure.

## B. GOVERNANCE — PLANNING FOR CLIMATE OVERSIGHT

We are refining our climate governance framework to ensure clear lines of accountability for sustainability matters.

- **Board of Directors:** Maintains ultimate oversight of sustainability direction and climate risk appetite.
- **Audit and Risk Management Committee (ARMC):** Reviews climate risks as part of the Group's Enterprise Risk Management (ERM) framework.
- **Sustainability and Climate Risk Ownership:** The Chief Sustainability Officer (CSO) and the ESG Working Group are responsible for coordinating data collection and researching IFRS-aligned disclosure requirements.

## SUSTAINABILITY STATEMENT (CONT'D)

### C. STRATEGY – BUSINESS RESILIENCE AND TIME HORIZONS

PLYTEC's long-term strategy involves protecting the resilience of our rental asset model and capturing opportunities from Malaysia's transition to a low-carbon economy. We categorise our climate considerations across three horizons:

Horizon	Indicative Period	Key Focus for PLYTEC
<b>Short-term</b>	Current to 2026	Focus on immediate regulatory obligations and establishing GHG baselines.
<b>Medium-term</b>	2027 – 2030	Aligning with national carbon policies and progressively exploring climate-scenario analysis where data readiness permits, alongside preparations for external assurance readiness.
<b>Long-term</b>	2031 and beyond	Full physical and transition climate risk assessment; PLYTEC's net-zero 2050 pathway.

### D. RISK MANAGEMENT – INCORPORATING SRRO AND CRRO INTO THE ERM FRAMEWORK

We are in the process of formally incorporating **SRRO** and **CRRO** into our ERM framework. This is a progressive effort focused on:

- **Capacity Building:** Conducting awareness sessions for the Board and ARMC to align on materiality and risk appetite.
- **Researching Frameworks:** Identifying physical and transition risks using the TCFD taxonomy as an initial reference.
- **Developing Systems:** Establishing the foundation for a structured risk assessment cycle to be formalised in future reporting periods.

### E. METRICS AND TARGETS – GHG EMISSIONS, ENERGY AND NET-ZERO COMMITMENT

PLYTEC tracks and discloses environmental performance metrics in accordance with the **GHG Protocol Corporate Accounting and Reporting Standard**. The following baseline metrics reflect the current scope of data coverage and will be expanded progressively as measurement maturity improves:

#### GHG Emissions

GHG Metric	FYE 2023	FYE 2024	FYE 2025	Notes
<b>Scope 1 – Direct Emissions (tCO<sub>2</sub>e)</b>	—	—	<b>747.50</b>	FYE 2025 inaugural Scope 1 disclosure. Boundary covers company vehicles and forklifts (diesel and petrol) across office and site operations. Standby generators and Olak Lempit Factory 1 operations excluded from FYE 2025 boundary – to be incorporated progressively.
<b>Scope 1 Intensity (tCO<sub>2</sub>e / RM'million revenue)</b>	—	—	<b>3.89</b>	Calculated on FYE 2025 inaugural Scope 1 boundary (company vehicles and forklifts only). Intensity will be restated as boundary expands in subsequent years.

## SUSTAINABILITY STATEMENT (CONT'D)

## E. METRICS AND TARGETS – GHG EMISSIONS, ENERGY AND NET-ZERO COMMITMENT (CONT'D)

## GHG Emissions (Cont'd)

GHG Metric	FYE 2023	FYE 2024	FYE 2025	Notes
<b>Scope 2 – Purchased Electricity (tCO<sub>2</sub>e, location-based)</b>	571.34	576.32	<b>673.21</b>	Grid emission factor applied based on Malaysia national grid (FYE 2023: 0.760; FYE 2024 - 2025: 0.740). Absolute Scope 2 emissions increased by 16.8% versus FYE 2024, primarily attributable to the commencement of the Olak Lempit Factory 1 in Q4 2025.
<b>Scope 2 Intensity (tCO<sub>2</sub>e / RM'million revenue)</b>	3.47	2.87	<b>3.50</b>	Year-on-year increase observed, with FYE 2025 intensity 22.0% higher than FYE 2024 and 0.9% above the FYE 2023 baseline, attributable to the commencement of the Olak Lempit Factory 1 in Q4 2025.
<b>Scope 3 – Upstream Supply Chain (tCO<sub>2</sub>e)</b>	Not yet collected	Not yet collected	<b>Not yet collected</b>	Scope 3 Categories 6 and 7 (business travel and employee commuting) targeted FY 2028. Category 1 supply chain data (top 20 suppliers by spend) targeted FY 2028.
<b>Net-Zero Target</b>	—	—	<b>Aspirational 2050 target</b>	PLYTEC aspires to achieve net-zero GHG emissions by 2050, aligned with Malaysia's national net-zero target and the Paris Agreement 1.5°C pathway.

## Energy Consumption

Energy Metric	FYE 2023	FYE 2024	FYE 2025	Notes
<b>Total Energy Consumption (MWh)</b>	752	779	<b>910</b>	Energy consumption rose by 16.8% compared to FYE 2024, driven primarily by the start of operations at the Olak Lempit Factory 1 in Q4 2025.
<b>Energy Intensity (MWh / RM'million revenue)</b>	4.56	3.87	<b>4.73</b>	FYE 2025 energy intensity rose by 22.2% year on year and 3.7% against the FYE 2023 baseline, attributable to the commencement of the Olak Lempit Factory 1 in Q4 2025.
<b>Renewable Energy (Solar PV)</b>	Nil	Nil	<b>Deferred</b>	Installation of Solar PV at Olak Lempit Factory 1. Decision taken to first establish a reliable energy consumption baseline from PMCP operations, enabling optimum system sizing.

## SUSTAINABILITY STATEMENT (CONT'D)

### E. METRICS AND TARGETS – GHG EMISSIONS, ENERGY AND NET-ZERO COMMITMENT (CONT'D)

#### Water Consumption

Water Metric	FYE 2023	FYE 2024	FYE 2025	Notes
<b>Total Water Consumption – Mains (m<sup>3</sup>)</b>	25,357	42,719	<b>24,794</b>	42.0% reduction in mains water consumption versus FYE 2024, attributable to the rainwater harvesting system commissioned at Olak Lempit Factory 1 in Q4 2025.
<b>Rainwater Harvesting</b>	Nil	Nil	<b>Operational (Q4 2025)</b>	Rainwater harvesting system commissioned at Olak Lempit Factory 1 in Q4 2025. FYE 2025 marks the first contribution from a supplementary water source, directly reducing mains dependency.

#### Progressive Disclosure Roadmap

The following roadmap reflects PLYTEC's planned IFRS S1 and S2 disclosure journey. FYE 2025 serves as a capacity-building year, with FY 2026 and FY 2027 continuing this progression as the Group strengthens its data readiness, internal capabilities and alignment with evolving regulatory expectations. Future enhancements remain targeted and will be implemented in line with regulatory developments, data availability and organisational maturity.

Year	Disclosure Milestone	Basis & Implication
<b>FYE 2025</b>	Capacity building year. GHG Scope 1 inaugural baseline established. Scope 2 disclosed (three-year trend). Rainwater harvesting commissioned in Q4 2025. SRRO/CRRO awareness programme for the Board and ARMC.	Environmental metrics disclosed. IFRS S1 and S2 narrative presented on exploratory basis. The Board and ARMC introduced to SRRO/CRRO concepts. Foundation for FY 2026 inaugural structured disclosure established.
<b>FY 2028</b>	Targeted enhancement of structured climate disclosure. Scope 3 Categories 6 and 7 (business travel and employee commuting). CRRO formally integrated into ERM framework.	Enhanced qualitative disclosure and expanded data coverage, subject to readiness.
<b>FY 2029+</b>	Pursuing limited external assurance and progressing scenario analysis where appropriate.	Strengthened credibility and progressively improved decision-usefulness, subject to readiness and external requirements.

#### Forward-Looking Statement Caution

Qualitative assessments and plans regarding climate-related disclosures are based on Management's current understanding and available regulatory guidance. These are not financial forecasts. Actual progress and future disclosures will depend on the evolution of Malaysian regulatory requirements, the availability of semi-quantitative data and the maturation of internal GHG accounting infrastructure.

## SUSTAINABILITY STATEMENT (CONT'D)

### CLOSING

#### PLYTEC'S CONTINUED SUSTAINABILITY COMMITMENT

PLYTEC remains committed to integrating sustainability into every dimension of our business — guided by the leadership of the Board, Management and ESG Team. We will continue to assess and improve our ESG performance, deepen our IFRS S1 and S2 disclosure, and strengthen our governance frameworks in step with regulatory expectations and stakeholder needs.

Technology, digital innovation and responsible business conduct remain central to our approach — enabling PLYTEC to deliver productivity, quality and sustainability outcomes simultaneously. Through continued collaboration with government agencies, higher learning institutions and industry partners, we will advance the adoption of BIM and digital construction practices, contributing to Malaysia's construction sector transformation.

Moving forward, we will build on the governance and sustainability foundations established in FYE 2025 — creating long-term and shared value for our shareholders, employees, customers, supply chain partners and the communities we serve.

## SUSTAINABILITY STATEMENT (CONT'D)

### SUMMARY OF PERFORMANCE DATA TABLE

The following performance data table has been generated via the Bursa Malaysia CSI Platform and it summarises the Group's progress across the indicators related to sustainability matters for the financial year ended 31 December 2025:-

## PLYTEC HOLDING BERHAD

BMLR Transition Period

Date & Time: 2026-04-29,11:11:09

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
C1) Anti-Fraud, Bribery and Corruption	a) Employees briefed and signed 'Director and Employee Free Anti-Corruption' declaration	Percentage	100	-	No assurance
C1) Anti-Fraud, Bribery and Corruption	b) Percentage of operations assessed for corruption-related risks	Percentage	100	-	No assurance
C1) Anti-Fraud, Bribery and Corruption	c) Confirmed incidents of corruption and action taken	Case	0	-	No assurance
C2) Community Investment	a) Total amount invested in community initiatives	RM	70,250	-	No assurance
C2) Community Investment	b) Total number of beneficiaries	No	14	-	No assurance
C3) (a) Percentage of employees by gender and age group, for each employee category	a) Male	Percentage	79	-	No assurance
C3) (a) Percentage of employees by gender and age group, for each employee category	a) Female	Percentage	21	-	No assurance
C3) (b) Percentage of senior management by gender and age group	b) Male	Percentage	73	-	No assurance
C3) (b) Percentage of senior management by gender and age group	b) Female	Percentage	27	-	No assurance
C3) (c) Percentage of senior management by gender and age group	b) <30	Percentage	0	-	No assurance
C3) (c) Percentage of senior management by gender and age group	b) 30 - 50	Percentage	40	-	No assurance

## SUSTAINABILITY STATEMENT (CONT'D)

## SUSTAINABILITY STATEMENT (CONT'D)

### SUMMARY OF PERFORMANCE DATA TABLE (CONT'D)

The following performance data table has been generated via the Bursa Malaysia CSI Platform and it summarises the Group's progress across the indicators related to sustainability matters for the financial year ended 31 December 2025 (Cont'd):-

<b>PLYTEC HOLDING BERHAD</b> BMLR Transition Period						
Date & Time: 2026-04-29_11:11:09 FYE 31/12/2025						
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	
C3) (b) Percentage of senior management by gender and age group	b) 51 - 60	Percentage	60	-	No assurance	
C3) (b) Percentage of senior management by gender and age group	b) >60	Percentage	0	-	No assurance	
C4) Energy Management	a) Total electricity consumption	MWh	910	-	No assurance	
C5) Health and Safety	a) Number of work-related fatalities	Number	0	-	No assurance	
C5) Health and Safety	b) Lost time incident rate	Number	2	-	No assurance	
C5) Health and Safety	c) Number of employees trained on health and safety standards	Number	64	-	No assurance	
C6) Labour Practices and Standard - (a) Total hours of training by employee category	Senior Management	Hours	668	-	No assurance	
C6) Labour Practices and Standard - (a) Total hours of training by employee category	Middle Management	Hours	834	-	No assurance	
C6) Labour Practices and Standard - (a) Total hours of training by employee category	Executive	Hours	1,148	-	No assurance	
C6) Labour Practices and Standard - (a) Total hours of training by employee category	Non-executive	Hours	3,048	-	No assurance	
C6) (b) Percentage of employees that are contractors or temporary staff	Temporary employee	Percentage	46	-	No assurance	
C6) (c) Total number of employee turnover	Male	Number	16	-	No assurance	
C6) (c) Total number of employee turnover	Female	Number	12	-	No assurance	

## SUSTAINABILITY STATEMENT (CONT'D)

## SUSTAINABILITY STATEMENT (CONT'D)

### SUMMARY OF PERFORMANCE DATA TABLE (CONT'D)

The following performance data table has been generated via the Bursa Malaysia CSI Platform and it summarises the Group's progress across the indicators related to sustainability matters for the financial year ended 31 December 2025 (Cont'd):-

## PLYTEC HOLDING BERHAD

### BMLR Transition Period

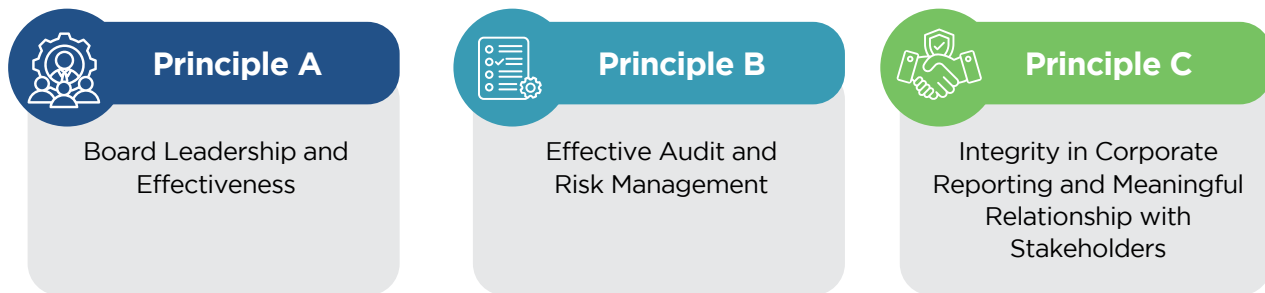
Date & Time: 2026-04-29\_11:11:09  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
C6) (c) Total number of employee turnover	<30	Number	16	-	No assurance
C6) (c) Total number of employee turnover	30 - 50	Number	11	-	No assurance
C6) (c) Total number of employee turnover	>50	Number	1	-	No assurance
C6) (d) Number of substantiated complaints concerning human rights violation	Incidents of human rights complaints	Number	0	-	No assurance
C6) (d) Number of substantiated complaints concerning human rights violation	Whistleblowing cases reported	Number	0	-	No assurance
C7) Supply Chain Management	a) Proportion of Spending on local suppliers	Percentage	83	80	No assurance
C8) Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	No assurance
C9) Water	Total water consumption	m3	24,794	-	No assurance
C10) Total waste generated	Total waste diverted from disposal	Tonnes	0	-	No assurance
C10) Total waste generated	Total waste directed to disposal	Tonnes	99	-	No assurance
C10) Total waste generated	Total hazardous waste disposal	Tonnes	1.95	-	No assurance
C11) Emissions Management	a) Scope 1 emissions	Tonnes of CO2e	74750	-	No assurance
C11) Emissions Management	b) Scope 2 emissions	Tonnes of CO2e	673.21	-	No assurance

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“**the Board**”) of PLYTEC Holding Berhad (“**the Company**”) recognises the importance of adopting good corporate governance within the Company and its subsidiaries (“**the Group**”) as a fundamental part of discharging its responsibilities to safeguard the interests of all stakeholders. The Board will continuously evaluate and enhance management practices, as well as strengthening internal control systems to ensure high standards of corporate governance practices are consistently maintained throughout the Group.

The Corporate Governance Overview Statement (“**this Statement**”) is made pursuant to Rule 15.25(1) of the ACE Market Listing Requirements (“**ACE LR**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and guidance is drawn from Practice Note 9 of the ACE LR and the Corporate Governance Guide (4<sup>th</sup> Edition) issued by Bursa Securities. This overview statement, which sets out a summary of the Group’s corporate governance practices during the financial year ended 31 December 2025 (“**FYE 2025**”), is based on the following three (3) key principles of the Malaysian Code on Corporate Governance 2021 (“**MCCG 2021**”):



This Statement is to be read together with the Corporate Governance Report for FYE 2025 (“**CG Report**”) which is available on the corporate website at <https://www.plytec.com.my/>.

## PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS

### Part I: Board responsibilities

#### 1.1 Board’s Leadership on Objectives and Goals

The Board is responsible for the proper stewardship of the Group in order to provide reasonable assurance of the Group’s long-term success. With this, the Board strives to ensure that all the Company’s strategic objectives are well-conveyed throughout the Group in order to achieve both short and long-term goals of the Company as a fundamental part of discharging its responsibilities to protect and enhance value for all stakeholders and raise the performance of the Company.

The Board is guided by the prevailing legal and regulatory requirements such as the Companies Act 2016 (“**CA 2016**”), the ACE LR and the MCCG 2021, as well as the Company’s Constitution and the Board Charter in discharging its fiduciary duties and responsibilities. The Board ensures that it sets the appropriate tone at the top by providing strategic direction, demonstrating strong leadership and championing good governance and ethical practices throughout the Group.

To enable the Board to discharge its responsibilities in meeting the goals and objectives of the Company, the Board has, amongst others:-

- promoted good corporate governance culture within the Company which reinforces ethical, prudent and professional conduct;
- reviewed, challenged and deliberated on Management’s proposals for the Company, and monitored its implementation;

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part I: Board responsibilities (Cont'd)

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

- ensured that the strategic plan of the Company supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- supervised and assessed the performance of Management;
- ensured there is a sound framework for internal controls and risk management;
- recognised the principal risks of the Company's business and that business decisions involve the taking of appropriate risks;
- ensured that Senior Management has the necessary skills and experience, and measures are in place to provide for the orderly succession of Board and Senior Management;
- ensured that the Company has in place procedures to enable effective communication with shareholders and stakeholders; and
- ensured the integrity of the Company's financial and non-financial reporting.

##### 1.2 The Chairman of the Board, has during the year:-

- demonstrated leadership to the Board in discharging its duties and responsibilities effectively without limiting the principle of collective responsibility for the Board decisions;
- through the Company Secretary, set the board agenda and ensuring that board members receive complete and accurate information in a timely manner;
- led the conduct of the Board meetings and discussions in a manner that encouraged constructive discussions and effective contribution from each Director;
- encouraged active participation and allowed dissenting views to be freely expressed;
- acted as the facilitator between the Board and the Management by coordinating smooth communication flow between both parties;
- ensured appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the board as a whole;
- led the Board in establishing and monitoring good corporate governance practices within the Group; and
- reviewed the minutes of the Board meetings to ensure that the minutes accurately reflect the Board's deliberations, and matters arising from the minutes have been addressed properly.

##### 1.3 Separation of positions of the Chairman and the Group Managing Director

The positions of the Chairman of the Board and the Group Managing Director are held by two (2) different individuals and each has a clear accepted division of responsibilities to ensure that there is a balance of power and authority to promote accountability. The Chairman is responsible for instilling good corporate governance practices and leadership, and for ensuring Board effectiveness. The Chairman leads the Board in its collective oversight of Management, while the Group Managing Director has the overall responsibilities over the Company's operating units, organisational effectiveness and implementation of Board policies and decisions. The distinct and separate roles of the Chairman and Group Managing Director are clearly defined in the Board Charter to ensure that no one individual has unfettered powers of decision-making.

##### 1.4 Chairman of the Board is not a member of the Audit and Risk Management Committee ("ARMC"), Nomination Committee ("NC") and Remuneration Committee ("RC").

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

**PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)****Part I: Board responsibilities (Cont'd)**

## 1.5 Qualified and Competent Company Secretaries

The Board is supported by two (2) suitably qualified and competent Company Secretaries who carry out the responsibilities of the company secretarial function for the Group. Both Company Secretaries are qualified under Section 235(2)(a) of the Companies Act 2016. The Company Secretaries are external company secretaries from Securities Services (Holdings) Sdn. Bhd. with vast knowledge and experience from being in public practice and is supported by a dedicated team of company secretarial personnel.

The Company Secretaries, or together with their representatives, have during the year:-

- together with management, managed all Board and Board Committee meeting logistics;
- attended and recorded minutes of all Board and Board Committee meetings and facilitated Board communications;
- advised the Board on its roles and responsibilities;
- briefed the Board on the latest letters and circulars issued by Bursa Malaysia Berhad;
- facilitate the conduct of the assessments to be undertaken by the Board and Board Committees as well as compile the results of the assessments; and
- advised the Board on corporate disclosures and compliance with company and securities regulations and listing requirements.

The Company Secretaries also ensure that there is good information flow within the Board, Board Committees and Key Senior Management. Every Board member has unrestricted access at all times to the advice and services of the Company Secretaries to ensure effective functioning of the Board and its Board Committees, adherence to Board policies and procedures as well as compliance with regulations and governance practices.

The Company Secretaries have and will continue to constantly keep themselves abreast of matters concerning company law, the capital market, corporate governance, and other pertinent matters, and with changes in the same regulatory environment, through continuous training and industry updates.

The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in the discharge of its function and duties.

## 1.6 Access to information and advice

All members of the Board have full and unrestricted access to the professional advice and services of the Company Secretaries and Key Senior Management in the course of discharging their duties and responsibilities on matters relating to the procedures governing the Company. The Board may seek independent professional advice, whenever necessary and in appropriate circumstances, either individually or collectively on any matter concerning the discharge of their responsibilities at the expense of the Company.

The Notices of the scheduled Board Meetings are served to the Directors at least seven (7) days prior to the Board Meetings. Unless there is an exceptional case for convening of Special Meeting of the Board to address emergency issues, shorter notice would be allowed with the consent of all Directors.

To leverage the usage of technology, the Board papers are circulated to the Directors in electronic form via email at least three (3) business days prior to the Board Meetings, to allow the Directors to consider the relevant information. The Management will strive to circulate the Board papers at least five (5) business days in advance of the meeting day moving forward.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

**PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)****Part I: Board responsibilities (Cont'd)****2.0 Demarcation of Responsibilities**

## 2.1 Board Charter

The Board has established and adopted a Board Charter, which sets out the Board's strategic intent and identifies the respective roles and responsibilities of the Board, Board Committees, individual Directors, Senior Independent Director and Senior Management, as well as issues and decisions reserved for the Board, the Board's governance structure and authority. The Board Charter is available on the Company's corporate website at <https://www.plytec.com.my/>.

As part of its efforts to ensure the effective discharge of its duties, the Board has delegated certain functions and authorities to three (3) of its Board Committees, namely, ARMC, NC and RC. These Committees are entrusted with specific responsibilities to assist the Board in overseeing the Company's affairs, in accordance with their limits of authority and respective Terms of Reference, which are published on the Company's website at <https://www.plytec.com.my/>. These Terms of Reference are reviewed as and when the need arises. The Board keeps itself abreast of the responsibilities delegated to each Board Committee, and matters deliberated at each Board Committee meeting through the minutes of the Board Committee meetings and reports by the respective Board Committee Chairman, at Board meetings.

**ARMC**

Details on the ARMC are in the ARMC Report contained in this Annual Report.

**RC**

Details on the RC are contained in the Corporate Governance Report.

**NC**

The NC is comprised exclusively of Independent Non-Executive Directors and the composition of the NC is as follows:-

Name	Designation	Directorship
Anita Chew Cheng Im	Chairperson	Independent Non-Executive Director
Kow Hoay Lee	Member	Independent Non-Executive Director
Goik Kenzu	Member	Independent Non-Executive Director

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part I: Board responsibilities (Cont'd)

#### 2.0 Demarcation of Responsibilities (Cont'd)

##### 2.1 Board Charter (Cont'd)

The NC is empowered by the Board to oversee the selection and assessment of Directors to be appointed to ensure that the Board's composition and skills meet the needs of the Company, and hence, is tasked with the following duties and responsibilities:-

- To assess and recommend to the Board, candidates for directorships;
- To recommend to the Board the nominees to fill the seats on Board Committees;
- To review succession policies and plans for members of the Board, Board Committees and Senior Management;
- To ensure that all Directors receive appropriate continuous training programmes;
- To assess the effectiveness of the Board and the Committees of the Board as a whole, and each individual Director;
- To review the term of office and performance of the ARMC and each of its members annually to determine whether the ARMC and members have carried out their duties in accordance with their Terms of Reference;
- To act in line with the directions of the Board;
- To consider and examine such other matters as the NC considers appropriate;
- To review the Board's composition (including skills, experience, diversity and independence) to ensure that the Board remains effective and balanced; and
- To consider any other matters as defined by the Board.

#### **Summary of Works**

The following works were undertaken by the NC during FYE 2025 and up to the date of this Statement:-

- Reviewed the contribution and performance of each individual Director and the effectiveness of the Board as a whole and the Committees of the Board;
- Reviewed the term of office and performance of the ARMC and each of its members;
- Reviewed the independence of the Independent Non-Executive Directors and assessed their ability to bring independent and objective judgement to Board deliberations and proposals;
- Assessed the suitability of the Directors who will be standing for re-election at the forthcoming annual general meeting of the Company;
- Reviewed the training programmes attended by the Directors for FYE 2025;
- Reviewed and discussed the Group's succession plans; and
- Reviewed and recommended the promotion of Key Senior Management to the Board for approval.

In assessing the performance of the Board, Board Committees and individual Directors of the Company, the NC takes into consideration the following:-

- Participation and contribution to discussions;
- Understanding of the Company's Activities; and
- Compliance with the Terms of Reference, duties and responsibilities of a director, and of a chairman of the Company.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part I: Board responsibilities (Cont'd)

#### 2.0 Demarcation of Responsibilities (Cont'd)

##### 2.1 Board Charter (Cont'd)

##### *Summary of Works (Cont'd)*

The attendance of Directors who are members of Board committees during FYE 2025 is set out below:-

Name	NC	ARMC	RC
Anita Chew Cheng Im	2/2	5/5	2/2
Kow Hoay Lee	2/2	5/5	2/2
Goik Kenzu	2/2	5/5	2/2

#### 3.0 Good Business Conduct and Corporate Culture

##### 3.1 Code of Conduct and Ethics

The Board is committed in maintaining a corporate culture that engenders ethical conduct. The Board has formalised ethical standards by adopting a Code of Conduct and Ethics, which summarises what the Company must endeavour to do proactively in order to maintain the highest level of integrity and ethical conduct of the Board, Management and employees of the Group. The Company's Code of Conduct and Ethics covers the following:-

- conflict of interest
- insider trading
- anti-bribery and corruption
- trade secrets and confidentiality of information
- responsibility to report
- protection against unfair dismissal, victimisation or unwarranted disciplinary action
- environment, social and governance agenda
- misconduct, malpractice and irregularity
- reporting and investigations procedure

The Company's Code of Conduct and Ethics is available on the Company's corporate website at <https://www.plytec.com.my/>.

Employees are made aware that relevant disciplinary actions will be taken for unethical behaviour and misconduct.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part I: Board responsibilities (Cont'd)

#### 3.0 Good Business Conduct and Corporate Culture (Cont'd)

##### 3.2 Whistleblowing Policy

The Board has adopted a full-fledged Whistleblowing Policy, which provides an avenue for all employees and members of the public to voice or raise genuine concerns about any suspected and/or known misconduct, wrongdoings, corruption, fraud, and/or abuse involving the resources of the Group. The Whistleblowing Policy of the Company also provides guidance on the appropriate communication and feedback channels to facilitate whistleblowing.

The Company's Whistleblowing Policy is available on the Company's corporate website at <https://www.plytec.com.my/>.

For FYE 2025, none of the designated persons received any report or concerns vide the above mentioned communication and feedback channels.

##### 3.3 Anti-Bribery and Corruption Policy

In support of ethical business practices, the Board has also adopted a zero-tolerance approach against all forms of bribery and corruption and takes a strong stance against such acts through the adoption of the Group's Anti-Bribery and Corruption Policy as additional measures to comply fully with the applicable laws and regulatory requirements on anti-bribery and anti-corruption.

This Policy applies to all employees and Directors of the Company (including temporary positions) and/or any person(s) associated with the Company. It is made available on the Company's corporate website at <https://www.plytec.com.my/>.

##### 3.4 Directors' Fit and Proper Policy

The Board has in place a Directors' Fit and Proper Policy, which sets out the fitness and propriety for the appointment and re-election of Directors and to ensure that each of the Directors has the character, integrity, experience, competence and time commitment to effectively discharge his/her role as a Director of the Company in tandem with good corporate governance practices.

The Directors' Fit and Proper Policy is available on the Company's corporate website at <https://www.plytec.com.my/>.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part I: Board responsibilities (Cont'd)

#### 4.0 Governance of Sustainability

4.1 The Board promotes sustainability through its strategic oversight and integration of sustainability considerations in the decision-making process and operations of the Company. This entails taking a holistic view of how the Company creates value for its shareholders and stakeholders bearing in mind Environmental, Social and Governance (“**ESG**”) factors.

As part of the efforts in promoting and building sustainability momentum within the Group, the Management has strengthened the integration of ESG practices across the group-wide operations, with a particular focus on environmental and social dimensions.

Please refer to the Sustainability Statement in this Annual Report for further details.

4.2 The Company has engaged with stakeholders in a variety of ways which has been done at both the business units and group levels through formal and informal activities. The collective opinions and insights from the stakeholders help the Board make informed decisions, while aligning the stakeholders' expectations with the Company's sustainability priorities and business approach.

4.3 The Board, through the NC, assessed the training programmes attended by each Director during FYE 2025 to ensure that the Directors have and will continue to constantly keep abreast of the relevant requirements and matters concerning sustainability, including the latest development in the industry as well as the sustainability issues relevant to the Group.

4.4 As part of the sustainability initiatives, the Company has also included an assessment of the Board's understanding of sustainability issues that are critical to the Company's performance. As for the performance review of the Senior Management, the Company takes into account the sustainability risks such as health, safety and environmental risks, financial and people development and implements the relevant key performance indicators as part of the yearly performance appraisal.

4.5 During FYE 2025, Ts. Ir. Edward Han Liang Kwang, the former Chief Sustainability Officer was the designated person within Management to manage sustainability strategies and initiatives in the Group.

#### Part II: Board Composition

#### 5.0 Board's Objectivity

##### 5.1 Composition of the Board

The NC oversees and reviews on an ongoing basis, the overall composition of the Board in terms of size, the required mix of skills, experience and other qualities and core competencies for the Directors of the Company. The effectiveness of the Board as a whole and the contribution and performance of each individual Director to the effectiveness of the Board and the Board Committees will also be assessed by the NC on an annual basis.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part II: Board Composition (Cont'd)

#### 5.0 Board's Objectivity (Cont'd)

##### 5.1 Composition of the Board (Cont'd)

The Board presently has six (6) members which comprises one (1) Group Managing Director, one (1) Executive Director and four (4) Independent Non-Executive Directors including the chairman of the Board, which fulfils the prescribed requirement of one-third (1/3) of the Board to be independent as stated under Rule 15.02(1) of ACE LR of Bursa Securities. In addition, the Company also complies with Practice 5.2 of MCCG 2021 to have at least half of the Board comprised of Independent Non-Executive Directors.

The presence of Independent Non-Executive Directors from diverse professional background is invaluable assets to the Company, playing a pivotal role in strengthening corporate accountability. The role of Independent Non-Executive Directors is particularly important in providing objective and independent perspectives, advice and judgement, ensuring that decisions take into account not only the interests of the Group, but also the stakeholders. The profile of each Director is set out in another section of this Annual Report.

##### 5.2 Tenure of Independent Director

In order to ensure independent and objective judgment is brought to the Board's deliberation by genuine independence of the independent directors and to ensure conflict of interest or undue influence from interested parties is well taken care of, the Board is committed to ensure the independence of the independent directors are assessed by the NC prior to their appointment based on formal nomination and selection process with the results of the review reported to the Board for consideration and decision.

As at the date of this Statement, none of the Independent Directors of the Company has served on the Board for more than nine (9) years.

The Board has not adopted a policy that limits the tenure of its Independent Directors to nine (9) years.

##### 5.3 Procedures for Appointment and Re-Election of Directors

The NC is responsible for leading the review of the appropriate skills (including but not limited to professional skills, where applicable), experience and characteristics required of Board members through set procedures, in the context of the needs of the Group.

In assessing the fitness and propriety of the existing Directors of the Company seeking for re-appointment as well as candidates for nomination or appointment to the Board, the NC evaluates them based on the fit and proper criteria set out in the Directors' Fit and Proper Policy and subsequently, makes recommendations to the Board for its review and decision.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



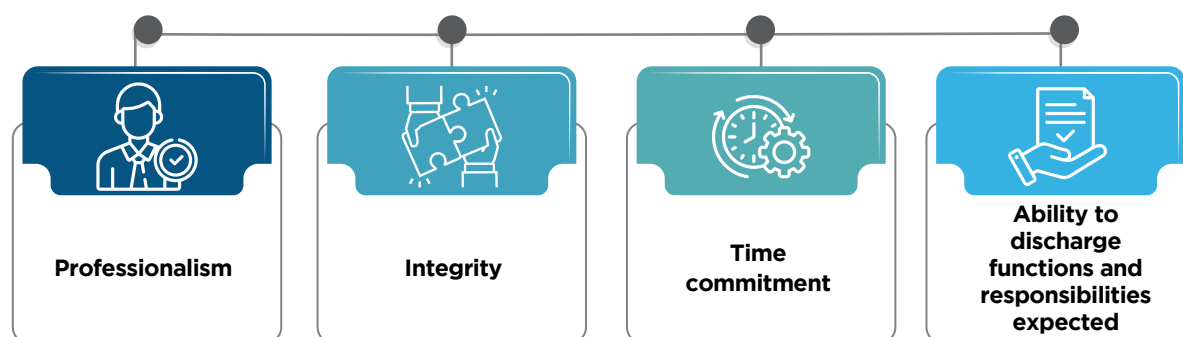
### PRINCIPLE A - BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

#### Part II: Board Composition (Cont'd)

#### 5.0 Board's Objectivity (Cont'd)

##### 5.3 Procedures for Appointment and Re-Election of Directors (Cont'd)

The objective criteria in their nomination and election process are summarised as follows:-



The new appointee will be considered and evaluated by the NC and the NC will then recommend the candidates to be approved and appointed by the Board. The Company Secretaries will ensure all appointments are properly documented. The Board will also consider utilising independent sources to identify suitably qualified candidates when the need arises in the future. Mr. Chu Wai Lee was appointed as the Managing Director of PLYTEC Formwork System Industries Sdn. Bhd. on 22 August 2025.

The NC is also responsible for making recommendations to the Board on the eligibility of the Directors to stand for re-election at the AGM. The performance of the retiring Directors who are recommended for re-election at the AGM has been assessed through the Board and Board Committee evaluation as well as the fit and proper assessment.

##### 5.4 Diverse Board and Senior Management

The Board is supportive of the Board and Senior Management composition diversity recommendation promoted by the MCG 2021 in order to offer greater depth and breadth to Board discussions and constructive debates at the Senior Management level.

The appointment of Board members and Senior Management is based on objective criteria, merit and besides gender diversity, due regard is placed for diversity in skills, experience, age and background. The profile of Directors and Senior Management are set out in another section of this Annual Report.

##### 5.5 Chairperson of the NC

The NC is chaired by Ms. Anita Chew Cheng Im, the Independent Director appointed by the Board. The Chairperson of the NC is responsible for leading the NC in conducting an annual review of the effectiveness of the Board as a whole, and the Board Committees, as well as the contribution and performance of each individual Director on an ongoing basis, ensuring that the performance of each individual Director is independently assessed, participating in relevant trainings and will lead the succession planning and appointment of new Board members.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

## Part II: Board Composition (Cont'd)

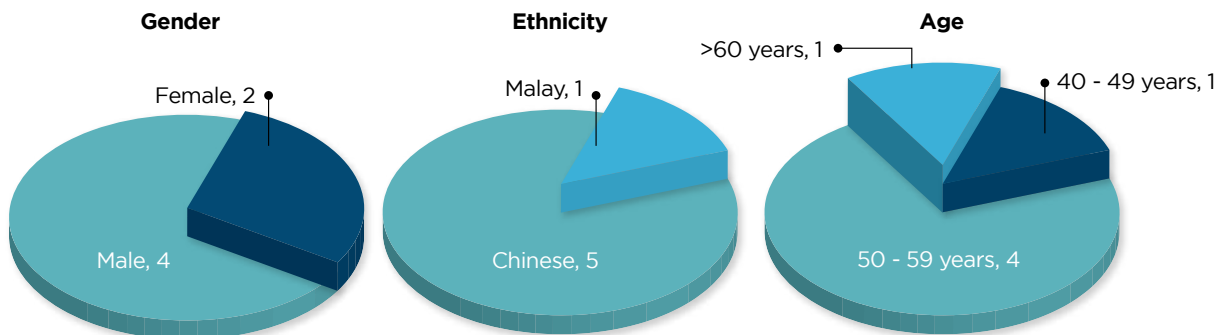
## 5.0 Board's Objectivity (Cont'd)

## 5.6 Boardroom and Gender Diversity

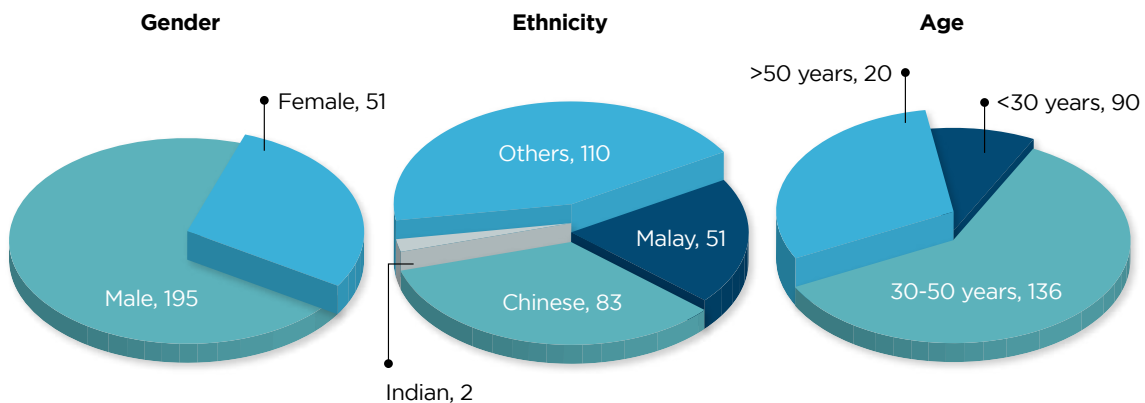
The Board recognises that a gender-diverse Board could offer greater depth and breadth whilst the diversity of key senior management would lead to better decision-making.

The Company has a Diversity Policy in place. The Board upholds a commitment to non-gender discrimination and promotes boardroom diversity by ensuring that all Board and Senior Management appointments are based on meritocracy, objective criteria, merit and with due regard to the benefits of diversity within the Board. In this context, diversity encompasses a wide range of factors, including but not limited to gender, age, cultural and educational background, professional experience, skills and knowledge.

## Gender, ethnicity and age diversities in the Board



## Gender, ethnicity and age diversities in the workforce



## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part II: Board Composition (Cont'd)

#### 6.0 Overall Effectiveness of the Board

##### 6.1 Annual assessments

The Board, through the NC would undertake the following assessments annually and the results of the evaluations are assessed by the NC and presented to the Board:-

- a) The Board and Board Committees performance evaluation;
- b) Self-performance evaluation;
- c) ARMC performance assessment questionnaires; and
- d) Independence of the Independent Non-Executive Directors.

The annual assessment of individual Directors, Board as a whole and Board Committees are based on a comprehensive assessment system, which commences with the completion of a set of comprehensive Self-Assessment Form detailing all assessment criteria to be completed by all Directors for evaluation by the NC. Criteria for the self-assessment include self-ratings on the Director's knowledge, support of the mission and goals of the Company, time commitment, and active participation on the Board.

The independence of the Independent Non-Executive Directors of the Company has been fulfilled in accordance with ACE LR of Bursa Securities and would not impede their independence in carrying out their duties in the respective Board and Board Committees.

Based on the outcome of the abovementioned assessment conducted by the NC for FYE 2025, the Board was satisfied that:-

- Individual Directors are able to meet the Board of Directors' expectations in terms of character, experience, integrity, competency and time commitment in discharging their roles as Directors of the Company.
- Individual Directors exercised due care and carried out professional duties proficiently.
- The Board and Board Committees have been effective in carrying out their functions and duties.
- All Independent Directors have been and remain independent from management and free from any business relationship that could materially interfere with their independent judgement.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

## Part II: Board Composition (Cont'd)

## 6.0 Overall Effectiveness of the Board (Cont'd)

## 6.2 Time Commitment

The Board meets at least four (4) times in each financial year and will hold additional meetings if the situation requires. Sufficient notices were given to the Board prior to each meeting.

During FYE 2025, there were six (6) Board meetings held and details of attendance by Directors who held office during that financial year under review are as follows:-

Directors	No. of meetings attended
Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali	6/6
Anita Chew Cheng Im	6/6
Yang Kian Lock	6/6
Ts. Ir. Louis Tay Chee Siong	6/6
Kow Hoay Lee	6/6
Goik Kenzu	6/6

In the intervals between the Board meetings, Board approvals are obtained via circular resolutions for exceptional matters requiring the Board's decision which is supported by the relevant information in order to form an informed decision. In order to facilitate the Directors' planning and time management, an annual meeting calendar is prepared and given to the Directors before the beginning of each financial year.

The Board is satisfied with the time commitment given by the Directors. All of the Directors do not hold more than five (5) directorships in public listed companies as stipulated under the ACE LR of Bursa Securities. If any Director wishes to accept a new directorship in the public listed companies, the Chairman of the Board will be informed beforehand together with an indication of the time that will be spent on the new appointment.

## 6.3 Directors' Training

In order for the Group to remain competitive, the Board ensures that the Directors continuously enhance their skills and expand their knowledge to meet the challenges of the Board. The Board has cultivated the following best practices:-

- All newly appointed Directors are required to attend the Mandatory Accreditation Programme Part 1 and Part 2 as prescribed by the ACE LR within their respective stipulated timeframe;
- All Directors are encouraged to attend talks, training programmes and seminars to update their knowledge of the latest regulatory and business environment;
- The Directors may be requested to attend additional training courses according to their individual needs as a Director or member of Board Committees on which they serve; and
- The Directors are briefed by the Company Secretaries on the circulars issued by regulatory bodies at each quarterly Board Meeting.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

## Part II: Board Composition (Cont'd)

## 6.0 Overall Effectiveness of the Board (Cont'd)

## 6.3 Directors' Training (Cont'd)

During FYE 2025, five (5) out of six (6) Directors of the Company had attended appropriate training/briefing programmes to update and enhance their knowledge to enable them to discharge their duties more effectively as Directors and to keep abreast of the development in the marketplace. Below are the training/briefing programmes attended by the Directors:

Directors	Training(s) Attended
Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali	<ul style="list-style-type: none"> <li>• Leadership Coaching Program with MIGHTians</li> <li>• High-Level Dialogue : Advising Government about Science</li> <li>• MIGHT 2025 Nuclear Program : Nuclear Power in Malaysia's Energy Landscape</li> <li>• 3<sup>rd</sup> Nuclear Workshop - Future Scenarios of Nuclear Power in Malaysia's Energy Landscape Workshop</li> <li>• Environmental, Social &amp; Governance (ESG) Conversation on "Friends of Sustainable Malaysia on Nuclear"</li> <li>• Leadership Talk : "Lead with Conscience (Memimpin Dengan Hati Nurani)"</li> <li>• Talent Assessment Program (TAP), Jawatan Utama Sektor Awam Skim Kejuruteraan Jabatan Kerja Raya (Gred Utama B dan Gred Utama C), Kementerian Kerja Raya</li> <li>• Science &amp; Technology in Society (STS) Forum - "Sustainability for Nature Positive Economy"</li> <li>• Innovation for Cool Earth Forum (ICEF)</li> <li>• Association of Academies and Societies of Sciences in Asia Workshop on Addressing Global Challenges in a Postnormal World &amp; Keynote Presentation on ASEAN Ahead by Chairperson of ASEAN Ahead Report</li> <li>• XThREE - Exploration Thorium &amp; Rare-Earth Seminar</li> <li>• Cyberjaya Conversation Summit - Frontier Competitiveness: Winning the Next Decade</li> <li>• Environmental, Social &amp; Governance (ESG) and Sustainability Reporting Landscape Training</li> <li>• Compliance Training on the Malaysia Anti-Corruption Commission (MACC) (Amendment) Act 2009 - Section 17A (Corporate Liability)</li> </ul>

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

## Part II: Board Composition (Cont'd)

## 6.0 Overall Effectiveness of the Board (Cont'd)

## 6.3 Directors' Training (Cont'd)

Directors	Training(s) Attended
Yang Kian Lock	<ul style="list-style-type: none"> <li>Mandatory Accreditation Programme Part II : Leading for Impact (LIP)</li> <li>In-house Programme - Maximizing Efficiency in Modern Warehousing</li> <li>Business Winning Strategy</li> </ul>
Ts. Ir. Louis Tay Chee Siong	<ul style="list-style-type: none"> <li>Mandatory Accreditation Programme Part II : Leading for Impact (LIP)</li> <li>FIDIC Contracts Introductory &amp; FIDIC Claims &amp; Disputes Courses</li> <li>In-house Programme - Maximizing Efficiency in Modern Warehousing</li> </ul>
Anita Chew Cheng Im	<ul style="list-style-type: none"> <li>Audit Oversight Board's conversation with Audit Committee members</li> </ul>
Kow Hoay Lee	<ul style="list-style-type: none"> <li>E-invoice Seminar 2025</li> <li>ISA 570 (Revised 2024) - Enhancing Auditor &amp; Responsibilities for Going Concern</li> <li>Audit Planning, Risk Assessment and Internal Control</li> <li>Asset Accounting under MPERS covering Property, plant and equipment, Investment Property and Biological Assets</li> <li>Key MFRS Standards - Underlying principals and applications</li> <li>MIA Webinar Series: Navigating Trade-Based Money Laundering: Fundamentals in AML/CFT Compliance</li> <li>Audit Quality Enhancement Programme for SMPs</li> <li>2026 Tax budget seminar</li> </ul>

Mr. Goik Kenzu did not attend any structured training programmes during the financial year under review. However, he has continuously kept himself abreast of the relevant changes and developments in the regulatory requirements, laws and accounting standards through the updates from the Company Secretaries as well as briefings by the External Auditors respectively.

All members of the Board have attended both the Mandatory Accreditation Programme Part 1 and Part 2 as prescribed by Bursa Securities.

The Directors are briefed by the Company Secretaries on the letters and circulars issued by Bursa Securities and are constantly updated on any changes in the regulatory requirements which may affect the governance practices of the Group.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

## Part III: Remuneration

## 7.0 Level and Composition of Remuneration

- 7.1 In view that fair remuneration is crucial to attract, retain and motivate Directors and Senior Management, the Board has adopted a Remuneration Policy, which takes into account the demands, complexities and performance of the Company as well as skills and experience required to determine the remuneration of Directors and Senior Management. The said policies and procedures are available on the Company's website at <https://www.plytec.com.my/>.

The RC is responsible for reviewing and making recommendations to the Board for approval, the framework and remuneration packages of each Director in all forms, drawing from outside advice whenever necessary prior to making the relevant recommendations to the Board so that the levels of remuneration are sufficient to attract and retain the Directors needed to run the Company successfully. In its review, the RC considers various factors including the Directors' fiduciary duties, time commitments and the Company's performance.

As part of the remuneration strategy, the table below sets out the guiding principles and their implementation:-

Guiding Principles	Details
Provide market competitive pay	<ul style="list-style-type: none"> <li>Offer competitive packages to attract and retain talented and experienced individuals</li> <li>Align compensation pay with the market, subject to affordability</li> </ul>
Pay-for-performance	<ul style="list-style-type: none"> <li>Instill and drive a pay-for-performance culture</li> <li>Measure performance against performance appraisal e.g. performance scorecard, comprising financial and non-financial metrics</li> </ul>
Fairness and internal equity	<ul style="list-style-type: none"> <li>Reflect scope of responsibilities, experience and contributions</li> <li>Promote consistency and equity across comparable roles within the Group</li> </ul>

## 7.2 Remuneration Committee

The Board has established a RC that assists the Board in reviewing and recommending the proposed remuneration packages of the Directors of the Company. The RC also assists the Board in structuring and linking Directors' remuneration to the strategic objectives of the Company, which rewards contributions to the long-term success of the Company in promoting business stability, sustainability and growth.

The RC is comprised exclusively of Independent Non-Executive Directors and the composition of the RC is as follows:-

Name	Designation	Directorship
Goik Kenzu	Chairman	Independent Non-Executive Director
Anita Chew Cheng Im	Member	Independent Non-Executive Director
Kow Hoay Lee	Member	Independent Non-Executive Director

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

## Part III: Remuneration (Cont'd)

## 7.0 Level and Composition of Remuneration (Cont'd)

## 7.2 Remuneration Committee (Cont'd)

The following works were undertaken by the RC relating to its remuneration function during FYE 2025 and up to the date of this Statement:-

- Reviewed and assessed the payment of benefits payable to the Directors and recommended the same to the Board for consideration to recommend to the shareholders for approval;
- Reviewed the Directors' fees to the financial year ending 31 December 2026, and recommended the same to the Board for consideration to recommend to the shareholders for approval;
- Reviewed the remuneration packages for Executive Directors and Senior Management of the Company and recommended the same to the Board for approval; and
- Reviewed the bonus payment for Executive Directors and Senior Management of the Company and recommended the same to the Board for approval.

## 8.0 Remuneration of Directors and Senior Management

## 8.1 Directors' Remuneration

The Directors' fees payable to each Director of the Company are categorised into appropriate components in respect of FYE 2025 including the remuneration breakdown of fees, salary, bonus, benefits-in-kind and other emoluments, are as follows:-

Name of Directors	Received from the Company					Total (RM'000)
	Fees (RM'000)	Allowance (RM'000)	Salary and bonus (RM'000)	Benefits- in-kind (RM'000)	Other emoluments (RM'000)	
<b>Executive Directors</b>						
Yang Kian Lock	-	-	-	-	-	-
Ts. Ir. Louis Tay Chee Siong	-	-	-	-	-	-
<b>Non-Executive Directors</b>						
Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali	180	3.5	-	-	-	183.5
Anita Chew Cheng Im	90	3.5	-	-	-	93.5
Kow Hoay Lee	48	3.5	-	-	-	51.5
Goik Kenzu	60	3.5	-	-	-	63.5

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

## Part III: Remuneration (Cont'd)

## 8.0 Remuneration of Directors and Senior Management (Cont'd)

## 8.1 Directors' Remuneration (Cont'd)

Name of Directors	Received from the Group					Total (RM'000)
	Fees (RM'000)	Allowance (RM'000)	Salary and bonus (RM'000)	Benefits- in-kind (RM'000)	Other emoluments (RM'000)	
<b>Executive Directors</b>						
Yang Kian Lock	-	-	1,056	28	411	1,495
Ts. Ir. Louis Tay Chee Siong	-	-	574	17	178	769
<b>Non-Executive Directors</b>						
Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali	180	3.5	-	-	-	183.5
Anita Chew Cheng Im	90	3.5	-	-	-	93.5
Kow Hoay Lee	48	3.5	-	-	-	51.5
Goik Kenzu	60	3.5	-	-	-	63.5

\* The Directors' fees and benefits (meeting allowance) are subject to shareholders' approval at the Fourth Annual General Meeting of the Company.

## 8.2 Remuneration of the Senior Management

The Board is of the view that the disclosure of the Senior Management's remuneration components will not be in the best interest of the Group given the competitive human resources environment as such disclosure may give rise to talent recruitment and retention issues. Also premised on the confidentiality of the remuneration package of the Senior Management, the Board has adopted a disclosure of the Senior Management remuneration in bands of RM50,000 on an unnamed basis.

Range of Remuneration	No. of Senior Management
RM300,001 – RM350,000	1
RM400,001 – RM450,000	1
RM450,001 – RM500,000	1

The Board considers the remuneration information of Senior Management to be confidential and proprietary, and to respect their privacy, will not disclose said information in detail.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



### PRINCIPLE B - EFFECTIVE AUDIT AND RISK MANAGEMENT

#### Part I: Audit Committee

#### 9.0 Effective and Independent ARMC

The Chairperson of the ARMC is chaired by Ms. Anita Chew Cheng Im, an Independent Non-Executive Director, while Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali is the Chairman of the Board. This separation of leadership and responsibility ensured that the objectivity of the Board's review of the ARMC's findings and recommendations was not impaired. This separation is set out clearly in the Terms of Reference of the ARMC.

Ms. Anita Chew Cheng Im is responsible for ensuring the overall effectiveness and independence of the ARMC. Together with other members of the ARMC, they have ensured amongst others that:-

- a. the ARMC is fully informed about significant matters related to the Group's audit and its financial statements and these matters are addressed;
- b. the ARMC appropriately communicates its insights, views and concerns about relevant transactions and events to the Internal and External Auditors;
- c. the ARMC's concerns on matters that may have an effect on the financial or audit of the Company are communicated to the External Auditors; and
- d. there is co-ordination between Internal and External Auditors.

The composition and summary of works of the ARMC are included in the ARMC Report of this Annual Report, while the Terms of Reference of the ARMC are available at the Company's corporate website at <https://www.plytec.com.my/>.

The ARMC has formalised the policy that requires a cooling-off period of at least three (3) years to be observed by the former key audit partner of the Company's External Auditors in the Terms of Reference of the ARMC before being appointed as a member of the AC. This is to safeguard the independence of the audit and preparation of the Company's financial statements.

None of the ARMC members were former key audit partners. As a matter of practice, the ARMC has recommended to the NC not to consider any key audit partner as a potential candidate for the Board/ARMC member to affirm the ARMC's stand on such policy.

The ARMC comprises solely of Independent Directors in line with Step-up Practice 9.4 of the MCCG 2021.

All members of the ARMC are financially literate and are able to understand the Company's business and matters under the purview of the ARMC including the financial reporting process. They have continuously applied a critical and probing view on the Company's financial reporting process, transactions and other financial information, and effectively challenged Management's assertions on the Company's financials. Any inconsistencies or irregularities in the financial and operational reports would be questioned to ascertain that the Quarterly Report and the annual Audited Financial Statements taken as a whole provide a true and fair view of the Company's financial position and performance.

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

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part I: Audit Committee (Cont'd)

#### 9.0 Effective and Independent ARMC (Cont'd)

##### 9.1 Assessment of External Auditors

The Company maintains a transparent relationship with the external auditors in seeking their professional advice and towards ensuring compliance with the accounting standards.

In recommending the appointment or re-appointment of the External Auditors to the Board, the ARMC assesses the suitability, objectivity and independence of External Auditors that consider amongst others:-

- a. the competence, audit quality, experience and resource capacity of the external auditor and its staff assigned to the audit;
- b. the adequacy of the scope of the audit plan;
- c. the external auditor's ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the external audit plan;
- d. the nature and extent of the non-audit services rendered and the appropriateness of the level of fees; and
- e. obtaining assurance from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

The assessment to consider the suitability, objectivity and independence of the audit firm is conducted annually. The ARMC was of the view that Messrs. Crowe Malaysia PLT, the External Auditors, had conducted itself objectively and independently in carrying out the audit of the Company during FYE 2025, and the ARMC was satisfied with Crowe's technical competency.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part II: Risk Management and Internal Control Framework

##### 10.0 Risk Management and Internal Control

The Board is aware and recognises various types of risks inherent in the businesses of the Group and the possible financial impact. As part of its ongoing process to identify, evaluate, and to manage risks, the Board with the assistance of the ARMC will monitor the effectiveness of internal control, including identifying risk areas, where the details of these risk events will be identified and discussed at length in the meetings. The findings and recommendations, if any, will be tabled at the Board meetings on a periodic basis, in which the key risks and corresponding risk-mitigating actions are identified and their progress are set for discussions and deliberations. With the approval of the Board, appropriate measures will be taken to strengthen the controls in order to improve risk management of the Group. An appropriate framework is being maintained on an ongoing basis to enhance and develop the Group's risk management further.

The Company also engages Internal Auditors to provide independent assessments of the adequacy, efficiency and effectiveness of the Company's internal control system. The Internal Auditors report directly to the ARMC and internal audit plans are tabled to the ARMC for review and approval by the Board to ensure adequate coverage.

Further details on the features of the risk management and internal control framework, and the adequacy and effectiveness of this framework, are disclosed in the Statement on Risk Management and Internal Control in this Annual Report.

##### 11.0 Effective Governance, Risk Management and Internal Control Framework

The internal audit function of the Company is carried out by an outsourced professional service firm, Resolve IR Sdn. Bhd., that assists the ARMC and the Board in managing the risks and establishing the internal control system and processes of the Company by providing an independent assessment of the adequacy, efficiency and effectiveness of the Group's risk management and internal control system and processes. The Internal Auditors report directly to both the ARMC and the Board.

The internal audit function is independent of the operations of the Company and provides reasonable assurance that the Company's system of internal control is satisfactory and operating effectively.

Further details of the internal audit function are set out in the Statement on Risk Management and Internal Control and the ARMC Report of this Annual Report.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part I: Engagement with Stakeholders

##### 12.0 Continuous Communication between the Company and Stakeholders

The Board believes that a constructive and effective investor relationship is essential in enhancing shareholders value. The Board, in its best efforts, always keep the shareholders and various stakeholders informed of the Group's business and corporate development and ensures that communication with them is transparent and timely.

The Company maintains a website at <https://www.plytec.com.my/> for shareholders, investors and general public to access information on amongst others, the Group's corporate profile, products, financial performance announcements published in Bursa Securities' website, Board Charter and Board Committees' Terms of Reference and corporate information. Shareholders may also communicate with the Company on investor relation matters by posting their enquiries to the Company through the Company's web enquiry form on its website.

The Company is not categorised as "Large companies" under the MCCG 2021 and hence, has not adopted integrated reporting based on a globally recognised framework.

#### Part II: Conduct of General Meetings

##### 13.0 Encourage Shareholders' Participation at General Meetings

###### 13.1 Participation at AGM

The Board of Directors acknowledges the need for shareholders to be informed of all material business matters affecting the Company. To encourage shareholders' participation, the Company had provided all shareholders an adequate notice period for the AGM of at least twenty-eight (28) days before the date of the Third AGM last year.

The Chairman of the Board and the Chairpersons of the respective Board Committees as well as the Board members were presented at the Third AGM held in 2025 to engage with the shareholders proactively.

The Board is supported by the External Auditors, the Company Secretaries, Sponsors, and Senior Management, where applicable, who were also presented at the Third AGM held in 2025 to communicate with the shareholders, investors as well as to respond to the queries raised.

###### 13.2 Poll voting

The Company will conduct poll voting on all resolutions for all general meetings in compliance with the Bursa Securities' ACE LR requires that any resolution set out in the notice of any general meeting, or in any notice of resolution which may properly be moved and is intended to be moved at any general meeting, is voted by poll.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)



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

#### Part II: Conduct of General Meetings (Cont'd)

##### 13.0 Encourage Shareholders' Participation at General Meetings (Cont'd)

##### 13.3 Voting in Absentia and Remote Shareholders' Participation at General Meeting(s)

In FYE 2025, the Company conducted its Third AGM physically in Malaysia, in accordance with Rule 8.29A of the Bursa Securities' ACE LR and following the announcement made by the Securities Commission Malaysia, which have mandated all public listed companies to hold their general meetings in either physical or hybrid format with effect from 1 March 2025.

While the Board recognises the benefits of leveraging technology to facilitate remote shareholder participation and voting in absentia, it is of the view that convening a fully physical general meeting enables direct, face-to-face interaction among shareholders, the Board, Senior Management, thereby fostering meaningful dialogue, deeper engagement and more robust discussions.

The Company's AGM was held at a strategic and easily accessible venue in Kuala Lumpur. Although the Third AGM was not convened in a hybrid format that would have enabled the shareholders to participate remotely, shareholders who were unable to attend in person were encouraged to appoint proxies to attend, participate, speak and vote in their stead at the general meeting. In addition, shareholders who were unable to attend the general meeting in person were allowed to submit their questions in advance of the meeting.

In light of the associated costs and the available manpower for conducting hybrid general meetings, the Board is of the view that it is not economically justifiable to enable voting in absentia and remote shareholders' participation at the forthcoming Fourth AGM of the Company. As such, the Fourth AGM of the Company will be conducted in a physical format.

The Minutes of the Third AGM were made available to the shareholders within thirty (30) business days from the date of the Third AGM under the "Investor Relations" section of the Company's corporate website at <https://www.plytec.com.my/>.

#### Statement by the Board on Corporate Governance Overview Statement

The Board is of the view that the Corporate Governance Overview Statement has provided the necessary information to assist shareholders in assessing how the principles and best practices of the MCCG 2021 have been adopted and complied with by the Company. The Board remains fully committed to achieving the highest level of integrity and ethical standards in delivering the objectives and sustainable performance of the Group in the long run.

The Company's Corporate Governance Report and Corporate Governance Overview Statement were approved by the Board on 23 April 2026.

# AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

## INTRODUCTION

The Board of Directors (“**the Board**”) of the Company is pleased to present the report of the Audit and Risk Management Committee for the financial year ended 31 December 2025 (“**FYE 2025**”).

## PURPOSE

The Audit and Risk Management Committee (“**ARMC**”) assists the Board in discharging its statutory and fiduciary duties and responsibilities relating to accounting and reporting practices as well as risk management policies and strategies of the Company and its subsidiaries. It reviews the quarterly financial information before recommending it to the Board for approval and releases to Bursa Malaysia Securities Berhad (“**Bursa Securities**”). In addition to this, the ARMC reviews the systems of internal controls which Management and the Board have established and makes recommendations to Management on actions to be taken, if any, based on the reports of the independent Internal and External Auditors.

## COMPOSITION OF THE ARMC AND MEETINGS ATTENDANCE

The ARMC of the Company comprises three (3) Independent Non-Executive Directors. This meets the requirements of Rule 15.09 of the ACE Market Listing Requirements (“**ACE LR**”) of Bursa Securities and satisfied the test of independence under the ACE LR of Bursa Securities and Step-Up Practice 9.4 of the Malaysian Code on Corporate Governance 2021 (“**MCCG 2021**”).

Ms. Anita Chew Cheng Im, the Independent Non-Executive Director is the Chairperson of the ARMC. In this respect, the Company complies with Rule 15.10 of the ACE LR of Bursa Securities where the elected chair of the ARMC is an independent director. Furthermore, in compliance with Practice 9.1 of the MCCG 2021, the Chairperson of the ARMC is not the Chairperson of the Board.

Ms. Kow Hoay Lee, one (1) of the members of the ARMC, has been a fellow of the Association of Chartered Certified Accountants (ACCA) since May 2013. She has also been a member of the Malaysian Institute of Chartered Accountants since November 2008. In this respect, the Company complies with Rule 15.09(1)(c) of the ACE LR of Bursa Securities.

The ARMC held five (5) meetings during the financial year under review. The members of the ARMC and their attendance at the meetings are set out below:-

Name	Designation	Directorship	Attendance
Anita Chew Cheng Im	Chairperson	Independent Non-Executive Director	5/5
Kow Hoay Lee	Member	Independent Non-Executive Director	5/5
Goik Kenzu	Member	Independent Non-Executive Director	5/5

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

### AUTHORITY, DUTIES AND RESPONSIBILITIES OF ARMC

The ARMC is governed by its Terms of Reference (“**TOR**”), which is available at the Company’s website at [www.plytec.com.my/](http://www.plytec.com.my/).

### SUMMARY OF THE WORK

During FYE 2025, the ARMC has discharged its functions and duties as set out in its TOR. The ARMC has an explicit right to convene meetings with both the Internal and External Auditors without the presence of other directors and employees.

A summary of the work of the ARMC in the discharge of its functions and duties for the financial year under review and how it has met its responsibilities during the financial year and up to the date of this ARMC report are as follows:-

#### (a) Financial reporting

- Reviewed the Group’s quarterly financial results focusing particularly on changes in or implementation of major accounting policies, significant and unusual events and compliance with accounting standards and other legal requirements before recommending them for approval by the Board for releasing announcements to Bursa Securities.

#### (b) Corporate Reporting

- Reviewed the Statement on Risk Management and Internal Control for inclusion in the Annual Report.
- Reviewed the ARMC Report for inclusion in the Annual Report.

#### (c) External Audit

- Reviewed the reports and the audited financial statements of the Group together with the External Auditors prior to tabling to the Board for approval.
  - In the review of the annual audited financial statements, the ARMC had discussed with Management and the External Auditors the accounting principles and standards that were applied and their judgement of the items that may affect the financial statements as well as issues and reservations arising from the statutory audit.
  - The matters discussed included recoverability of trade receivables and valuation of inventories, as raised by the Company’s External Auditors as Key Audit Matters (“**KAM**”).
  - The audit responses to address the abovesaid issues by the Company’s External Auditors were set out in the Independent Auditors’ Report (“**IAR**”). For detailed information on KAM, please refer to IAR in this Annual Report.
- Reviewed and approved the External Auditors’ audit plan for the Group covering the audit objectives and approach, areas of audit emphasis, timeline, relevant accounting standards issued by the Malaysian Accounting Standard Board, and other relevant technical pronouncements.
- Reviewed the statutory audit fees and non-audit service fees for FYE 2025. The ARMC also considered that the provision of non-audit services did not compromise the External Auditors’ objectivity and independence.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

### SUMMARY OF THE WORK (CONT'D)

#### (c) External Audit (Cont'd)

- Reviewed the External Auditors' report to the ARMC of the Group for FYE 2025, covering the significant audit findings and financial reporting matters.
- Reviewed and discussed the External Auditors' audit report, covering the key audit matters raised and areas for concern highlighted in the Management letter, including Management's response to the concerns raised by the External Auditors.
- Met with the External Auditors without the presence of the Executive Directors and Management on 20 February 2025, in order to provide the External Auditors with an avenue to candidly express any concerns they may have, including those relating to their ability to perform their work without restraint or interference.
- Evaluated the External Auditors' suitability, objectivity and independence, taking into consideration their technical competencies, audit quality, manpower resource sufficiency to perform the audit of the Group, and made recommendation to the Board on their re-appointment at the Annual General Meeting.

#### (d) Internal audit

- Reviewed and approved the risk-based internal audit plan for FYE 2025 and the internal audit fees. The risk-based internal audit plan focused on key operational and financial processes across the Group.
- Reviewed internal audit report issued by the outsourced internal auditors in respect of the audit activities conducted, including the observations, recommendations for improvements, Management's responses as well as actions taken to improve the system of internal control and procedures. Where appropriate, the ARMC has directed Management to rectify and improve control procedures and workflow processes based on the internal audit function's recommendations and suggestions for improvement.
- Reviewed the follow-up results on the previous internal audit reports issued by the outsourced Internal Auditors. The ARMC monitored the implementation status of agreed action plans and rectification timelines to ensure timely closure of audit findings.
- Reviewed the adequacy of the scope, functions, resources and competency of the internal audit function.
- Met with the Internal Auditors without the presence of the Executive Directors and Management on 21 November 2025, in order to provide the Internal Auditors with an avenue to candidly express any concerns they may have, including those relating to their ability to perform their work without restraint or interference.

#### (e) Matters relating to related party transactions and conflict of interest ("COI")

Reviewed the quarterly and annual financial statements on the disclosures relating to related party transactions and monitored any COI situations that may arise within the Group and ensure compliance with provisions of the ACE LR of Bursa Securities.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

### SUMMARY OF THE WORK (CONT'D)

#### (e) Matters relating to related party transactions and conflict of interest ("COI") (Cont'd)

Save and except for the potential COI as disclosed below, no COI or any other potential COI were identified or reported among the Board members and Key Senior Management during the financial year under review:-

No.	Name of company	Principal activities/ nature of transactions	Nature of interest
(i)	Yeo Cheng Choon Hardware & Machinery Sdn. Bhd.	Purchase of warehouse consumables by PLYTEC	Mr. Yang is holding an approximately 2% of shareholdings in Yeo Cheng Choon Hardware & Machinery Sdn. Bhd.
(ii)	Hanyoong Consult Sdn. Bhd.	Business of civil and structural, mechanical and electrical, professional consultant and construction management services	Ts. Ir. Edward Han Liang Kwang is a director and major shareholder of Hanyoong Consult Sdn. Bhd.
(iii)	Sim Kee Plywood & Paints Sdn. Bhd.	Hardware, timber and logging merchants	Mr. Chu is a director and major shareholder of Sim Kee Plywood & Paints Sdn. Bhd.

These transactions were deemed to have occurred in the normal course of business. To ensure proper management of the COI, the Company has internal governance policies and processes i.e. Conflict of Interest Policy and Related Party Transaction Policy in place to govern Directors' conflict of interest and related party transactions.

#### (f) Other matters

- Reviewed the aggregate amount of the financial assistance provided to a subsidiary company.
- Reviewed periodically the key financial ratios, summary of order books and other relevant financial indicators to assess and monitor the Group's financial position and overall financial health.

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT (CONT'D)

### INTERNAL AUDIT FUNCTION

The internal audit function plays an important role to provide the Board, through the ARMC, reasonable assurance of the effectiveness of the system of internal control in the Group. The ARMC has appointed a professional service firm, Resolve IR Sdn. Bhd. as the outsourced internal audit function of the Group. The outsourced internal audit function is tasked to undertake independent review on the adequacy and effectiveness of internal control systems in accordance with the scope of work that is approved by the ARMC. In addition, the work of the outsourced internal audit function is guided by the International Professional Practices Framework of Internal Auditing.

The outsourced Internal Audit Function reports directly to the ARMC on a quarterly basis. A summary of work of the internal audit function for FYE 2025 is as follows:-

- (a) Formulated a risk-based internal audit plan that focuses on key risk areas of the Group and presented the plan for the ARMC's review and approval.
- (b) Executed internal audit reviews covering the following business processes or areas in accordance with the approved audit plan:-

Coverage	Business Processes
Group-wide	<ul style="list-style-type: none"> <li>● Sustainability Reporting Framework Review</li> <li>● Management Information System</li> <li>● Credit Control and Collection</li> <li>● Investment Management</li> </ul>
PLYTEC Formwork System Industries Sdn. Bhd.	<ul style="list-style-type: none"> <li>● Project Management/After Sales Support</li> <li>● Sales and Marketing</li> </ul>

- (c) Results of the internal audit reviews carried out were reported to the ARMC, highlighting internal control weaknesses identified, corresponding recommendations for improvements and corrective action plans agreed and implemented in accordance with the timeline as agreed by Management.

The internal audit review carried out during FYE 2025 did not reveal weaknesses that resulted in any material losses, contingencies or uncertainties that would require separate disclosure in this annual report.

The total fees incurred for the internal audit function of the Group for FYE 2025 amounted to RM60,000.

# STATEMENT OF DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

In accordance with the provisions of the Companies Act 2016 (“**CA 2016**”), the applicable Malaysian Financial Reporting Standards and the IFRS Accounting Standards, the Directors are required to prepare financial statements that give a true and fair view of the state of affairs of the Group and the Company as at the end of the financial year, and of the results and cash flows for that year then ended.

The Directors consider that in preparing the Audited Annual Financial Statements:

- the Group and the Company had used appropriate accounting policies which are consistently applied;
- reasonable and prudent judgments and estimates were made; and
- complete disclosures of all information required under CA 2016 and the ACE Market Listing Requirements have been made and followed.

In preparing the Audited Annual Financial Statements, the Directors are responsible for ensuring that the Group and the Company maintain accounting records that disclose with reasonable accuracy the financial position of the Group and the Company, and which enable them to ensure that the financial statements comply with CA 2016.

The Directors have general responsibilities for taking such steps that are reasonably available to them to safeguard the assets of the Group and the Company, and to prevent and detect fraud and other irregularities.

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

## INTRODUCTION

The Board is pleased to present the Statement on Risk Management and Internal Control (“**this Statement**”) for the financial year ended 31 December 2025 (“**FYE 2025**”), which is prepared pursuant to Rule 15.26(b) of the ACE Market Listing Requirements (“**ACE LR**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) and is guided by the Malaysian Code on Corporate Governance 2021 (“**MCCG 2021**”) as well as the Statement on Risk Management and Internal Control: *Guidelines for Directors of Listed Companies*.

This Statement outlines the scope and nature of risk management and internal control practices of the Company and its subsidiaries (“**PLYTEC Group**” or “**the Group**”) for the FYE 2025 and up to the date of approval of this Statement for inclusion in this annual report.

## BOARD’S RESPONSIBILITY

The Board upholds the overall responsibility and commitment for maintaining a sound risk management and internal control system through the establishing of an appropriate governance structure to ensure the effective oversight across the Group at all levels.

In maintaining its commitment towards a sound risk management and effective internal control system, the Board continuously reviews and evaluates the adequacy and effectiveness of the Group’s risk management and internal control system to ensure its effectiveness in facilitating the achievement of the Group’s business objectives. In discharging its stewardship responsibilities, the Board acknowledges its role in setting the appropriate tone at the top and fostering a risk-awareness culture that enables the proactive identification and management of key risks.

Risk management considerations are embedded within key aspects of the Group’s activities and strategic decision-making. The Board has defined the Group’s risk appetite and tolerance levels and has continuously review the risk management framework and practices to ensure risks are managed within these acceptable parameters.

While retaining ultimate accountability, the Board has delegated the oversight of risk management and internal control system to the Audit and Risk Management Committee (“**ARMC**”) to oversee the Group’s activities in managing significant risk areas and ensure the risk management and internal control system remains effective and adequate. Notwithstanding the above, the Board acknowledges that such system has inherent limitations as it is designed to manage risks, rather than to eliminate the risks that may impede the achievement of the Group’s business objectives. Accordingly, such system can only provide reasonable but not absolute assurance against any material misstatement, loss or contingency.

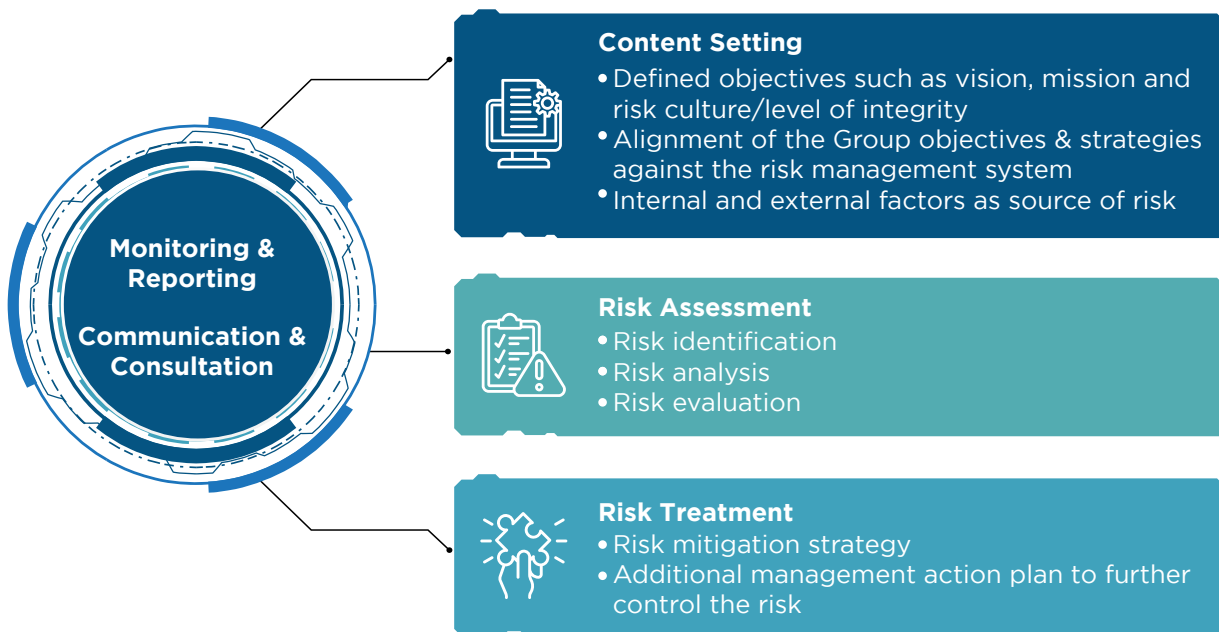
## RISK MANAGEMENT SYSTEM

The Board recognises the principal risks associated with the Group’s business and acknowledges that effective decision-making requires an appropriate balance between risk and return towards achieving its business objectives. Whilst the Board maintains ultimate oversight over the Group’s risk management system, the implementation of the risk management practices within the established framework has been delegated to the Management. The responsibility for managing risks at each business division lies with the respective Division Heads and Senior Management. The Group has adopted the Enterprise Risk Management (“**ERM**”) framework that is aligned with the global risk management standard, ISO31000:2018 Risk Management – Principles and Guidelines. The ERM framework outlines the policy and on-going processes for identifying, assessing, managing, monitoring and communicating the key and significant risks faced by the Group.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

## RISK MANAGEMENT SYSTEM (CONT'D)

The ERM processes adopted by the Group is outlined below:



The ERM processes are applied across all businesses divisions and entities within the Group to ensure clear accountability for risk identification, assessment and mitigation at the operational level. In addition, the Group continues to monitor emerging risks, including risks relating to information technology systems, data protection, cybersecurity as well as emerging risks associated with sustainability matters and evolving regulatory expectations, and ensure appropriate safeguards are implemented to protect the integrity and security of the Group's information assets.

Objectives of the Group's ERM framework include:

- Safeguarding the Group's resources, people, finance, property and reputation;
- Ensuring risks and opportunities are managed consistently and aligned with the Group's strategic objectives, vision, mission and corporate values;
- Providing a structured approach to identifying, assessing, mitigating, managing and monitoring risks and opportunities;
- Facilitating informed decision-making within the Group's risk appetite, including the identification and leveraging of opportunities;
- Promoting a risk-aware culture where relevant personnel recognise and assume responsibility for managing risks and opportunities within their scope of work;
- Establishing clear reporting structures to ensure relevant and accurate information is communicated for timely decision-making; and
- Ensuring periodic review of risk management processes and internal controls to maintain their adequacy and effectiveness.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

### RISK MANAGEMENT SYSTEM (CONT'D)

Under the Group's ERM framework, risks are categorised into strategic, operational, financial, and compliance risks and are assessed in relation to their potential impact on the Group's ability to achieve its strategic and operational objectives. Significant risks that may affect the achievement of the Group's strategic objectives are identified after considering the following factors:

- Changes within the industry and countries in which the Group operates in, including the political environment;
- New regulatory requirements and evolving best practices;
- Changes in legal and regulatory requirements;
- Economic conditions and performance levels; and
- Stakeholders' interests and core values.

Identified risks are evaluated and rated in terms of their likelihood of occurrence and potential impact, taking into consideration the effectiveness of existing controls in place to mitigate risks. Significant risks together with the corresponding mitigation plans are subsequently reported to the ARMC on a periodical basis. Through these mechanisms, identified risks are continuously monitored and managed to minimise their potential impact to the Group.

During FYE 2025, an outsourced professional service provider was engaged to facilitate the Group Risk Assessment ("GRA"). Based on the risk assessment conducted, key risks were identified and existing controls and monitoring mechanisms were assessed to be in place to manage the Group's significant risks. Action plans were implemented to further strengthen the Group's risk management framework. The results of GRA were presented to the ARMC and subject to ongoing review and monitoring by the Management and the ARMC.

### INTERNAL CONTROL SYSTEM

The Group has implemented an internal control system designed to ensure effective governance, reinforced by appropriate oversight. As the Group's system of internal control is embedded within its operations, the Board believes that regular review of the system is vital towards maintaining a sound and effective internal control system. In addition, the adequacy and effectiveness of internal control procedures are periodically assessed to ensure effective monitoring and control while maintaining operational efficiency.

The Board has entrusted this responsibility to the ARMC albeit the requirement to ensure that the Group upholds a robust internal control system that fosters good corporate governance, promotes operational agility and ensures continuous compliance with applicable laws and regulatory requirements.

Key elements of the Group's system of internal control are as follows:

#### 1. Control Environment

- The Group has established well-defined policies and procedures that all employees are required to adhere to. These policies and procedures are periodically reviewed to ensure its continued relevance and effectiveness in supporting the Group's business activities and operations.
- Proper segregation of duties is implemented through the clear delegation of responsibilities and authority across all entities and departments to mitigate potential conflicts of interest. Organisation charts with well-defined reporting lines, responsibilities, and accountabilities are maintained across the Group.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

### INTERNAL CONTROL SYSTEM (CONT'D)

#### 1. Control Environment (Cont'd)

- Performance reports including financial, non-financial and corporate reports are regularly presented to the Board of Directors and Senior Management for review and deliberation.
- Respective management teams hold regular meetings to discuss, deliberate and address matters related to business development, operations, corporate affairs and other material matters.
- The Group has established Guidelines and Procedures on Related Party Transactions (“**RPTs**”) and Conflict of Interest (“**COI**”) situations (collectively, “**the Guideline**”) to foster continuous awareness and ensure a consistent approach in managing all RPTs, Recurrent Related Party Transactions (“**RRPTs**”) and COI situations. The Guideline mandates the implementation of various processes to ensure RPTs and RRPTs are conducted at arm’s length basis and on normal commercial terms without disadvantaging minority shareholders.
- An employee handbook is in place to provide guidance on the Group’s code of conduct, employment benefits and responsibilities of employees. The Group has also issued a Code of Conduct to all employees, Management and the Board is also required to reinforce its commitment to integrity and ethical commitments. The Code of Conduct is reviewed as and when necessary to maintain its relevance.
- The Group has implemented Anti-bribery and Corruption Policy reflecting its zero-tolerance stance towards any form of bribery and corruption. In addition, the Group has implemented a Whistle-Blowing Policy, providing a secure reporting channel for employee or third party to report any actual or suspected misconduct or malpractice while safeguarding the integrity, identity and rights of the whistleblower.

#### 2. Information and Communication

- Relevant and material information is communicated to the Board, Board Committees and Senior Management through established reporting lines across the Group to ensure transparency and facilitate informed deliberation and decision-making.
- Necessary communication with external parties (i.e. shareholders, auditors and etc.) regarding matters affecting the Group are undertaken by the relevant personnel and departments.

#### 3. Monitoring Activities

- Management conducts periodic meetings to discuss, deliberate, review and decide on matters affecting the Group’s operations, business development and performance including strategic direction and the resolution of business and operational issues.
- The Board Committees and Senior Management conduct regular review of the Group’s performances and operations as part of their ongoing monitoring of the Group’s affairs.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

### ASSURANCE MECHANISMS

#### 1. Internal Audit Function

The Board recognises the importance of the internal audit function and, as part of its commitment to maintaining an adequate and effective internal control system, has outsourced the internal audit function to an independent professional services firm to support the ARMC in performing independent reviews on significant areas and key business processes of the Group.

The Group's internal audit function is outsourced to a professional services firm, Messrs. Resolve IR Sdn. Bhd.. The internal audit engagement is led by Mr. Choo Seng Choon ("**Mr. Choo**") who has diverse professional experience in internal audit, risk management and corporate governance advisory.

He is a Certified Internal Auditor and Chartered Member of the Institute of Internal Auditors with over 25 years of professional experience in multidiscipline including internal audit, risk management, corporate governance, performance and business management, IPOs, taxation, due diligence and corporate finance. Mr. Choo is also a Fellow Chartered Certified Accountant, UK, Chartered Accountant of the Malaysian Institute of Accountants (MIA) and Certified Public Accountant of the Malaysia Institute of Certified Public Accountants (MICPA).

The number of staff deployed for the internal audit reviews ranged from 3 to 4 staff per visit including the engagement of Executive Director. The staff involved in the internal audit reviews possess professional qualification and/or a university degree. Most of them are members of the Institute of Internal Auditors Malaysia. The internal audit staff on the engagement are free from any relationships or conflicts of interest, which could impair their objectivity and independence.

The internal audit was conducted using a risk-based approach and was guided by the International Professional Practice Framework ("**IPPF**").

The scope of work undertaken by the outsourced internal audit function was set out in the internal audit plan that has been reviewed and approved by the ARMC.

Results of the internal audit reviews were reported to the ARMC at its quarterly meeting. Significant internal audit deficiencies together with recommendations for improvement and Management's responses and action plans have been highlighted to the ARMC for their attention and deliberation.

Based on the results of internal audit reviews conducted during FYE 2025, no material internal control issues were identified in the Group's risk management and internal control systems. Notwithstanding this, Management remains committed to continually enhancing the Group's control environment and its risk management and internal control framework.

A detailed description of the internal audit activities undertaken during FYE 2025 can be found in the Audit and Risk Management Committee Report included in this Annual Report on page 97.

## STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

### ASSURANCE MECHANISMS (CONT'D)

#### 2. Assurance from the Key Management Team

Management is responsible for implementing processes to identify, evaluate, monitor and report risks and internal controls as outlined above. For the financial year under review and up to the date of this Statement, the Group Managing Director/Chief Executive Officer and Chief Financial Officer monitor the adequacy and effectiveness of the Group's risk management and internal control systems and provides assurance to the Board that, to the best of their knowledge, these systems are functioning adequately and effectively in all material aspects.

#### 3. Review of the Statements by External Auditor

Pursuant to Rule 15.23 of the ACE LR, the external auditors have reviewed this Statement in accordance with the scope set out in Audit and Assurance Practice Guide 3 ("**AAPG 3**") - Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants. The external auditors reported to the Board that nothing has come to their attention to cause them to believe that the Statement, in all material respects, has not been prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: *Guidelines for Directors of Listed Companies*, nor is it factually inaccurate.

### CONCLUSION

The Board is of the view that the Group's system of risk management and internal control is adequate and effective in all material respects for the financial year under review. The Board acknowledges that maintaining an effective system of internal control is an ongoing process that supports the mitigation of risks faced by the Group in pursuing its business objectives. The Board remains committed to continuously reviewing and enhancing the Group's risk management practices and internal control framework in line with Group's evolving business environment and regulatory expectations.

This Statement on Risk Management and Internal Control is made in accordance with the resolution of the Board dated 23 April 2026.

# FINANCIAL STATEMENTS

Directors' Report	110
Statement by Directors	115
Statutory Declaration	115
Independent Auditors' Report	116
Statements of Financial Position	121
Statements of Profit or Loss and Other Comprehensive Income	123
Statements of Changes in Equity	124
Statements of Cash Flows	126
Notes to the Financial Statements	129



## DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

### PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

### RESULTS

	The Group RM	The Company RM
Loss after taxation for the financial year	(5,758,169)	(4,131,293)
Attributable to:-		
Owners of the Company	(5,615,223)	(4,131,293)
Non-controlling interests	(142,946)	-
	(5,758,169)	(4,131,293)

### DIVIDENDS

No dividend was recommended by the directors for the financial year.

### RESERVES AND PROVISIONS

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

### ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) there were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

## DIRECTORS' REPORT (CONT'D)

### OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

### BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the further writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

### CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

### VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

### CONTINGENT AND OTHER LIABILITIES

At the date of this report, there does not exist:-

- (i) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability of the Group and of the Company has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations when they fall due.

## DIRECTORS' REPORT (CONT'D)

### CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

### ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Group and of the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature other than the recognition of an impairment loss on goodwill as disclosed in Note 10 to the financial statements.

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

### DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Yang Kian Lock  
Ts. Ir. Louis Tay Chee Siong  
Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali  
Anita Chew Cheng Im  
Goik Kenzu  
Kow Hoay Lee  
Ts. Ir. Han Liang Kwang (Resigned on 18.4.2025) \*

\* *This director of the Company who resigned during the financial year is also a director of certain subsidiaries of the Company.*

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

Chu Wai Lee  
Kenny Yong Kuet Wee  
Tan Kit Lee  
Yap Kay Soon  
Yoong Lai Yee  
Yu, Yi

## DIRECTORS' REPORT (CONT'D)

### DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares of the Company and its related corporations during the financial year are as follows:-

	< ----- Number of Ordinary Shares ----- >			
	At 1.1.2025	Bought	Sold	At 31.12.2025
<b>The Company</b>				
<i>Direct Interests</i>				
Yang Kian Lock	561,000	160,200	-	721,200
Ts. Ir. Louis Tay Chee Siong	100,000	200,000	-	300,000
Tan Sri Datuk Dr. Ir. Ahmad Tajuddin bin Ali	1,000,000	-	-	1,000,000
Anita Chew Cheng Im	300,000	-	-	300,000
Goik Kenzu	300,000	-	(100,000)	200,000
Kow Hoay Lee	300,000	-	-	300,000
<i>Indirect Interests</i>				
Yang Kian Lock <sup>#</sup>	395,484,900	-	-	395,484,900

<sup>#</sup> Deemed interested by virtue of his direct substantial shareholdings in Prestij Usaha Sdn. Bhd. and Resilient Capital Holdings Sdn. Bhd.

By virtue of his shareholdings in the Company, Yang Kian Lock is deemed to have interests in shares in its related corporations during the financial year to the extent of the Company's interests, in accordance with Section 8 of the Companies Act 2016.

### DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) 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 except for any benefits which may be deemed to arise from transactions entered into in the ordinary course of business with companies in which certain directors have substantial financial interests as disclosed in Note 36(b) to the financial statements.

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

## DIRECTORS' REPORT (CONT'D)

### DIRECTORS' REMUNERATION

The details of the directors' remuneration paid or payable to the directors of the Company during the financial year are as follows:-

	From the Company RM	From the Subsidiaries RM
Fees	378,000	-
Salaries, bonuses and other benefits	14,000	1,904,686
Contributions to defined contribution benefits	-	314,468
Estimated money value of benefits-in-kind	-	45,400
	392,000	2,264,554

### INDEMNITY AND INSURANCE COST

During the financial year, the amount of insurance effected for the directors of the Company was RM3,000,000.

No indemnity was given to or insurance effected for officers or auditors of the Company.

### SUBSIDIARIES

The details of the subsidiary name, place of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary are disclosed in Note 5 to the financial statements.

The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

### AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The details of the auditors' remuneration for the financial year are as follows:-

	The Group RM	The Company RM
Audit fees	217,000	44,000
Non-audit fees	9,000	9,000
	226,000	53,000

Signed in accordance with a resolution of the directors dated 23 April 2026.

## **STATEMENT BY DIRECTORS**

### PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Yang Kian Lock and Ts. Ir. Louis Tay Chee Siong, being two of the directors of PLYTEC Holding Berhad, state that, in the opinion of the directors, the financial statements set out on pages 121 to 199 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 23 April 2026.

**Yang Kian Lock**

**Ts. Ir. Louis Tay Chee Siong**

## **STATUTORY DECLARATION**

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

I, Lim Boon Ping, MIA Membership Number: CA48319, being the officer primarily responsible for the financial management of PLYTEC Holding Berhad, do solemnly and sincerely declare that the financial statements set out on pages 121 to 199 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned  
Lim Boon Ping, NRIC Number: 900506-14-5439  
at Kuala Lumpur  
in the Federal Territory  
on this 23 April 2026

**Lim Boon Ping**

Before me

**Shaiful Hilmi Bin Halim**  
W804  
Commissioners for Oaths

# INDEPENDENT AUDITORS' REPORT

## TO THE MEMBERS OF PLYTEC HOLDING BERHAD

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the financial statements of PLYTEC Holding Berhad, which comprise the statements of financial position of the Group and of the Company as at 31 December 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 121 to 199.

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

#### Basis for Opinion

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

#### *Independence and Other Ethical Responsibilities*

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

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PLYTEC HOLDING BERHAD (CONT'D)

### Key Audit Matters

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

<b>Recoverability of Trade Receivables</b> Refer to Notes 12 and 39.1(b)(iii) to the financial statements	
<b>Key Audit Matter</b>	<b>How our audit addressed the key audit matter</b>
<p>As at 31 December 2025, trade receivables that were past due and not impaired amounted to RM36,875,252. The details of the trade receivables and their credit risks are disclosed in Notes 12 and 39.1(b)(iii) to the financial statements.</p> <p>The management recognised the allowance for impairment losses on trade receivables based on the following:-</p> <ol style="list-style-type: none"> <li>1. Measure lifetime expected credit losses using simplified approach;</li> <li>2. Customers' payment and credit history; and</li> <li>3. Specific known facts or circumstances on customers' ability to pay.</li> </ol> <p>We determined this to be a key audit matter due to the significant judgements and level of uncertainty involved in assessing the recoverability of trade receivables.</p>	<p>Our procedures included, amongst others:</p> <ul style="list-style-type: none"> <li>• Reviewed the ageing analysis of receivables and tested its reliability;</li> <li>• Reviewed and assessed the expected credit losses model and assumptions prepared by the management;</li> <li>• Reviewed subsequent collections for major receivables and overdue amounts;</li> <li>• Made inquiries of management regarding the action plans to recover overdue amounts;</li> <li>• Examined, where applicable, other evidence including customers' correspondences, proposed or existing settlement plans and repayment schedules; and</li> <li>• Evaluated, where applicable, the reasonableness and tested the adequacy of the Group's impairment losses recognised for identified exposure on trade receivables by assessing the relevant assumptions and historical data from the Group's previous collection experience.</li> </ul>
<b>Valuation of Inventories</b> Refer to Note 11 to the financial statements	
<b>Key Audit Matter</b>	<b>How our audit addressed the key audit matter</b>
<p>As at 31 December 2025, the carrying value of inventories stood at RM15,987,474. Inventories are carried at the lower of cost or net realisable value.</p> <p>We focused on this area as the assessment of net realisable value and the estimation of allowances for obsolete and slow-moving inventories are areas involved of significant judgement.</p>	<p>Our procedures included, amongst others:</p> <ul style="list-style-type: none"> <li>• Obtained an understanding of the Group's process for measuring the amount of inventories write down;</li> <li>• Attended the year-end inventory count to identify slow moving and obsolete inventories;</li> <li>• Reviewed the net realisable value of the inventories;</li> <li>• Reviewed the ageing analysis of inventories and tested its reliability; and</li> <li>• Evaluated the reasonableness and adequacy of the allowance for obsolete and slow-moving inventories recognised for identified exposure.</li> </ul>

There are no key audit matters to report for the Company.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PLYTEC HOLDING BERHAD (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 information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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

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

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

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

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

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PLYTEC HOLDING BERHAD (CONT'D)

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group 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 of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF PLYTEC HOLDING BERHAD (CONT'D)

### **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.

**Crowe Malaysia PLT**  
201906000005 (LLP0018817-LCA) & AF 1018  
Chartered Accountants

**Tan Keng Chiew**  
03709/01/2027 J  
Chartered Accountant

Kuala Lumpur

23 April 2026

# STATEMENTS OF FINANCIAL POSITION

## AS AT 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>ASSETS</b>					
<b>NON-CURRENT ASSETS</b>					
Investments in subsidiaries	5	-	-	52,938,399	54,188,399
Property, plant and equipment	6	170,708,861	145,150,527	-	-
Investment properties	7	6,453,509	3,109,006	-	-
Right-of-use assets	8	2,697,970	3,009,618	-	-
Other investments	9	206,600	715,100	-	73,000
Goodwill	10	70,270	2,026,168	-	-
		180,137,210	154,010,419	52,938,399	54,261,399
<b>CURRENT ASSETS</b>					
Inventories	11	15,987,474	13,248,533	-	-
Trade receivables	12	62,242,182	86,725,298	-	-
Other receivables, deposits and prepayments	13	6,768,774	15,654,255	26,648	96,446
Contract assets	14	998,143	-	-	-
Amount owing by subsidiaries	15	-	-	30,969,689	30,604,078
Current tax assets		1,594,847	149,098	-	-
Fixed deposits with licensed banks	16	-	8,133,251	-	-
Cash and bank balances		20,151,540	9,811,595	612,417	7,381,138
		107,742,960	133,722,030	31,608,754	38,081,662
<b>TOTAL ASSETS</b>		<b>287,880,170</b>	<b>287,732,449</b>	<b>84,547,153</b>	<b>92,343,061</b>

The annexed notes form an integral part of these financial statements.

STATEMENTS OF FINANCIAL POSITION  
AS AT 31 DECEMBER 2025 (CONT'D)

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>EQUITY AND LIABILITIES</b>					
<b>EQUITY</b>					
Share capital	17	85,565,822	85,565,822	85,565,822	85,565,822
Merger deficit	18	(38,490,399)	(38,490,399)	-	-
Retained profits/(Accumulated losses)		83,076,423	88,691,646	(7,185,445)	(3,054,152)
Equity attributable to owners of the Company		130,151,846	135,767,069	78,380,377	82,511,670
Non-controlling interests	5	655,584	648,530	-	-
<b>TOTAL EQUITY</b>		<b>130,807,430</b>	<b>136,415,599</b>	<b>78,380,377</b>	<b>82,511,670</b>
<b>NON-CURRENT LIABILITIES</b>					
Lease liabilities	19	24,025	242,580	-	-
Hire purchase payables	20	15,328,063	10,560,647	-	-
Term loans	21	21,878,238	10,466,576	-	-
Deferred tax liabilities	22	4,349,000	3,194,000	-	-
		41,579,326	24,463,803	-	-
<b>CURRENT LIABILITIES</b>					
Trade payables	23	23,418,116	22,300,972	-	-
Other payables and accruals	24	23,200,262	23,744,199	318,776	245,314
Amount owing to subsidiaries	15	-	-	5,848,000	9,547,077
Lease liabilities	19	45,256	110,986	-	-
Hire purchase payables	20	15,114,365	14,949,920	-	-
Short-term borrowings	25	46,331,243	53,846,958	-	-
Term loans	21	3,748,762	1,595,951	-	-
Bank overdrafts	26	3,519,547	9,329,145	-	-
Current tax liabilities		115,863	974,916	-	39,000
		115,493,414	126,853,047	6,166,776	9,831,391
<b>TOTAL LIABILITIES</b>		<b>157,072,740</b>	<b>151,316,850</b>	<b>6,166,776</b>	<b>9,831,391</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>287,880,170</b>	<b>287,732,449</b>	<b>84,547,153</b>	<b>92,343,061</b>

The annexed notes form an integral part of these financial statements.

# STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

## FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
REVENUE	27	192,254,279	201,111,980	150	5,000,000
COST OF SALES		(143,417,271)	(148,641,845)	-	-
GROSS PROFIT		48,837,008	52,470,135	150	5,000,000
OTHER INCOME		1,062,449	1,753,035	39,069	252,756
SELLING AND DISTRIBUTION EXPENSES		49,899,457	54,223,170	39,219	5,252,756
ADMINISTRATIVE EXPENSES		(2,264,900)	(2,316,668)	-	-
OTHER EXPENSES		(24,443,378)	(21,933,217)	(1,521,370)	(1,099,453)
FINANCE COSTS		(4,999,897)	(2,589,430)	(2,632,750)	(305,000)
NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS	28	(5,005,073)	(4,300,291)	-	-
(LOSS)/PROFIT BEFORE TAXATION	29	(16,193,495)	(3,387,435)	-	-
INCOME TAX EXPENSE	30	(3,007,286)	19,696,129	(4,114,901)	3,848,303
		(2,750,883)	(6,364,823)	(16,392)	(4,000)
(LOSS)/PROFIT AFTER TAXATION/ TOTAL COMPREHENSIVE (EXPENSES)/ INCOME FOR THE FINANCIAL YEAR		(5,758,169)	13,331,306	(4,131,293)	3,844,303
<b>(LOSS)/PROFIT AFTER TAXATION/ TOTAL COMPREHENSIVE (EXPENSES)/ INCOME ATTRIBUTABLE TO:-</b>					
Owners of the Company		(5,615,223)	13,279,880	(4,131,293)	3,844,303
Non-controlling interests		(142,946)	51,426	-	-
		(5,758,169)	13,331,306	(4,131,293)	3,844,303
<b>(LOSS)/EARNINGS PER SHARE (SEN)</b>					
- Basic	31	(0.93)	2.19		
- Diluted	31	(0.93)	2.19		

The annexed notes form an integral part of these financial statements.

## STATEMENTS OF CHANGES IN EQUITY

### FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Share Capital RM	Non- Distributable Merger Deficit RM	Distributable Retained Profits RM	Attributable to the Owners of the Company RM	Non- controlling Interests RM	Total Equity RM
<b>The Group</b>							
Balance at 1.1.2024		85,565,822	(38,490,399)	78,442,069	125,517,492	497,104	126,014,596
Profit after taxation/Total comprehensive income for the financial year		-	-	13,279,880	13,279,880	51,426	13,331,306
Distribution to owners of the Company:							
- Dividends	33	-	-	(3,030,303)	(3,030,303)	-	(3,030,303)
Issuance of ordinary shares by a subsidiary		-	-	-	-	100,000	100,000
Balance at 31.12.2024/ 1.1.2025		85,565,822	(38,490,399)	88,691,646	135,767,069	648,530	136,415,599
Loss after taxation/Total comprehensive expenses for the financial year		-	-	(5,615,223)	(5,615,223)	(142,946)	(5,758,169)
Issuance of ordinary shares by a subsidiary		-	-	-	-	150,000	150,000
Balance at 31.12.2025		85,565,822	(38,490,399)	83,076,423	130,151,846	655,584	130,807,430

The annexed notes form an integral part of these financial statements.

## STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Share Capital RM	Accumulated Losses RM	Total Equity RM
<b>The Company</b>				
Balance at 1.1.2024		85,565,822	(3,868,152)	81,697,670
Distribution to owners of the Company:				
- Dividends	33	-	(3,030,303)	(3,030,303)
Profit after taxation/Total comprehensive income for the financial year		-	3,844,303	3,844,303
Balance at 31.12.2024/1.1.2025		85,565,822	(3,054,152)	82,511,670
Loss after taxation/Total comprehensive expenses for the financial year		-	(4,131,293)	(4,131,293)
Balance at 31.12.2025		85,565,822	(7,185,445)	78,380,377

The annexed notes form an integral part of these financial statements.

## STATEMENTS OF CASH FLOWS

### FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>CASH FLOWS FROM/(FOR)OPERATING ACTIVITIES</b>				
(Loss)/Profit before taxation	(3,007,286)	19,696,129	(4,114,901)	3,848,303
Adjustments for:-				
Bad debts written off	110,029	-	-	-
Deposit written off	-	1,540	-	-
Depreciation of investment properties	75,896	49,733	-	-
Depreciation of property, plant and equipment	21,365,781	14,269,306	-	-
Depreciation of right-of-use assets	99,933	119,821	-	-
Impairment losses on:				
- investments in subsidiaries	-	-	2,600,000	300,000
- goodwill	1,955,898	-	-	-
- other investments	2,000	3,400	-	-
- trade receivables	17,890,047	3,431,813	-	-
- other receivables	27,740	-	-	-
Interest expense	4,966,588	4,166,449	-	-
Property, plant and equipment written off	447,699	646,464	-	-
Loss on disposal of investment properties	40,800	-	-	-
Unrealised loss on foreign exchange	69,677	-	-	-
Dividend income	(19,125)	(1,120)	-	-
Fair value loss/(gain) on other investments	14,527	(206,875)	32,750	5,000
Loss/(Gain) on disposal of other investments	2,361	(44,992)	-	-
Gain on disposal of property, plant and equipment	(11,530)	(162,895)	-	-
Interest income	(98,136)	(602,868)	(39,069)	(252,756)
Reversal of impairment losses on trade receivables	(1,724,292)	(44,378)	-	-
Operating profit/(loss) before working capital changes	42,208,607	41,321,527	(1,521,220)	3,900,547
Decrease/(Increase) in inventories	2,293,480	(2,876,393)	-	-
Decrease/(Increase) in trade and other receivables	14,713,747	(25,747,985)	69,798	(95,446)
Increase in contract assets	(998,143)	-	-	-
Increase in amount owing by subsidiaries	-	-	(4,337,045)	(8,076,078)
Increase in trade and other payables	596,878	13,389,620	73,462	158,256
Increase in amount owing to subsidiaries	-	-	272,357	3,673,077
<b>CASH FROM/(FOR) OPERATIONS</b>	<b>58,814,569</b>	<b>26,086,769</b>	<b>(5,442,648)</b>	<b>(439,644)</b>
Interest paid	(600,074)	(417,567)	-	-
Income tax paid	(4,214,123)	(4,488,475)	(55,392)	-
Income tax refunded	313,438	-	-	-
Interest received	58,685	262,662	39,069	252,756
<b>NET CASH FROM/(FOR) OPERATING ACTIVITIES</b>	<b>54,372,495</b>	<b>21,443,389</b>	<b>(5,458,971)</b>	<b>(186,888)</b>

The annexed notes form an integral part of these financial statements.

## STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
<b>CASH FLOWS FOR INVESTING ACTIVITIES</b>					
Acquisition of a subsidiary, net of cash and cash equivalents acquired	32	-	(172,012)	-	-
Additional investments in an existing subsidiary	5	-	-	(1,350,000)	-
Incorporation of subsidiaries	5	-	-	-	(901,000)
Dividend received		19,125	1,120	-	-
Increase in pledged fixed deposits with licensed banks		-	(170,000)	-	-
Interest income received		39,451	15,873	-	-
Withdrawal of pledged fixed deposits with licensed banks		8,133,251	13,269,957	-	-
Proceeds from disposal of property, plant and equipment		11,530	166,784	-	-
Proceeds from disposal of investment properties		600,000	-	-	-
Proceeds from disposal of other investments		489,612	106,612	40,250	-
Purchase of investment properties	34(a)	(188,059)	(168,440)	-	-
Purchase of property, plant and equipment	34(a)	(33,266,616)	(48,776,400)	-	-
<b>NET CASH FOR INVESTING ACTIVITIES</b>		<b>(24,161,706)</b>	<b>(35,726,506)</b>	<b>(1,309,750)</b>	<b>(901,000)</b>

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	The Group		The Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS (FOR)/FROM FINANCING ACTIVITIES					
Dividends paid	33	-	(3,030,303)	-	(3,030,303)
Drawdown of bankers' acceptances	34(b)	99,788,520	116,537,258	-	-
Drawdown of hire purchase payables	34(b)	6,135,005	1,530,962	-	-
Drawdown of revolving credits	34(b)	54,275,105	46,689,466	-	-
Drawdown of term loans	34(b)	14,812,332	9,385,491	-	-
Interest paid	34(b)	(4,909,478)	(3,748,882)	-	-
Proceeds from issuance of ordinary shares by a subsidiary		150,000	100,000	-	-
Repayment of bankers' acceptances	34(b)	(106,438,965)	(110,126,258)	-	-
Repayment of lease liabilities	34(b)	(72,570)	(79,542)	-	-
Repayment of hire purchase payables	34(b)	(19,797,799)	(13,621,445)	-	-
Repayment of revolving credits	34(b)	(55,140,375)	(39,365,509)	-	-
Repayment of term loans	34(b)	(2,837,859)	(3,523,862)	-	-
NET CASH (FOR)/FROM FINANCING ACTIVITIES		(14,036,084)	747,376	-	(3,030,303)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		16,174,705	(13,535,741)	(6,768,721)	(4,118,191)
EFFECTS OF FOREIGN EXCHANGE TRANSLATION		(25,162)	-	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		482,450	14,018,191	7,381,138	11,499,329
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	34(d)	16,631,993	482,450	612,417	7,381,138

The annexed notes form an integral part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

### 1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the ACE Market of Bursa Malaysia Securities Berhad. The registered office and principal place of business are as follows:-

Registered office : Level 7, Menara Milenium,  
Jalan Damanlela,  
Pusat Bandar Damansara,  
Damansara Heights,  
50490 Kuala Lumpur.

Principal place of business : No. 19, Jalan Meranti Permai 3,  
Meranti Permai Industrial Park,  
Batu 15, Jalan Puchong,  
47100 Puchong, Selangor.

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as “the Group”.

The financial statements of the Company and of the Group are presented in Ringgit Malaysia (“**RM**”), which is the Company’s functional and presentation currency.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 23 April 2026.

### 2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding. The principal activities of the subsidiaries are set out in Note 5 to the financial statements.

### 3. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards (“**MFRSs**”), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

3.1 During the current financial year, the Group and the Company have adopted the following new accounting standard and/or interpretation (including the consequential amendments, if any):-

**MFRSs and/or IC Interpretations (Including The Consequential Amendments)**

Amendments to MFRS 121: Lack of Exchangeability

The adoption of the above accounting standard and/or interpretation (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 3. BASIS OF PREPARATION (CONT'D)

- 3.2 The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board (MASB) but are not yet effective for the current financial year:-

<b>MFRSs and/or IC Interpretations (Including The Consequential Amendments)</b>	<b>Effective Date</b>
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

#### MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and their accompanying notes. The statements of financial position and the statements of cash flows will also be affected. The potential impact of the new standard on the financial statements of the Group and of the Company have yet to be assessed.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 4. MATERIAL ACCOUNTING POLICY INFORMATION

#### 4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

##### *Key Sources of Estimation Uncertainty*

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

##### **(a) Depreciation of Property, Plant and Equipment and Investment Properties**

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment and investment properties are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group anticipates that the residual values of its property, plant and equipment and investment properties will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could affect the economic useful lives and residual values of these assets; therefore, future depreciation charges may be revised. The carrying amounts of property, plant and equipment and investment properties as at the reporting date are disclosed in Notes 6 and 7 to the financial statements respectively.

##### **(b) Impairment of Investments in Subsidiaries, Property, Plant and Equipment, Investment Properties and Right-of-use Assets**

The Group and the Company determine whether an item of its investments in subsidiaries, property, plant and equipment, investment properties and right-of-use assets is impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as the market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports and discounted cash flows. The carrying amounts of investments in subsidiaries, property, plant and equipment, investment properties and right-of-use assets as at the reporting date are disclosed in Notes 5, 6, 7 and 8 to the financial statements respectively.

##### **(c) Write-down of Inventories**

Management periodically reviews damaged, obsolete, and slow-moving inventory. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 11 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

##### *Key Sources of Estimation Uncertainty (Cont'd)*

##### **(d) Impairment of Trade Receivables and Contract Assets**

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables and contract assets. The contract assets are grouped with trade receivables for impairment assessment because they have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group develops expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts them for qualitative and quantitative, reasonable and supportable, forward-looking information, where applicable. If the expectation is different from the estimation, such a difference will impact the carrying values of trade receivables and contract assets. The carrying amounts of trade receivables and contract assets as at the reporting date are disclosed in Notes 12 and 14 to the financial statements respectively.

##### **(e) Impairment of Non-Trade Receivables**

The loss allowances for non-trade financial assets are based on assumptions about the risk of default (probability of default) and the expected loss if a default happens (loss given default). It also requires the Group and the Company to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group and the Company use judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amounts of other receivables and amount owing by subsidiaries as at the reporting date are disclosed in Notes 13 and 15 to the financial statements respectively.

##### **(f) Revenue Recognition for Construction Contracts**

The Group recognises construction service revenue by reference to the service rendered using the input method, determined based on the proportion of costs incurred for work performed to date over the estimated total costs. The total estimated costs are based on approved budgets, which require assessment and judgement to be made on changes in, for example, work scope, costs incurred and costs to completion. In making the judgement, management relies on past experience and the work of specialists. The carrying amount of contract assets as at the reporting date is disclosed in Note 14 to the financial statements.

##### **(g) Income Taxes**

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognise tax liabilities based on their understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the period in which such determination is made. The carrying amounts of current tax assets and current tax liabilities of the Group and of the Company as at the reporting date are as follows:-

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

*Key Sources of Estimation Uncertainty (Cont'd)*

##### (g) Income Taxes (Cont'd)

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current tax assets	1,594,847	149,098	-	-
Current tax liabilities	115,863	974,916	-	39,000

*Critical Judgements Made in Applying Accounting Policies*

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

##### **Lease Terms**

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. In determining the lease term, management considers all facts and circumstances, including past practice and any costs that will be incurred to change the asset if an option to extend is not exercised. An extension option is only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

#### 4.2 FINANCIAL INSTRUMENTS

##### (a) Financial Assets

###### Financial Assets Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to initial recognition, the financial assets are remeasured to their fair value at the reporting date with any fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

###### Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without a significant financing component which are measured at the transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 4.2 FINANCIAL INSTRUMENTS (CONT'D)

##### (b) Financial Liabilities

###### Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

##### (c) Equity

###### Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

##### (d) Financial Guarantee Contracts

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to the initial recognition, the financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, upon discharge of the guarantee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Company, as the issuer, is required to reimburse the holder for the associated loss, the reimbursement is recognised as a liability and measured at the higher of the amount of loss allowance determined using the expected credit loss model and the amount of financial guarantee initially recognised less cumulative amortisation.

#### 4.3 BASIS OF CONSOLIDATION

The Group applies the acquisition method of accounting for all business combinations except for those involving entities under common control which are accounted for by applying the merger method of accounting.

Under the merger method of accounting, the assets and liabilities of the merger entities are reflected in the financial statements of the Group at their carrying amounts reported in the individual financial statements. The consolidated statement of profit or loss and other comprehensive income reflects the results of the merger entities for the full reporting period (irrespective of when the combination takes place) and comparatives are presented as if the entities had always been combined since the date for which the entities had come under common control.

The difference between the cost of the merger and the share capital of the merger entities is reflected within equity as merger reserve or merger deficit, as appropriate. The merger deficit is adjusted against suitable reserves of the merger entities to the extent that laws or statutes do not prohibit the use of such reserves.

#### 4.4 GOODWILL

Goodwill is initially measured at cost. Subsequent to the initial recognition, the goodwill is measured at cost less accumulated impairment losses, if any. A bargain purchase gain is recognised in profit or loss immediately.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 4.5 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

#### 4.6 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost.

Subsequent to the initial recognition, all property, plant and equipment, other than freehold land, are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land is not depreciated. Depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Freehold buildings	2%
Leasehold buildings	2%
Warehouse buildings	2% - 10%
Computers and software	20%
Formworks	12.50% - 20%
Furniture and fittings	10% - 33%
Motor vehicles	20%
Office and store equipment	10% - 33%
Plant and machinery	10% - 20%
Lab equipment	10%
Signboard	10% - 20%
Renovation	10% - 33%

Capital work-in-progress represent factory buildings under construction. They are not depreciated until such time when the asset is available for use.

#### 4.7 INVESTMENT PROPERTIES

Investment properties are initially measured at cost. Subsequent to the initial recognition, the investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated using the straight-line method to allocate the depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Freehold buildings	2%
Leasehold buildings	2%

#### 4.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

##### (a) Short-term Leases and Leases of Low-value Assets

The Group applies the "short-term lease" and "lease of low-value assets" recognition exemption. For these leases, the Group recognises the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

#### 4.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

##### (b) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

##### (c) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

#### 4.9 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in, first-out method and comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

#### 4.10 OTHER INVESTMENTS

Other investment is not classified as financial assets, financial liabilities or equity instruments in accordance with the definitions stated under MFRS 132 due to the substance of the contractual arrangement definitions in MFRS 132.

In general, contracts purchased for own use are not accounted for as financial instruments.

### 5. INVESTMENTS IN SUBSIDIARIES

	<b>The Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
Unquoted shares, at cost:-		
At 1 January	56,141,399	55,240,399
Additions during the financial year	1,350,000	901,000
	57,491,399	56,141,399
Accumulated impairment losses	(4,553,000)	(1,953,000)
At 31 December	52,938,399	54,188,399

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025	2024	
<i>Subsidiaries of the Company</i>				
PLYTEC Formwork System Industries Sdn. Bhd.	Malaysia	100%	100%	Trading in and rental of temporary formworks equipment and safety protection equipment and related transportation services. Involved also in the provision of engineering services.
Sudut Swasta Sdn. Bhd. (“ <b>SS</b> ”)	Malaysia	100%	100%	Trading and distribution of building materials and related transportation services.
BIM Engineering Solution & Technology Sdn. Bhd. (“ <b>BEST</b> ”) <sup>#</sup>	Malaysia	100%	100%	Provision of Building Information Modelling (BIM) and engineering services.
PC Forging Malaysia Sdn. Bhd. (“ <b>PCFM</b> ”)	Malaysia	75%	75%	Trading in prefabricated structural components, lifting and connection accessories and provision of engineering services.
PLYTEC IBS System MFG Sdn. Bhd. (“ <b>PISM</b> ”)	Malaysia	100%	100%	Manufacture, design and assemble of Industrialised Building System (IBS) products and provision of warehouse management services.
Sudut Swasta Property Sdn. Bhd. (“ <b>SSP</b> ”)	Malaysia	100%	100%	Investment holding and property investment.
PLYTEC Fencing System Industries Sdn. Bhd.	Malaysia	100%	100%	Trading in fencing system.
PLYTEC (EM) Sdn. Bhd. (“ <b>PEM</b> ”) <sup>#</sup>	Malaysia	100%	100%	Trading in and rental of temporary formworks equipment and falsework and access equipment and related transportation services. Involved also in the provision of engineering services and distribution of building materials.
PLYTEC Polymer Sdn. Bhd. (“ <b>PP</b> ”)	Malaysia	90%	90%	Manufacturing of plastic resin and customised plastic raw materials as well as buyers, sellers and dealers in all kind of plastics, new and used or scrap resin products.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025	2024	
<i>Subsidiary of BEST</i>				
Integrated BIM Academy (M) Sdn. Bhd.#	Malaysia	100%	100%	Providing architectural and engineering activities and related technical consultancy and education.
<i>Subsidiary of PISM</i>				
Dansea Construction Products Sdn. Bhd. ("DCP")	Malaysia	100%	100%	Manufacturing, purchasing and selling of concrete accessories for use in Malaysia and export purposes.

# The auditors' report on the financial statements of the subsidiary includes a "Material Uncertainty Related to Going Concern" regarding the ability of the subsidiary to continue as a going concern in view of its capital deficiency position as at the end of the current reporting period. The financial statements were prepared on a going concern basis as the Company has undertaken to provide continued financial support to the subsidiary.

(a) During the financial year:-

- (i) On 25 April 2025, the Company subscribed for additional 450,000 new ordinary shares in PP for the cash consideration of RM450,000. There was no change in the equity interest held by the Company.
- (ii) On 19 September 2025, the Company subscribed for additional 900,000 new ordinary shares in PP for the cash consideration of RM900,000. There was no change in the equity interest held by the Company.

(b) In the previous financial year:-

- (i) On 13 May 2024, the Company had incorporated a new subsidiary, PEM with an issued share capital of RM1,000 divided into 1,000 ordinary shares and it was a wholly-owned subsidiary of the Company.
- (ii) On 30 May 2024, the Company through its subsidiary, PISM, acquired 100% equity interests in DCP for a cash consideration of RM272,602. The details of the acquisition were disclosed in Note 32 to the financial statements.
- (iii) On 10 September 2024, the Company through its subsidiary, PISM, subscribed for additional 499,995 new ordinary shares in DCP for the cash consideration of RM499,995. There was no change in the equity interest held by PISM.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(b) In the previous financial year (Cont'd):-

- (iv) On 24 September 2024, the Company had incorporated a new subsidiary, PP with an issued share capital of RM10,000 divided into 10,000 ordinary shares. The Company hold 90% equity interest in PP with a cash consideration of RM9,000.
- (v) On 15 October 2024, the Company subscribed for additional 891,000 new ordinary shares in PP for the cash consideration of RM891,000. There was no change in the equity interest held by the Company.

(c) During the financial year, the Company has carried out a review of the recoverable amounts of its investments in certain subsidiaries which were lower than the carrying amounts of the investments. A total impairment losses of RM2,600,000 (2024 - RM300,000), representing the write-down of the investments to their recoverable amounts, was recognised in "Other Expenses" line item of the Statements of Profit or Loss and Other Comprehensive Income and is disclosed in Note 29 to the financial statements.

#### BEST and PISM

The total recoverable amounts of RM100,000 were determined using the value in use approach by discounting the future cash flows projected to be generated by the subsidiaries, assuming they will continue operations indefinitely. The key assumptions used in the determination of the recoverable amounts are as follows:-

2025	Projected Gross Profit Margins %	Projected Revenue Growth Rates %	Post-tax Discount Rate %
BEST	81	2	5.20
PISM	67 - 68	1 - 73	5.20

- (i) Projected gross profit margins      The basis used to determine the value assigned to the projected gross profit margin is the average gross profit margin based on past performance.
- (ii) Projected revenue growth rates      Based on the expected projection of the type of business. There is no growth rate in perpetuity to arrive at terminal value.
- (iii) Post-tax discount rate              The discount rate reflects specific risks relating to the relevant subsidiaries.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(c) BEST and PISM (Cont'd)

Management believes that there is no reasonably possible change in the above key assumptions applied that is likely to materially cause the respective investments in subsidiaries' carrying amount to exceed its recoverable amount.

These investments in subsidiaries belong to Digital Design and Engineering Solutions segment and Construction Method Engineering Solutions segment.

SSP

The total recoverable amount of RM347,000 was determined using the fair value less costs of disposal approach. The fair value of each subsidiary was estimated by reference to the fair value of its underlying net assets. The fair value of the non-current assets, comprising freehold buildings, was determined by an independent valuer using the market comparison approach and the depreciated replacement cost method. In determining the fair value, the valuer considered factors such as location, accessibility, market conditions, size, age and the condition of the assets. The fair value is categorised within level 2 of the fair value hierarchy.

This investments in subsidiaries belongs to All other segment.

(d) The non-controlling interests at the end of the reporting period comprise the following:-

	Effective Equity Interest		The Group	
	2025 %	2024 %	2025 RM	2024 RM
PCFM	25	25	683,554	578,686
PP	10	10	(27,970)	69,844
			655,584	648,530

(e) Summarised financial information of non-controlling interests has not been presented as the non-controlling interests of the subsidiaries are not individually material to the Group.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

6. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.1.2025 RM	Additions RM	Transfer to Inventories RM	Write Off RM	Reclassification RM	Depreciation Charges RM	At 31.12.2025 RM
<b>2025</b>							
<i>Carrying Amount</i>							
Freehold land and buildings	29,768,462	-	-	-	-	(59,241)	29,709,221
Leasehold buildings	5,646,767	-	-	-	-	(161,493)	5,485,274
Warehouse buildings	237,304	6,491,228	-	-	23,240,999	(62,360)	29,907,171
Computers and software	443,411	847,438	-	-	-	(326,710)	964,139
Formworks	79,263,751	36,558,282	(5,032,421)	(333,302)	-	(18,184,210)	92,272,100
Furniture and fittings	725,665	39,233	-	(18,488)	-	(207,281)	539,129
Motor vehicles	2,670,852	904,835	-	-	-	(896,643)	2,679,044
Office and store equipment	685,942	134,190	-	(6,568)	-	(205,722)	607,842
Plant and machinery	1,857,823	4,202,400	-	(4,135)	-	(782,600)	5,273,488
Lab equipment	-	1,526,565	-	-	-	(22,208)	1,504,357
Signboard	19,569	-	-	(3,430)	-	(5,998)	10,141
Renovation	2,247,097	42,949	-	(81,776)	-	(451,315)	1,756,955
Capital work-in-progress	21,583,884	1,657,115	-	-	(23,240,999)	-	-
	145,150,527	52,404,235	(5,032,421)	(447,699)	-	(21,365,781)	170,708,861

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

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

The Group	At	Acquisition of	Additions	Disposals	Transfer to	Write Off	Depreciation	At
	1.1.2024	A Subsidiary						RM
	RM	(Note 32)	RM	RM	Inventories	RM	RM	RM
<i>Carrying Amount</i>								
Freehold land and buildings	29,827,704	-	-	-	-	-	(59,242)	29,768,462
Leasehold buildings	5,808,260	-	-	-	-	-	(161,493)	5,646,767
Warehouse buildings	298,348	-	-	-	-	-	(61,044)	237,304
Computers and software	565,504	1	85,767	(1,975)	-	(1)	(205,885)	443,411
Formworks	53,873,282	-	41,436,045	-	(3,852,448)	(579,825)	(11,613,303)	79,263,751
Furniture and fittings	889,757	1	35,920	-	-	(1)	(200,012)	725,665
Motor vehicles	2,599,856	-	828,099	-	-	-	(757,103)	2,670,852
Office and store equipment	633,861	720	240,749	(1,914)	-	(399)	(187,075)	685,942
Plant and machinery	1,312,939	1,132,863	53,745	-	-	(66,237)	(575,487)	1,857,823
Signboard	26,057	-	-	-	-	-	(6,488)	19,569
Renovation	2,628,941	1	60,330	-	-	(1)	(442,174)	2,247,097
Capital work-in-progress	4,621,576	-	16,962,308	-	-	-	-	21,583,884
	103,086,085	1,133,586	59,702,963	(3,889)	(3,852,448)	(646,464)	(14,269,306)	145,150,527

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 6. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
<b>2025</b>			
Freehold land and buildings	30,073,401	(364,180)	29,709,221
Leasehold buildings	8,074,630	(2,589,356)	5,485,274
Warehouse buildings	30,342,663	(435,492)	29,907,171
Computers and software	3,496,838	(2,532,699)	964,139
Formworks	133,740,636	(41,468,536)	92,272,100
Furniture and fittings	2,027,791	(1,488,662)	539,129
Motor vehicles	7,990,514	(5,311,470)	2,679,044
Office and store equipment	1,615,569	(1,007,727)	607,842
Plant and machinery	9,029,313	(3,755,825)	5,273,488
Lab equipment	1,526,565	(22,208)	1,504,357
Signboard	29,280	(19,139)	10,141
Renovation	4,057,727	(2,300,772)	1,756,955
	232,004,927	(61,296,066)	170,708,861
<b>2024</b>			
Freehold land and buildings	30,073,401	(304,939)	29,768,462
Leasehold buildings	8,074,630	(2,427,863)	5,646,767
Warehouse buildings	610,436	(373,132)	237,304
Computers and software	2,649,400	(2,205,989)	443,411
Formworks	109,414,389	(30,150,638)	79,263,751
Furniture and fittings	2,041,065	(1,315,400)	725,665
Motor vehicles	7,120,679	(4,449,827)	2,670,852
Office and store equipment	1,518,419	(832,477)	685,942
Plant and machinery	4,836,104	(2,978,281)	1,857,823
Signboard	39,080	(19,511)	19,569
Renovation	4,248,424	(2,001,327)	2,247,097
Capital work-in-progress	21,583,884	-	21,583,884
	192,209,911	(47,059,384)	145,150,527

- (a) Certain freehold land, a warehouse building and certain leasehold buildings of the Group have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Notes 21, 25 and 26 to the financial statements.
- (b) Included in the property, plant and equipment of the Group were formworks, motor vehicles, plant and machinery and lab equipment held under hire purchase arrangements with a total carrying amount of RM47,645,082 (2024 - RM37,712,624). These assets have had been pledged as security for the hire purchase payables of the Group as disclosed in Note 20 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**7. INVESTMENT PROPERTIES**

	<b>The Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
Cost:-		
At 1 January	3,177,851	2,455,909
Additions	4,680,413	1,460,500
Disposals	(1,325,486)	(738,558)
At 31 December	6,532,778	3,177,851
Accumulated depreciation:-		
At 1 January	(68,845)	(36,345)
Depreciation during the financial year	(75,896)	(49,733)
Disposals	65,472	17,233
At 31 December	(79,269)	(68,845)
	6,453,509	3,109,006
Represented by:-		
Freehold buildings, at cost	5,829,134	1,821,253
Leasehold buildings, at cost	624,375	1,287,753
	6,453,509	3,109,006
Fair value	6,670,000	3,212,060

- (a) The fair values of the investment properties are within level 2 of the fair value hierarchy. They are arrived at by reference to market evidence of transaction prices for similar properties and are performed by registered valuers who have appropriate recognised professional qualifications and recent experience in the locations and categories of properties being valued. The most significant input into this valuation approach is the price per square foot of comparable properties. Adjustments are then made for differences in location, size, available facilities, market conditions and other factors to arrive at the fair value.
- (b) Certain freehold buildings of the Group have been pledged to a licensed bank as security for banking facilities granted to the Group as disclosed in Notes 21 and 25 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 8. RIGHT-OF-USE ASSETS

The Group	At	Depreciation	Modification	At
	1.1.2025	Charges	of Lease	31.12.2025
	RM	RM	Liabilities (Note 19)	RM
			RM	
<b>2025</b>				
<i>Carrying Amount</i>				
Leasehold land	2,671,696	(36,872)	-	2,634,824
Offices	337,922	(63,061)	(211,715)	63,146
	3,009,618	(99,933)	(211,715)	2,697,970
	At	Addition	Depreciation	At
	1.1.2024	RM	Charges	31.12.2024
	RM	RM	RM	RM
<b>2024</b>				
<i>Carrying Amount</i>				
Leasehold land	2,708,566	-	(36,870)	2,671,696
Offices	311,542	109,331	(82,951)	337,922
	3,020,108	109,331	(119,821)	3,009,618

- (a) The Group leases certain pieces of leasehold land and various offices of which the leasing activities are summarised below:-

Leasehold land      The Group has entered into 4 (2024 - 4) non-cancellable operating lease agreements for the use of land. The leases are for a period ranging from 75 to 96 (2024 - 75 to 96) years with no renewal or purchase option included in the agreements.

Offices                The Group has leased 2 (2024 - 2) offices that run between 1 and 2 (2024 - 2 and 3) years, with an option to renew the lease after that date. The Group is not allowed to sublease the offices.

- (b) The Group also has leases with lease terms of 12 months or less and leases of office equipment with low value. The Group has applied the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.
- (c) Certain leasehold land of the Group have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 25 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

9. OTHER INVESTMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>Non-current</u>				
Club membership, at cost	238,000	238,000	-	-
Accumulated impairment losses	(31,400)	(29,400)	-	-
	206,600	208,600	-	-
Quoted shares, at fair value	-	506,500	-	73,000
	206,600	715,100	-	73,000

10. GOODWILL

	The Group	
	2025 RM	2024 RM
Cost:-		
At 1 January	2,026,168	1,955,898
Acquisition of a subsidiary (Note 32)	-	70,270
At 31 December	2,026,168	2,026,168
Accumulated impairment losses:-		
At 1 January	-	-
Impairment during the financial year (Note 29)	(1,955,898)	-
At 31 December	(1,955,898)	-
	70,270	2,026,168

(a) The carrying amounts of goodwill allocated to each cash-generating unit are as follows:-

	The Group	
	2025 RM	2024 RM
BEST	-	1,955,898
DCP	70,270	70,270
	70,270	2,026,168

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 10. GOODWILL (CONT'D)

- (b) The impairment tests for cash-generating units containing goodwill are summarised below:-

#### BEST

During the financial year, the Group has carried out a review of the recoverable amount of goodwill allocated this cash-generating unit as its financial performance was deteriorating due to keen competition.

The Group has assessed the recoverable amount of goodwill allocated using the value in use approach. No recoverable amount of was derived from cash flows projections based on 5 years of financial budgets approved by management. The key assumptions used in the determination of the recoverable amount are as follows:-

	Projected Gross Profit Margins		Projected Revenue Growth Rates		Pre-tax Discount Rate	
	2025 %	2024 %	2025 %	2024 %	2025 %	2024 %
BEST	81	83 - 84	2	2	8.08	11.92

- (i) Projected gross profit margins      The basis used to determine the value assigned to the projected gross profit margin is the average gross profit margin based on past performance.
- (ii) Projected revenue growth rates      Based on the expected projection of the type of business. There is no growth rate in perpetuity to arrive at terminal value.
- (iii) Pre-tax discount rate      The discount rate reflects specific risks relating to the cash-generating unit.

Based on the assessment, an impairment loss of RM1,955,898 (2024 - Nil), representing the write-down of the goodwill to its recoverable amount, was recognised in "Other Expenses" line item of the Statements of Profit or Loss and Other Comprehensive Income and is disclosed in Note 29 to the financial statements.

#### DCP

No impairment testing is done on DCP which is considered immaterial to the Group.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**11. INVENTORIES**

	<b>The Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
Raw materials	5,066,432	1,251,521
Goods-in-transit	1,869,596	331,688
Finished goods	9,051,446	11,665,324
	<b>15,987,474</b>	<b>13,248,533</b>
Recognised in profit or loss:- Inventories recognised as cost of sales	98,733,219	114,088,234

**12. TRADE RECEIVABLES**

	<b>The Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
Trade receivables	82,481,570	90,931,676
Retention sums	88,918	145,601
	<b>82,570,488</b>	<b>91,077,277</b>
Allowance for impairment losses (Note 39.1(b)(iii))	(20,328,306)	(4,351,979)
	<b>62,242,182</b>	<b>86,725,298</b>

- (a) The Group's normal trade credit terms ranging from cash on delivery ("COD") to 90 (2024 - COD to 90) days. Other credit terms are assessed and approved on a case-by-case basis.
- (b) The retention sums are expected to be recovered within the periods ranging from 12 to 24 (2024 - 12 to 24) months.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 13. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other receivables	748,073	2,764,114	-	-
Allowance for impairment losses (Note 39.1(b)(iii))	(27,740)	-	-	-
Advances to suppliers	720,333	2,764,114	-	-
Deposits	491,462	7,435,179	-	-
Prepayments	523,335	460,227	1,000	1,000
	5,033,644	4,994,735	25,648	95,446
	6,768,774	15,654,255	26,648	96,446

The advances to suppliers are unsecured and interest-free. The amount owing will be offset against future purchases from the suppliers.

### 14. CONTRACT ASSETS

	The Group	
	2025 RM	2024 RM
At 1 January	-	-
Performance obligations performed	17,669,783	-
Transfer to trade receivables	(16,671,640)	-
At 31 December	998,143	-

The contract assets primarily relate to the Group's right to consideration for work performed but not yet billed as at the reporting date. The amount will be transferred to trade receivables when the Group issues invoices in accordance with the contracts with customers.

No information is provided for the remaining performance obligations that have original expected durations of 1 year or less, as allowed by MFRS 15.121(a).

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 15. AMOUNTS OWING BY/(TO) SUBSIDIARIES

	The Company	
	2025 RM	2024 RM
<b>Amount Owing by Subsidiaries</b>		
Non-trade balances	30,969,689	30,604,078
<b>Amount Owing to Subsidiaries</b>		
Non-trade balances	(5,848,000)	(9,547,077)

The non-trade balances represent unsecured interest-free advances and payments made on behalf. The amounts owing are repayable on demand and are to be settled in cash.

### 16. FIXED DEPOSITS WITH LICENSED BANKS

In the previous financial year:-

- (i) The fixed deposits with licensed banks of the Group at the end of the reporting period bore effective interest rates ranging from 2.15% to 2.90% per annum. The fixed deposits had maturity periods ranging from 30 to 365 days.
- (ii) The fixed deposits with licensed banks of the Group at the end of the reporting period had pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Notes 21, 25 and 26 to the financial statements.

### 17. SHARE CAPITAL

	The Group/The Company			
	2025 Number Of Shares	2024	2025 RM	2024 RM
<b>Issued and Fully Paid-Up</b>				
Ordinary Shares At 1 January/31 December	606,060,600	606,060,600	85,565,822	85,565,822

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 18. MERGER DEFICIT

The merger deficit arose from the difference between the carrying value of the investment and the nominal value of the shares of the subsidiaries upon consolidation under the merger accounting principles.

### 19. LEASE LIABILITIES

	The Group	
	2025 RM	2024 RM
At 1 January	353,566	323,777
Addition	-	109,331
Interest expense recognised in profit or loss	8,430	14,958
Changes due to lease modification (Note 8)	(211,715)	-
Repayment of principal	(72,570)	(79,542)
Repayment of interest expense	(8,430)	(14,958)
<b>At 31 December</b>	<b>69,281</b>	<b>353,566</b>
Analysed by:-		
Current liabilities	45,256	110,986
Non-current liabilities	24,025	242,580
	<b>69,281</b>	<b>353,566</b>

The lease liabilities of the Group at the end of the reporting period bore interest rates ranging from 5.62% to 5.91% (2024 - 4.59% to 5.91%) per annum.

### 20. HIRE PURCHASE PAYABLES

	The Group	
	2025 RM	2024 RM
Current liabilities	15,114,365	14,949,920
Non-current liabilities	15,328,063	10,560,647
	<b>30,442,428</b>	<b>25,510,567</b>

(a) The hire purchase payables of the Group are secured by the following:-

- (i) certain plant and equipment of the Group as disclosed in Note 6 to the financial statements;
- (ii) a corporate guarantee by the Company; and
- (iii) a joint and several guarantee by certain directors of the Group and a shareholder.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**20. HIRE PURCHASE PAYABLES (CONT'D)**

(b) The interest rate profile of the hire purchase payables of the Group is summarised below:-

	The Group	
	2025 %	2024 %
Fixed rate	2.18 - 3.55	2.18 - 3.55

**21. TERM LOANS**

	The Group	
	2025 RM	2024 RM
Current liabilities	3,748,762	1,595,951
Non-current liabilities	21,878,238	10,466,576
	25,627,000	12,062,527

(a) The term loans of the Group are secured by the following:-

- (i) a legal charge over certain properties of the Group as disclosed in Notes 6 and 7 to the financial statements;
- (ii) a corporate guarantee by the Company;
- (iii) a corporate guarantee by Syarikat Jaminan Pembiayaan Perniagaan Berhad;
- (iv) an assignment of life assurance policy by a director;
- (v) a joint and several guarantee by certain directors of the Group and a shareholder; and
- (vi) fixed deposits with licensed banks of the Group as disclosed in Note 16 to the financial statements.

(b) The major covenants of the term loans are as follows:-

- (i) Subsidiaries' gearing ratio shall not exceed 1.5 to 3.5 times.
- (ii) The Group's gearing ratio shall not exceed 1.0 times.
- (iii) Certain subsidiaries shall maintain a tangible net worth ranging from not less than RM15,000,000 to RM24,000,000 at all times.
- (iv) A subsidiary shall maintain positive shareholders' equity at all times.
- (v) Dividend payment made by subsidiaries shall not exceed 50% of its current financial year's profit after taxation.

The covenants are tested quarterly, at 31 March, 30 June, 30 September and 31 December. The Group has complied with the covenants throughout the reporting periods.

There are no indicators that the Group would have difficulties complying with the upcoming covenant assessments.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 21. TERM LOANS (CONT'D)

(c) The interest rate profile of the term loans of the Group is summarised below:-

	Effective Interest Rate		The Group	
	2025 %	2024 %	2025 RM	2024 RM
Fixed rate term loans	3.00 - 4.00	3.00	5,610,334	401,371
Floating rate term loans	5.49 - 5.65	4.61 - 5.90	20,016,666	11,661,156
			25,627,000	12,062,527

### 22. DEFERRED TAX LIABILITIES

The Group	At	Recognised	At
	1.1.2025 RM	in Profit or Loss (Note 30) RM	31.12.2025 RM
<b>2025</b>			
<i>Deferred Tax Liabilities</i>			
Property, plant and equipment	3,899,704	572,055	4,471,759
<i>Deferred Tax Assets</i>			
Provisions	(705,704)	582,945	(122,759)
	3,194,000	1,155,000	4,349,000

	At	Recognised	Acquisition	At
	1.1.2024 RM	in Profit or Loss (Note 30) RM	of A Subsidiary (Note 32) RM	31.12.2024 RM
<b>2024</b>				
<i>Deferred Tax Liabilities</i>				
Property, plant and equipment	2,358,209	1,299,441	242,054	3,899,704
<i>Deferred Tax Assets</i>				
Provisions	-	(705,704)	-	(705,704)
	2,358,209	593,737	242,054	3,194,000

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**23. TRADE PAYABLES**

	The Group	
	2025 RM	2024 RM
Trade payables	23,392,244	22,300,972
Retention sums	25,872	-
	23,418,116	22,300,972

- (a) The normal trade credit terms granted to the Group ranging from 30 to 60 (2024 - 30 to 60) days.
- (b) The retention sums are expected to be settled within the periods ranging from 12 to 24 (2024 - Nil) months.

**24. OTHER PAYABLES AND ACCRUALS**

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other payables:-				
Third parties	3,704,576	4,609,927	257,908	192,410
Retention sums	897,438	979,135	-	-
Related parties	31,596	-	-	-
Sales and services tax payable	1,966,814	401,829	-	-
	6,600,424	5,990,891	257,908	192,410
Accruals	3,770,312	4,971,528	60,868	52,904
Deposits received	12,829,526	12,781,780	-	-
	23,200,262	23,744,199	318,776	245,314

- (a) The amount owing to related parties represents professional services and supply of packing materials by companies in which certain directors of the subsidiaries have controlling interests. The amount owing is subject to the normal credit term of 30 (2024 - Nil) days. The amount owing is to be settled in cash.
- (b) The retention sums are expected to be settled within the periods ranging from 12 to 24 (2024 - 12 to 24) months.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 25. SHORT-TERM BORROWINGS

	Note	The Group	
		2025 RM	2024 RM
Bankers' acceptances	(a)	27,397,555	34,048,000
Revolving credits	(b)	18,933,688	19,798,958
		46,331,243	53,846,958

(a) The bankers' acceptances of the Group are secured by the following:-

- (i) a legal charge over certain properties of the Group as disclosed in Notes 6, 7 and 8 to the financial statements;
- (ii) a corporate guarantee by the Company;
- (iii) a corporate guarantee by Syarikat Jaminan Pembiayaan Perniagaan Berhad;
- (iv) an assignment of life assurance policy by a director;
- (v) a joint and several guarantee by certain directors of the Group and a shareholder; and
- (vi) fixed deposits with licensed banks of the Group as disclosed in Note 16 to the financial statements.

The bankers' acceptances of the Group at the end of the reporting period bore effective interest rates ranging from 3.70% to 4.98% (2024 - 3.26% to 4.31%) per annum.

(b) The revolving credits of the Group are secured by the following:-

- (i) a legal charge over a piece of freehold land of the Group as disclosed in Note 6 to the financial statements;
- (ii) a corporate guarantee by the Company; and
- (iii) a joint and several guarantee by certain directors of the Group and a shareholder.

The revolving credits of the Group at the end of the reporting period bore effective interest rates ranging from 4.70% to 6.40% (2024 - 5.28% to 5.82%) per annum.

### 26. BANK OVERDRAFTS

(a) The bank overdrafts of the Group are secured by the following:-

- (i) a corporate guarantee by the Company;
- (ii) a legal charge over certain properties of the Group as disclosed in Note 6 to the financial statements;
- (iii) a corporate guarantee by Syarikat Jaminan Pembiayaan Perniagaan Berhad;
- (iv) an assignment of life assurance policy by a director;
- (v) a joint and several guarantee by certain directors of the Group and a shareholder; and
- (vi) fixed deposits with licensed banks of the Group as disclosed in Note 16 to the financial statements.

(b) The bank overdrafts of the Group at the end of the reporting period bore floating interest rates ranging from 7.00% to 7.56% (2024 - 6.76% to 8.49%) per annum.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

27. REVENUE

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Revenue from Contracts with Customers</b>				
<u>Recognised at a point in time</u>				
Sale of goods	118,746,029	147,638,984	-	-
Sale of investment properties	600,000	1,325,000	-	-
Refurbishment income	5,180,205	-	-	-
<u>Recognised over time</u>				
Construction service revenue	17,669,783	-	-	-
Design consultancy and architecture works	4,450,177	6,187,839	-	-
Rental income	45,607,935	45,960,157	-	-
<b>Revenue from Other Sources</b>				
Dividend income	150	-	150	5,000,000
	192,254,279	201,111,980	150	5,000,000

- (a) The information on the disaggregation of revenue by geographical market is disclosed in Note 37.2 to the financial statements.
- (b) The information about the performance obligations in contracts with customers is summarised below:-

Nature of Goods or Services	Timing and Method of Revenue Recognition	Significant Payment Terms	Variable Considerations	Warranty and Obligation for Returns or Refunds
Sale of goods	When the goods are delivered and accepted by customers.	Credit period of COD to 60 days from the invoice date.	Not applicable.	Not applicable.
Sale of investment properties	When the vacant possession are delivered to customers.	Credit period of 90 days from the date of Sale and Purchase Agreement.	Not applicable.	Not applicable.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 27. REVENUE (CONT'D)

- (b) The information about the performance obligations in contracts with customers is summarised below (Cont'd):-

Nature of Goods or Services	Timing and Method of Revenue Recognition	Significant Payment Terms	Variable Considerations	Warranty and Obligation for Returns or Refunds
Refurbishment income	When services are rendered.	Credit period of 60 days from the invoice date.	Not applicable.	Not applicable.
Construction service revenue	When services are rendered using the cost incurred method.	Based on agreed milestones certified by architects. The credit period is 60 days from the invoice date.	Contract stipulates a predetermined rate for late penalty charges, which is capped at a specified amount.	Defect liability period of 24 months are given to the customers.
Design consultancy and architecture works	Recognise on a straight-line method over the period of service; Recognise using the amount of work certified by consultants.	Credit period of 30 to 60 days from the invoice date.	Not applicable.	Not applicable.
Rental income	Recognise on a straight-line method over the lease term.	Credit period of 60 days from the invoice date.	Not applicable.	Not applicable.

- (c) The information of the revenue from other sources is summarised below:-

#### Dividend Income

Dividend income is recognised when the right to receive dividend payment is established.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**28. NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS**

	The Group	
	2025 RM	2024 RM
Impairment losses (Note 39.1(b)(iii)):		
- trade receivables	17,890,047	3,431,813
- other receivables	27,740	-
Reversal of impairment losses (Note 39.1(b)(iii)):		
- trade receivables	(1,724,292)	(44,378)
	16,193,495	3,387,435

**29. (LOSS)/PROFIT BEFORE TAXATION**

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
(Loss)/Profit before taxation is arrived at after charging/(crediting):-				
Auditors' remuneration:				
- audit fees:				
- current financial year	217,000	201,000	44,000	37,000
- underprovision in the previous financial year	-	-	-	11,500
- non-audit fees:				
- auditors of the Company	9,000	9,000	9,000	9,000
Directors' remuneration (Note 35(a))	2,611,154	3,190,627	392,000	372,000
<b>Material Expenses/(Income)</b>				
Bad debts written off	110,029	-	-	-
Depreciation:				
- property, plant and equipment	21,365,781	14,269,306	-	-
- investment properties	75,896	49,733	-	-
- right-of-use assets	99,933	119,821	-	-
Deposit written off	-	1,540	-	-
Direct operating expenses on investment properties	40,839	24,329	-	-
Impairment losses on:				
- investments in subsidiaries	-	-	2,600,000	300,000
- goodwill	1,955,898	-	-	-
- other investments	2,000	3,400	-	-

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 29. (LOSS)/PROFIT BEFORE TAXATION (CONT'D)

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
(Loss)/Profit before taxation is arrived at after charging/(crediting) (Cont'd):-				
<b>Material Expenses/(Income) (Cont'd)</b>				
Interest expense on lease liabilities	8,430	14,958	-	-
Interest expense on financial liabilities that are not at fair value through profit or loss:				
- bank overdrafts	600,074	417,567	-	-
- bankers' acceptances	1,158,522	1,515,329	-	-
- hire purchase payables	2,000,558	1,340,621	-	-
- revolving credits	849,435	630,566	-	-
- term loans	349,569	247,408	-	-
Lease expenses:				
- short-term leases	160,070	203,800	-	-
- low-value assets	110,689	126,835	-	-
Property, plant and equipment written off	447,699	646,464	-	-
Staff costs (including other key management personnel as disclosed in Note 35(b)):				
- short-term employee benefits	13,822,043	12,932,779	-	-
- defined contribution benefits	1,494,394	1,412,203	-	-
Fair value loss/(gain) on financial assets measured at fair value through profit or loss mandatorily:				
- other investments	14,527	(206,875)	32,750	5,000
Loss on disposal of investment properties	40,800	-	-	-
Loss/(Gain) on disposal of other investments	2,361	(44,992)	-	-
Bad debts recovered	(6,454)	-	-	-
Dividend income:				
- other investments	(19,125)	(1,120)	-	-
Gain on disposal of property, plant and equipment	(11,530)	(162,895)	-	-
Interest income on financial assets measured at amortised cost:				
- fixed deposits with licensed banks	(39,451)	(340,206)	-	-
- cash and bank balances	(58,685)	(262,662)	(39,069)	(252,756)
(Gain)/Loss on foreign exchange:				
- realised	(548,258)	(603,063)	-	-
- unrealised	69,677	-	-	-
Rental income from investment properties	(21,600)	(13,200)	-	-

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**30. INCOME TAX EXPENSE**

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current tax expense	2,432,500	5,625,000	-	39,000
(Over)/Underprovision in the previous financial years	(836,617)	144,539	16,392	(35,000)
Real property gains tax	1,595,883	5,769,539	16,392	4,000
	-	1,547	-	-
	1,595,883	5,771,086	16,392	4,000
Deferred tax (Note 22): - origination and reversal of temporary differences	1,155,000	593,737	-	-
	2,750,883	6,364,823	16,392	4,000

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

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
(Loss)/Profit before taxation	(3,007,286)	19,696,129	(4,114,901)	3,848,303
Tax at the statutory tax rate of 24% (2024 - 24%)	(721,749)	4,727,071	(987,576)	923,593
Tax effects of:-				
Non-deductible expenses	2,651,807	1,344,681	987,576	315,407
Non-taxable income	(44,878)	(21,495)	-	(1,200,000)
Deferred tax assets not recognised during the year	1,702,320	168,480	-	-
Real property gains tax arising from disposal of investment properties	-	1,547	-	-
(Over)/Underprovision of current tax in the previous financial years	(836,617)	144,539	16,392	(35,000)
	2,750,883	6,364,823	16,392	4,000

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 30. INCOME TAX EXPENSE (CONT'D)

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

At the end of the reporting period, the amounts of deferred tax assets not recognised (stated at gross) due to uncertainty of their realisation are as follows:-

	The Group	
	2025 RM	2024 RM
Unused tax losses:		
- expires year of assessment 2028	2,700	2,700
- expires year of assessment 2029	300	300
- expires year of assessment 2030	62,000	62,000
- expires year of assessment 2031	31,000	31,000
- expires year of assessment 2032	311,000	311,000
- expires year of assessment 2033	318,000	318,000
- expires year of assessment 2034	588,000	890,000
- expires year of assessment 2035	6,162,000	-
Unabsorbed capital allowances	144,000	349,000
Other deductible temporary differences	1,438,000	-
	9,057,000	1,964,000

Based on the current legislation, the unused tax losses up to the year of assessment 2018 can be carried forward until the year of assessment 2028 and the unused tax losses for 2019 onwards are allowed to be utilised for 10 consecutive years of assessment immediately following that year of assessment; whereas, the unabsorbed capital allowances are allowed to be carried forward indefinitely.

### 31. (LOSS)/EARNINGS PER SHARE

#### (a) Basic (Loss)/Earnings Per Share

The basic (loss)/earnings per share is calculated by dividing the consolidated (loss)/profit attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year.

	The Group	
	2025 RM	2024 RM
(Loss)/Profit after taxation attributable to owners of the Company (Basic)	(5,615,223)	13,279,880
Weighted average number of ordinary shares in issue	606,060,600	606,060,600
Basic (loss)/earnings per share (sen)	(0.93)	2.19

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 31. (LOSS)/EARNINGS PER SHARE (CONT'D)

#### (b) Diluted (Loss)/Earnings Per Share

The diluted (loss)/earnings per share is equal to the basic (loss)/earnings per share because there were no potential ordinary shares during the financial year.

### 32. ACQUISITION OF A SUBSIDIARY

In the previous financial year, PISM acquired 100% equity interests in DCP. The acquisition of this subsidiary was to improve vertical integration of the Group.

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

#### (a) Identifiable Assets Acquired and Liabilities Assumed

	<b>The Group 2024 RM</b>
Plant and equipment (Note 6)	1,133,586
Inventories	253,453
Trade and other receivables	183,665
Cash and bank balances	100,590
Trade payables	(163,741)
Other payables and accruals	(57,534)
Amount owing to holding company	(124,008)
Amount owing to a director	(866,732)
Current tax liabilities	(14,893)
Deferred tax liabilities (Note 22)	(242,054)
Net identifiable assets acquired	202,332
Add: Goodwill on acquisition (Note 10)	70,270
Total purchase consideration, settled by cash	272,602
Less: Cash and bank balances of subsidiary acquired	(100,590)
Net cash outflow from the acquisition of a subsidiary	172,012

(b) The goodwill was attributable mainly to the control premium paid. In addition, the purchase consideration also included benefits derived from the expected revenue growth of the Group. These benefits were not recognised separately from goodwill because they do not meet the recognition criteria for identifiable intangible assets. The goodwill was not deductible for tax purposes.

(c) In the previous financial year, the subsidiary had contributed revenue of RM984,777 and profit after taxation of RM278,923 to the Group since date of acquisition.

If the acquisition was effective at the beginning of the previous financial year, the Group's revenue and profit after taxation for the previous financial year would have been RM1,688,189 and RM478,154 respectively.

There were no acquisitions of new subsidiaries in the current financial year.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 33. DIVIDENDS

	<b>The Company</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
<b>Ordinary Shares</b>		
Interim single-tier dividend of Nil (2024 - 0.50) sen per ordinary share in respect of the current financial year	-	3,030,303

### 34. CASH FLOW INFORMATION

- (a) The cash disbursed for the purchase of property, plant and equipment, acquisition of investment properties and the addition of right-of-use assets are as follows:-

	<b>The Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
<b>Property, Plant and Equipment</b>		
Cost of property, plant and equipment purchased (Note 6)	52,404,235	59,702,963
Less: Acquired through hire purchase arrangements	(18,594,655)	(10,926,563)
Less: Capitalisation of finance costs	(542,964)	-
	33,266,616	48,776,400
<b>Investment Properties</b>		
Cost of investment properties acquired (Note 7)	4,680,413	1,460,500
Less: Contra of properties from trade receivables	(2,902,354)	(1,292,060)
Less: Acquired through term loan	(1,590,000)	-
	188,059	168,440
<b>Right-of-use Assets</b>		
Cost of right-of-use assets acquired (Note 8)	-	109,331
Less: Addition of new lease liabilities	-	(109,331)
	-	-

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**34. CASH FLOW INFORMATION (CONT'D)**

(b) The reconciliations of liabilities arising from financing activities are as follows:-

The Group	Hire Purchase Payables RM	Lease Liabilities RM	Bankers' Acceptances RM	Revolving Credits RM	Term Loans RM	Total RM
<b>2025</b>						
At 1 January	25,510,567	353,566	34,048,000	19,798,958	12,062,527	91,773,618
<u>Changes in Financing Cash Flows</u>						
Proceeds from drawdown	6,135,005	-	99,788,520	54,275,105	14,812,332	175,010,962
Repayment of principal	(19,797,799)	(72,570)	(106,438,965)	(55,140,375)	(2,837,859)	(184,287,568)
Repayment of interests	(2,000,558)	(8,430)	(1,158,522)	(885,184)	(856,784)	(4,909,478)
	(15,663,352)	(81,000)	(7,808,967)	(1,750,454)	11,117,689	(14,186,084)
<u>Other Changes</u>						
New hire purchase (Note 34(a))	18,594,655	-	-	-	-	18,594,655
New term loan (Note 34(a))	-	-	-	-	1,590,000	1,590,000
Modification of leases (Note 8 and 19)	-	(211,715)	-	-	-	(211,715)
Interest expense recognised in profit or loss (Note 29)	2,000,558	8,430	1,158,522	849,435	349,569	4,366,514
Interest expense capitalised under capital work-in- progress (Note 34(a))	-	-	-	35,749	507,215	542,964
	20,595,213	(203,285)	1,158,522	885,184	2,446,784	24,882,418
At 31 December	30,442,428	69,281	27,397,555	18,933,688	25,627,000	102,469,952

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 34. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

The Group	Hire Purchase Payables RM	Lease Liabilities RM	Bankers' Acceptances RM	Revolving Credits RM	Term Loans RM	Total RM
<b>2024</b>						
At 1 January	26,674,487	323,777	27,637,000	12,475,001	6,200,898	73,311,163
<u>Changes in Financing</u>						
<u>Cash Flows</u>						
Proceeds from drawdown	1,530,962	-	116,537,258	46,689,466	9,385,491	174,143,177
Repayment of principal	(13,621,445)	(79,542)	(110,126,258)	(39,365,509)	(3,523,862)	(166,716,616)
Repayment of interests	(1,340,621)	(14,958)	(1,515,329)	(630,566)	(247,408)	(3,748,882)
	(13,431,104)	(94,500)	4,895,671	6,693,391	5,614,221	3,677,679
<u>Other Changes</u>						
Acquisition of new leases (Note 19 and 34(a))	-	109,331	-	-	-	109,331
New hire purchase (Note 34(a))	10,926,563	-	-	-	-	10,926,563
Interest expense recognised in profit or loss (Note 29)	1,340,621	14,958	1,515,329	630,566	247,408	3,748,882
	12,267,184	124,289	1,515,329	630,566	247,408	14,784,776
At 31 December	25,510,567	353,566	34,048,000	19,798,958	12,062,527	91,773,618

(c) The total cash outflows for leases as a lessee are as follows:-

	The Group	
	2025 RM	2024 RM
Payment of short-term leases	160,070	203,800
Payment of low-value assets	110,689	126,835
Interest paid on lease liabilities	8,430	14,958
Payment of lease liabilities	72,570	79,542
	351,759	425,135

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**34. CASH FLOW INFORMATION (CONT'D)**

(d) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits with licensed banks	-	8,133,251	-	-
Cash and bank balances	20,151,540	9,811,595	612,417	7,381,138
Bank overdrafts	(3,519,547)	(9,329,145)	-	-
	16,631,993	8,615,701	612,417	7,381,138
Less: Fixed deposits pledged to licensed banks (Note 16)	-	(8,133,251)	-	-
	16,631,993	482,450	612,417	7,381,138

**35. KEY MANAGEMENT PERSONNEL COMPENSATION**

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

**(a) Directors of the Company**

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short-term employee benefits:				
- fees	378,000	372,000	378,000	372,000
- salaries, bonuses and other benefits	1,918,686	2,432,524	14,000	-
	2,296,686	2,804,524	392,000	372,000
Defined contribution benefits	314,468	386,103	-	-
Total directors' remuneration (Note 29)	2,611,154	3,190,627	392,000	372,000

The estimated monetary value of benefits-in-kind provided by the Group to the directors of the Company was RM45,400 (2024 - RM56,500).

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 35. KEY MANAGEMENT PERSONNEL COMPENSATION (CONT'D)

The key management personnel compensation during the financial year are as follows (Cont'd):-

#### (b) Other Key Management Personnel

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Short-term employee benefits	2,329,839	1,700,755	-	-
Defined contribution benefits	279,798	203,497	-	-
<b>Total compensation for other key management personnel</b>	<b>2,609,637</b>	<b>1,904,252</b>	<b>-</b>	<b>-</b>

### 36. RELATED PARTY DISCLOSURES

#### (a) Subsidiaries

The subsidiaries are disclosed in Note 5 to the financial statements.

#### (b) Significant Related Party Transactions and Balances

In addition to the related party transactions information disclosed in the statements of cash flows, the Group and the Company also carried out the following transactions with the related parties during the financial year:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>Subsidiaries</u>				
Net advances from	-	-	271,890	3,683,000
Net advances to	-	-	(4,072,309)	(7,828,390)
Dividend from	-	-	-	5,000,000
<u>Related Parties</u>				
Purchase from	431,375	158,484	-	-
Short-term leases expenses paid or payables to	38,400	38,400	-	-

The significant outstanding balances of the related parties together with their terms and conditions are disclosed in Notes 15 and 24 to the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 37. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Board of Directors as its chief operating decision maker in order to allocate resources to segments and to assess their performance on a quarterly basis. For management purposes, the Group is organised into business units based on their products and services provided. In addition, the businesses are also considered from a geographical perspective.

The Group is organised into 5 main reportable segments as follows:-

- Construction method engineering solutions - provision of new and refurbished temporary works equipment for sale and rental together with the provision of solutions that support the forming and erection of concrete structures.
- Manufacturing, trading and distribution of building materials - manufacture, trade and distribute building materials for construction projects.
- Digital design and engineering solutions - provision of digital construction designs and engineering solutions.
- Prefabricated construction solutions - planning, designing, production planning and coordination throughout the manufacturing process of prefabricated components, trading of lifting and connection accessories for precast concrete construction.
- Polymer material compounding and product - manufacturing of plastic resin and customised plastic raw materials as well as buyers, sellers and dealers in all kind of plastics, new and used or scrap resin products.
- All other segments - include investment holding and property investment which are not separately reported as the segment's operations are not material to the Group.

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 reportable segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 37. OPERATING SEGMENTS (CONT'D)

#### 37.1 BUSINESS SEGMENTS

2025	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Segments RM	Adjustments RM	The Group RM
<b>Revenue</b>								
External revenue	90,049,100	86,582,200	4,441,609	3,713,066	6,868,154	600,150	-	192,254,279
Inter-segment revenue	5,667,989	4,081,937	10,438	387	805,966	-	(10,566,717)	-
Total revenue	95,717,089	90,664,137	4,452,047	3,713,453	7,674,120	600,150	(10,566,717)	192,254,279
<b>Results</b>								
Segment profit/ (loss)	13,824,048	(3,502,291)	(2,263,881)	564,854	(2,325,272)	(1,661,440)	(2,638,231)	1,997,787
Finance costs	(4,058,022)	(1,073,432)	(9,329)	(5,342)	(152,868)	-	293,920	(5,005,073)
Profit/(Loss) before taxation	9,766,026	(4,575,723)	(2,273,210)	559,512	(2,478,140)	(1,661,440)	(2,344,311)	(3,007,286)

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Consolidation Segments Adjustments RM	The Group RM
<b>2025</b>							
<u>Other Information</u>							
Depreciation:							
- property, plant and equipment	19,639,440	1,249,303	301,614	28,948	158,476	(12,000)	21,365,781
- investment properties	38,180	-	-	-	-	-	75,896
- right-of-use assets	112,199	21,953	24,474	-	-	(58,693)	99,933
Impairment losses on:							
- goodwill	-	-	1,955,898	-	-	-	1,955,898
- investments in subsidiaries	-	-	-	-	-	(2,600,000)	-
- other investments	-	-	-	-	-	2,000	2,000
- trade receivables	8,667,750	6,481,567	2,740,730	-	-	-	17,890,047
- other receivables	27,740	-	-	-	-	-	27,740
Interest expense on financial liabilities that are not at fair value through profit or loss:							
- bank overdrafts	484,737	110,017	-	-	5,320	-	600,074
- bankers' acceptances	304,677	837,902	-	-	15,943	-	1,158,522
- hire purchase payables	1,863,414	53,135	5,835	5,342	72,832	-	2,000,558
- revolving credits	849,435	-	-	-	-	-	849,435
- term loans	301,788	47,781	-	-	-	-	349,569

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 37. OPERATING SEGMENTS (CONT'D)

#### 37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Consolidation Segments Adjustments RM	The Group RM
<b>2025</b>							
<u>Other Information</u> (Cont'd)							
Interest expense on lease liabilities	4,936	-	3,494	-	-	-	8,430
Dividend income	-	(19,125)	-	-	-	-	(19,125)
Reversal of impairment losses on trade receivables	(1,202,110)	(275,476)	(246,706)	-	-	-	(1,724,292)
Interest income on financial assets measured at amortised cost: - fixed deposits with licensed banks	(38,681)	(770)	-	-	-	-	(39,451)
- cash and bank balances	(1,825)	(9,223)	(336)	(4,890)	(3,342)	(39,069)	(58,685)
Income tax expense	2,824,799	(128,503)	(101,846)	140,041	-	16,392	2,750,883

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Consolidation Segments Adjustments RM	The Group RM
<b>2025</b>							
<b>Assets</b>							
Segment assets/ Consolidated total assets	221,334,363	63,539,729	2,834,759	3,281,780	14,023,331	(109,432,174)	287,880,170
Additions to non- current assets other than financial instruments							
Property, plant and equipment	46,471,148	438,502	-	-	5,494,585	-	52,404,235
Investment properties	4,680,413	-	-	-	-	-	4,680,413
<b>Liabilities</b>							
Segment liabilities/ Consolidated total liabilities	139,545,238	42,115,689	4,097,839	547,568	14,303,026	(51,391,535)	157,072,740

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 37. OPERATING SEGMENTS (CONT'D)

#### 37.1 BUSINESS SEGMENTS (CONT'D)

	Manufacturing, Trading and Distribution					Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Segments RM	Consolidation Adjustments RM	The Group RM
	Construction Method Engineering Solutions RM	of Building Materials RM									
<b>2024</b>											
<b>Revenue</b>											
External revenue	93,492,657	96,449,762	6,000,202	3,155,402	688,957	1,325,000	-	201,111,980			
Inter-segment revenue	3,793,457	5,627,677	75,771	-	-	5,000,000	(14,496,905)	-			
Total revenue	97,286,114	102,077,439	6,075,973	3,155,402	688,957	6,325,000	(14,496,905)	201,111,980			
<b>Results</b>											
Segment profit/ (loss)	20,303,255	4,955,765	(163,083)	428,152	(301,555)	3,832,087	(5,058,201)	23,996,420			
Finance costs	(2,762,694)	(1,514,438)	(23,159)	-	-	-	-	(4,300,291)			
Profit/(Loss) before taxation	17,540,561	3,441,327	(186,242)	428,152	(301,555)	3,832,087	(5,058,201)	19,696,129			

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Consolidation Segments Adjustments RM	The Group RM
<b>2024</b>							
<u>Other Information</u>							
Depreciation:							
- property, plant and equipment	12,858,157	1,104,102	317,718	968	278	(12,000)	14,269,306
- investment properties	4,307	-	-	-	-	-	49,733
- right-of-use assets	83,258	21,952	73,304	-	-	(58,693)	119,821
Impairment losses on:							
- investments in subsidiaries	-	-	-	-	-	(300,000)	-
- other investments	-	-	-	-	-	-	3,400
- trade receivables	1,945,622	357,304	1,128,887	-	-	-	3,431,813
Interest expense on financial liabilities that are not at fair value through profit or loss:							
- bank overdrafts	298,328	119,239	-	-	-	-	417,567
- bankers' acceptances	412,061	1,103,268	-	-	-	-	1,515,329
- hire purchase payables	1,283,978	46,872	9,771	-	-	-	1,340,621
- revolving credits	630,566	-	-	-	-	-	630,566
- term loans	116,745	130,663	-	-	-	-	247,408

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 37. OPERATING SEGMENTS (CONT'D)

#### 37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Segments Adjustments RM	The Group RM
<b>2024</b>							
<u>Other Information</u>							
(Cont'd)							
Interest expense on lease liabilities	1,570	-	13,388	-	-	-	14,958
Dividend income	-	(1,120)	-	-	-	-	(1,120)
Reversal of impairment losses on trade receivables	-	(44,378)	-	-	-	-	(44,378)
Interest income on financial assets measured at amortised cost:							
- fixed deposits with licensed banks	(190,367)	(149,839)	-	-	-	-	(340,206)
- cash and bank balances	(350)	(8,063)	(343)	-	(1,150)	(252,756)	(262,662)
Income tax expense	5,177,799	931,375	148,278	101,824	-	5,547	6,364,823

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Construction Method Engineering Solutions RM	Manufacturing, Trading and Distribution of Building Materials RM	Digital Design and Engineering Solutions RM	Prefabricated Construction Solutions RM	Polymer Material Compounding and Product RM	All Other Consolidation Segments Adjustments RM	The Group RM
<b>2024</b>							
<b>Assets</b>							
Segment assets/ Consolidated total assets	212,047,229	78,122,612	8,182,556	2,673,781	1,396,365	100,912,445	(115,602,539) 287,732,449
<u>Additions to non- current assets other than financial instruments</u>							
Property, plant and equipment	59,179,956	162,065	212,699	139,900	8,343	-	- 59,702,963
Investment properties	1,292,060	-	-	-	-	168,440	- 1,460,500
Right-of-use assets	109,331	-	-	-	-	-	- 109,331
<b>Liabilities</b>							
Segment liabilities/ Consolidated total liabilities	136,544,331	52,251,352	5,318,374	359,040	697,920	12,191,146	(56,045,313) 151,316,850

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 37. OPERATING SEGMENTS (CONT'D)

#### 37.2 GEOGRAPHICAL INFORMATION

Revenue is based on the country in which the customers are located.

Non-current assets are determined according to the country where these assets are located. The amounts of non-current assets do not include financial instruments.

The Group	Revenue		Non-current Assets	
	2025 RM	2024 RM	2025 RM	2024 RM
Malaysia	183,851,692	199,824,017	180,137,210	153,503,919
Algeria	3,420,018	-	-	-
Australia	514,296	229,032	-	-
Bangladesh	58,320	-	-	-
China	98,418	-	-	-
Hungary	-	21,729	-	-
India	1,057,266	70,951	-	-
Indonesia	713,842	-	-	-
Pakistan	123,795	-	-	-
Philippines	488,981	147,781	-	-
Singapore	65,669	86,247	-	-
Taiwan	-	42,929	-	-
Thailand	501,791	219,069	-	-
Uganda	1,026,069	470,225	-	-
Uruguay	334,122	-	-	-
	192,254,279	201,111,980	180,137,210	153,503,919

The information on the disaggregation of revenue based on geographical region is summarised below:-

The Group	At A Point in Time RM	Over Time RM	Total RM
<b>2025</b>			
Malaysia	116,125,642	67,726,050	183,851,692
Algeria	3,420,018	-	3,420,018
Australia	512,451	1,845	514,296
Bangladesh	58,320	-	58,320
China	98,418	-	98,418
India	1,057,266	-	1,057,266
Indonesia	713,842	-	713,842
Pakistan	123,795	-	123,795
Philippines	488,981	-	488,981
Singapore	65,669	-	65,669
Thailand	501,791	-	501,791
Uganda	1,026,069	-	1,026,069
Uruguay	334,122	-	334,122
	124,526,384	67,727,895	192,254,279

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 37. OPERATING SEGMENTS (CONT'D)

#### 37.2 GEOGRAPHICAL INFORMATION (CONT'D)

The information on the disaggregation of revenue based on geographical region is summarised below (Cont'd):-

The Group	At A Point in Time RM	Over Time RM	Total RM
<b>2024</b>			
Malaysia	147,926,782	51,897,235	199,824,017
Australia	-	229,032	229,032
Hungary	-	21,729	21,729
India	70,951	-	70,951
Philippines	147,781	-	147,781
Singapore	86,247	-	86,247
Taiwan	42,929	-	42,929
Thailand	219,069	-	219,069
Uganda	470,225	-	470,225
	148,963,984	52,147,996	201,111,980

#### 37.3 MAJOR CUSTOMER

There is no single customer that contributed 10% or more to the Group's revenue.

### 38. CAPITAL COMMITMENTS

	The Group	
	2025 RM	2024 RM
Purchase of property, plant and equipment	825,095	20,893,490
Construction of building	-	6,637,438
	825,095	27,530,928

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES

The policies in respect of the major areas of treasury activity are as follows:-

##### (a) Market Risk

##### (i) Foreign Currency Risk

The Group is exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the functional currency of entities within the Group. The currencies giving rise to this risk are primarily Australian Dollar (“**AUD**”), Philippine Peso (“**PHP**”), Euro (“**EUR**”), China Yuan Renminbi (“**CNY**”) and United States Dollar (“**USD**”). Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level. The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes.

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

##### *Foreign Currency Exposure*

The Group	AUD RM	PHP RM	EUR RM	CNY RM	USD RM	Total RM
<b>2025</b>						
<u>Financial Assets</u>						
Trade receivables	-	-	-	-	2,123,409	2,123,409
Other receivables	-	-	-	-	282,649	282,649
Cash and bank balances	67,553	4,430	3,766	10,290	728,577	814,616
	67,553	4,430	3,766	10,290	3,134,635	3,220,674
<u>Financial Liability</u>						
Trade payables	-	-	-	(5,450,918)	(874,528)	(6,325,446)
Net financial assets/ (liabilities)/Currency Exposure	67,553	4,430	3,766	(5,440,628)	2,260,107	(3,104,772)

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**39. FINANCIAL INSTRUMENTS (CONT'D)**

39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

**(a) Market Risk (Cont'd)**

(i) Foreign Currency Risk (Cont'd)

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below (Cont'd):-

*Foreign Currency Exposure (Cont'd)*

<b>The Group</b>	<b>AUD RM</b>	<b>PHP RM</b>	<b>EUR RM</b>	<b>CNY RM</b>	<b>USD RM</b>	<b>Total RM</b>
<b>2024</b>						
<u>Financial Assets</u>						
Trade receivables	47,692	-	53,298	-	232,105	333,095
Cash and bank balances	2,669	4,603	3,766	12,090	460,127	483,255
	50,361	4,603	57,064	12,090	692,232	816,350
<u>Financial Liability</u>						
Trade payables	-	-	-	(8,134,047)	(90,576)	(8,224,623)
Net financial assets/ (liabilities)/Currency Exposure	50,361	4,603	57,064	(8,121,957)	601,656	(7,408,273)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (a) Market Risk (Cont'd)

##### (i) Foreign Currency Risk (Cont'd)

##### *Foreign Currency Risk Sensitivity Analysis*

The following table details the sensitivity analysis to a reasonably possible change in the foreign currencies at the end of the reporting period, with all other variables held constant:-

	The Group	
	2025 RM	2024 RM
<b>Effects on (Loss)/Profit After Taxation</b>		
AUD/RM		
- strengthened by 10%	6,755	5,036
- weakened by 10%	(6,755)	(5,036)
PHP/RM		
- strengthened by 10%	443	460
- weakened by 10%	(443)	(460)
EUR/RM		
- strengthened by 10%	377	5,706
- weakened by 10%	(377)	(5,706)
CNY/RM		
- strengthened by 10%	(544,063)	(812,196)
- weakened by 10%	544,063	812,196
USD/RM		
- strengthened by 10%	226,011	60,166
- weakened by 10%	(226,011)	(60,166)

There is no impact on the Group's equity.

The Company does not have any transactions or balances denominated in foreign currencies and hence, is not exposed to foreign currency risk.

##### (ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group adopts a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The fixed rate debt instruments of the Group are not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (a) Market Risk (Cont'd)

##### (ii) Interest Rate Risk (Cont'd)

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period are disclosed in Notes 21 and 26 to the financial statements.

##### *Interest Rate Risk Sensitivity Analysis*

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting period, with all other variables held constant:-

	The Group	
	2025 RM	2024 RM
<b>Effects on (Loss)/Profit After Taxation</b>		
Increase of 100 basis points	(235,362)	(209,903)
Decrease of 100 basis points	235,362	209,903

There is no impact on the Group's equity.

The Company does not have any interest-bearing borrowings and hence, is not exposed to interest rate risk.

##### (iii) Equity Price Risk

The exposure to equity price risk arises mainly from changes in quoted investment prices of the Group and of the Company. The Group and the Company manage their exposure to equity price risk by maintaining a portfolio of equities with different risk profiles.

##### *Equity Price Risk Sensitivity Analysis*

The following table details the sensitivity analysis to a reasonably possible change in the prices of the quoted investments classified as fair value through profit or loss at the end of the reporting period, with all other variables held constant:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Effects on (Loss)/Profit After Taxation</b>				
Increase of 10%	-	50,650	-	7,300
Decrease of 10%	-	(50,650)	-	(7,300)

There is no impact on the Group's and the Company's equity.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group and the Company manage their exposures to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

##### (i) Credit Risk Concentration Profile

In the previous financial year, the Group's major concentration of credit risk related to the amounts owing by 2 customers which constituted approximately 21% of its trade receivables and contract assets, net of loss allowance. The Group does not have any significant credit risk related to any individual customer or counterparty at the end of the reporting period.

##### (ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risk also includes corporate guarantees provided to its subsidiaries of RM105,046,230 (2024 - RM73,877,803) and corporate guarantees to suppliers for purchases made by a subsidiary of RM5,533,539 (2024 - RM1,993,440), representing the outstanding banking facilities of the subsidiaries and the amounts owing to suppliers by its subsidiary as at the end of the reporting period respectively. These corporate guarantees have not been recognised in the Company's financial statements since their fair values on initial recognition were not material.

##### (iii) Assessment of Impairment Losses

The Group and the Company have an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the receivables. The Group and the Company closely monitor the receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group and the Company evaluate whether any of the financial assets at amortised cost, contract assets are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk (Cont'd)

###### (iii) Assessment of Impairment Losses (Cont'd)

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group and the Company consider a receivable to be in default when the receivable is unlikely to repay its debt to the Group and the Company in full or is more than 365 days past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

##### Trade Receivables and Contract Assets

The Group applies the simplified approach to measure expected credit losses using a lifetime expected credit loss allowance for all trade receivables and contract assets.

##### *Inputs, Assumptions and Techniques used for Estimating Impairment Losses*

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. Therefore, the Group concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on individual basis.

The expected loss rates are based on the payment profiles of sales over 12 (2024 - 12) months before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts using the linear regressive analysis. The Group has identified the unemployment rate, Gross Domestic Product (GDP) and inflation rate as the key macroeconomic factors of the forward-looking information.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk (Cont'd)

##### (iii) Assessment of Impairment Losses (Cont'd)

##### Trade Receivables and Contract Assets (Cont'd)

##### *Allowance for Impairment Losses*

The reconciliations of allowance for impairment losses are as follows:-

<b>The Group</b>	<b>Non-credit Impaired RM</b>	<b>Credit Impaired RM</b>	<b>Total RM</b>
<u>Trade Receivables</u>			
Balance at 1.1.2024	335,748	628,796	964,544
Acquisition of a subsidiary	-	18,037	18,037
Additions	2,867,064	564,749	3,431,813
Reversal	-	(44,378)	(44,378)
Written off	-	(18,037)	(18,037)
Balance at 31.12.2024/1.1.2025	3,202,812	1,149,167	4,351,979
Additions	2,486,880	15,403,167	17,890,047
Reversals	(999,567)	(724,725)	(1,724,292)
Reclassification	(1,875,960)	1,875,960	-
Written off	-	(189,428)	(189,428)
Balance at 31.12.2025	2,814,165	17,514,141	20,328,306

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk (Cont'd)

##### (iii) Assessment of Impairment Losses (Cont'd)

##### Trade Receivables and Contract Assets (Cont'd)

##### *Allowance for Impairment Losses (Cont'd)*

The information about the credit exposure and loss allowances recognised for trade receivables and contract assets are as follows:-

The Group	Gross Amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
<b>2025</b>				
Current (not past due)	25,301,864	-	(23,852)	25,278,012
1 to 30 days past due	12,341,199	-	(18,905)	12,322,294
31 to 60 days past due	7,070,610	-	(20,187)	7,050,423
61 to 90 days past due	4,885,290	-	(16,116)	4,869,174
Over 90 days past due	15,368,466	(2,486,880)	(248,225)	12,633,361
Credit impaired	17,514,141	(17,514,141)	-	-
Trade receivables	82,481,570	(20,001,021)	(327,285)	62,153,264
Contract assets	998,143	-	-	998,143
Retention sums	88,918	-	-	88,918
	83,568,631	(20,001,021)	(327,285)	63,240,325
<b>2024</b>				
Current (not past due)	28,638,906	-	(39,614)	28,599,292
1 to 30 days past due	15,135,567	-	(44,239)	15,091,328
31 to 60 days past due	8,830,514	-	(31,531)	8,798,983
61 to 90 days past due	6,059,242	-	(31,531)	6,027,711
Over 90 days past due	31,118,280	(2,362,550)	(693,347)	28,062,383
Credit impaired	1,149,167	(1,149,167)	-	-
Trade receivables	90,931,676	(3,511,717)	(840,262)	86,579,697
Retention sums	145,601	-	-	145,601
	91,077,277	(3,511,717)	(840,262)	86,725,298

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk (Cont'd)

###### (iii) Assessment of Impairment Losses (Cont'd)

###### Trade Receivables and Contract Assets (Cont'd)

###### *Allowance for Impairment Losses (Cont'd)*

Trade receivables and contract assets that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables and contract assets that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

The changes in the allowance for impairment losses were impacted by the following significant changes in the gross carrying amounts of trade receivables and contract assets during the reporting period:

- Increase in credit-impaired debts due to significant increase in the credit risk of certain customers of the Group resulted in increase in allowance for impairment losses of RM15,976,327.

###### Other Receivables

The Group applies the 3-stage general approach to measuring expected credit losses for its other receivables.

###### *Inputs, Assumptions and Techniques used for Estimating Impairment Losses*

Under this approach, the Group assesses whether there is a significant increase in credit risk for receivables by comparing the risk of a default as at the reporting date with that as at the date of initial recognition. The Group considers that there has been a significant increase in credit risk when contractual terms change or payments are delayed. Regardless of the assessment, a significant increase in credit risk is presumed if a receivable is more than 30 days past due in making a contractual payment.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk (Cont'd)

##### (iii) Assessment of Impairment Losses (Cont'd)

##### Other Receivables (Cont'd)

##### *Inputs, Assumptions and Techniques used for Estimating Impairment Losses (Cont'd)*

The Group uses 3 categories to reflect its credit risk and how the loss allowance is determined for each category:-

<u>Category</u>	<u>Definition of Category</u>	<u>Loss Allowance</u>
Performing:	Receivables have a low risk of default and a strong capacity to meet contractual cash flows	12-month expected credit losses
Underperforming:	Receivables for which there is a significant increase in credit risk	Lifetime expected credit losses
Non-performing:	There is evidence indicating the receivable is credit impaired or more than 90 days past due	Lifetime expected credit losses

The Group measures the expected credit losses of receivables having significant balances, receivables that are credit impaired and receivables with a high risk of default on an individual basis. The remaining receivables are grouped by shared credit risk characteristics and assessed on a collective basis.

Loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group considers the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk (Cont'd)

##### (iii) Assessment of Impairment Losses (Cont'd)

##### Other Receivables (Cont'd)

##### *Allowance for Impairment Losses*

The reconciliations of allowance for impairment losses are as follows:-

	The Group	
	2025 RM	2024 RM
At 1 January	-	-
Addition (Note 28)	27,740	-
At 31 December	27,740	-

The allowance for impairment losses (determined on an individual basis) relates to credit impaired other receivables who are in significant financial difficulties and have defaulted on payments. No impairment losses are provided for the remaining other receivables because there have been no significant changes in their credit quality and the amounts are considered recoverable but with slower repayment records.

There has not been any significant change in the gross amounts of other receivables that impacted the allowance for the impairment losses.

##### Fixed Deposits with Licensed Banks, Cash and Bank Balances

The Group and the Company consider the licensed banks to be of low credit risk. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and is therefore not provided for.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk (Cont'd)

###### (iii) Assessment of Impairment Losses (Cont'd)

###### Amount Owing by Subsidiaries (Non-trade Balances)

The Company also applies the 3-stage general approach (see information on other receivables above) to measure expected credit losses for all inter-company balances.

###### *Inputs, Assumptions and Techniques used for Estimating Impairment Losses*

The Company measures expected credit losses on an individual basis, which aligns with its credit risk management practices on the inter-company balances.

The Company considers advances to subsidiaries to be of low credit risk. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. This is because the Company is able to determine the timing of payments and the advances are to be in default when the subsidiaries are unable to pay when demanded.

For advances that are repayable on demand, impairment losses are assessed on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

###### *Allowance for Impairment Losses*

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (b) Credit Risk (Cont'd)

###### (iii) Assessment of Impairment Losses (Cont'd)

###### Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are a financial guarantee contract.

###### *Inputs, Assumptions and Techniques used for Estimating Impairment Losses*

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:

- The subsidiary is unlikely to repay its obligation to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

###### *Allowance for Impairment Losses*

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties to which the financial guarantee contracts were issued. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

##### (c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (c) Liquidity Risk (Cont'd)

###### *Maturity Analysis*

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM	1 - 5 Years RM	Over 5 years RM
<b>2025</b>					
<u>Non-derivative Financial Liabilities</u>					
Lease liabilities	69,281	72,500	48,000	24,500	-
Hire purchase payables	30,442,428	32,728,122	16,485,469	16,242,653	-
Term loans	25,627,000	31,343,785	5,096,740	15,148,241	11,098,804
Trade payables	23,392,244	23,392,244	23,392,244	-	-
Other payables and accruals	7,506,484	7,506,484	7,506,484	-	-
Bankers' acceptances	27,397,555	27,458,456	27,458,456	-	-
Revolving credits	18,933,688	19,291,304	19,291,304	-	-
Bank overdrafts	3,519,547	3,519,547	3,519,547	-	-
	136,888,227	145,312,442	102,798,244	31,415,394	11,098,804
<b>2024</b>					
<u>Non-derivative Financial Liabilities</u>					
Lease liabilities	353,566	381,500	126,000	255,500	-
Hire purchase payables	25,510,567	27,058,510	16,022,174	11,036,336	-
Term loans	12,062,527	15,440,550	2,244,607	7,249,207	5,946,736
Trade payables	22,300,972	22,300,972	22,300,972	-	-
Other payables and accruals	9,581,455	9,581,455	9,581,455	-	-
Bankers' acceptances	34,048,000	34,048,000	34,048,000	-	-
Revolving credits	19,798,958	20,153,169	20,153,169	-	-
Bank overdrafts	9,329,145	9,329,145	9,329,145	-	-
	132,985,190	138,293,301	113,805,522	18,541,043	5,946,736

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

##### (c) Liquidity Risk (Cont'd)

###### *Maturity Analysis (Cont'd)*

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

The Company	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	Within 1 Year RM
<b>2025</b>			
<u>Non-derivative Financial Liabilities</u>			
Other payables and accruals	318,776	318,776	318,776
Amount owing to subsidiaries	5,848,000	5,848,000	5,848,000
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries	-	105,046,230*	105,046,230
Financial guarantee contracts in relation to corporate guarantee extended to suppliers for purchases made by a subsidiary	-	5,533,539 <sup>#</sup>	5,533,539
	6,166,776	116,746,545	116,746,545
<b>2024</b>			
<u>Non-derivative Financial Liabilities</u>			
Other payables and accruals	245,314	245,314	245,314
Amount owing to subsidiaries	9,547,077	9,547,077	9,547,077
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries	-	73,877,803*	73,877,803
Financial guarantee contracts in relation to corporate guarantee extended to suppliers for purchases made by a subsidiary	-	1,993,440 <sup>#</sup>	1,993,440
	9,792,391	85,663,634	85,663,634

\* The potential exposure of the financial guarantee contracts is equivalent to the outstanding amount of the credit facilities of the said subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements because their fair values on initial recognition were not material.

# The potential exposure of the financial guarantee contracts is equivalent to the outstanding amount of the trade payables of the said subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements because their fair values on initial recognition were not material.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support their businesses and maximise shareholders value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group and the Company include within net debt, interest bearing loans and borrowings less cash and bank balances and fixed deposits with licensed banks. Capital includes equity attributable to the owners of the parent and non-controlling interest. The debt-to-equity ratio of the Group at the end of the reporting period are as follows:-

	<b>The Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>
Lease liabilities	69,281	353,566
Hire purchase payables	30,442,428	25,510,567
Term loans	25,627,000	12,062,527
Bankers' acceptances	27,397,555	34,048,000
Revolving credits	18,933,688	19,798,958
Bank overdrafts	3,519,547	9,329,145
	105,989,499	101,102,763
Less: Cash and bank balances	(20,151,540)	(9,811,595)
Less: Fixed deposits with licensed banks	-	(8,133,251)
Net debt	85,837,959	83,157,917
Total equity	130,807,430	136,415,599
Debt-to-equity ratio	0.66	0.61

The debt-to-equity ratio of the Company is not presented as the Company does not have borrowings.

There were no changes in the approach to capital management during the financial year.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<b>Financial Assets</b>				
<u>Fair Value Through Profit or Loss</u>				
Quoted shares	-	506,500	-	73,000
<u>Amortised Cost</u>				
Trade receivables	62,153,264	86,579,697	-	-
Other receivables	720,333	2,764,114	-	-
Amount owing by subsidiaries	-	-	30,969,689	30,604,078
Fixed deposits with licensed banks	-	8,133,251	-	-
Cash and bank balances	20,151,540	9,811,595	612,417	7,381,138
	83,025,137	107,288,657	31,582,106	37,985,216
<b>Financial Liability</b>				
<u>Amortised Cost</u>				
Hire purchase payables	30,442,428	25,510,567	-	-
Term loans	25,627,000	12,062,527	-	-
Trade payables	23,392,244	22,300,972	-	-
Other payables and accruals	7,506,484	9,581,455	318,776	245,314
Amount owing to subsidiaries	-	-	5,848,000	9,547,077
Bankers' acceptances	27,397,555	34,048,000	-	-
Revolving credits	18,933,688	19,798,958	-	-
Bank overdrafts	3,519,547	9,329,145	-	-
	136,818,946	132,631,624	6,166,776	9,792,391

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

**39. FINANCIAL INSTRUMENTS (CONT'D)**

39.4 GAINS OR LOSSES ARISING FROM FINANCIAL INSTRUMENTS

	<b>The Group</b>		<b>The Company</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>RM</b>	<b>RM</b>	<b>RM</b>	<b>RM</b>
<b>Financial Assets</b>				
<u>Fair Value Through Profit or Loss</u>				
Net gains/(losses) recognised in profit or loss	2,387	252,987	(32,600)	(5,000)
<u>Amortised Cost</u>				
Net (losses)/gains recognised in profit or loss	(16,207,235)	(2,778,392)	39,069	252,756
<b>Financial Liability</b>				
<u>Amortised Cost</u>				
Net losses recognised in profit or loss	(4,471,276)	(3,554,603)	-	-

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period:-

The Group	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments not Carried at Fair Value			Total Fair Value RM	Carrying Amount RM
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM		
<b>2025</b>								
<u>Financial Liabilities</u>								
Hire purchase payables	-	-	-	-	30,308,429	-	30,308,429	30,442,428
Term loans: - fixed rate	-	-	-	-	5,592,961	-	5,592,961	5,610,334
- floating rate	-	-	-	-	20,016,666	-	20,016,666	20,016,666
<b>2024</b>								
<u>Financial Asset</u>								
Other investments: - quoted shares	506,500	-	-	-	-	-	506,500	506,500
<u>Financial Liabilities</u>								
Hire purchase payables	-	-	-	-	25,339,649	-	25,339,649	25,510,567
Term loans: - fixed rate	-	-	-	-	383,356	-	383,356	401,371
- floating rate	-	-	-	-	11,661,156	-	11,661,156	11,661,156

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

39. FINANCIAL INSTRUMENTS (CONT'D)

39.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period (Cont'd):-

The Company	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments not Carried at Fair Value			Total Fair Value RM	Carrying Amount RM
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM		
<b>2024</b>								
<u>Financial Asset</u>								
Other investment: - quoted shares	73,000	-	-	-	-	-	73,000	73,000

## NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

### 39. FINANCIAL INSTRUMENTS (CONT'D)

#### 39.5 FAIR VALUE INFORMATION (CONT'D)

##### (a) Fair Value of Financial Instruments Carried at Fair Value

The fair value of quoted equity investments is determined at their quoted closing bid prices at the end of the reporting period.

There were no transfer between level 1 and level 2 during the financial year.

##### (b) Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

- (i) The fair value of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.
- (ii) The fair value of hire purchase payables and term loans that carry fixed interest rates are determined by discounting the relevant future contractual cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rates used to discount the estimated cash flows are as follows:-

	<b>The Group</b>	
	<b>2025</b>	<b>2024</b>
	%	%
Hire purchase payables	2.18 - 4.50	2.22 - 3.85
Term loans (fixed rate)	4.25 - 4.78	4.58

# ADDITIONAL COMPLIANCE INFORMATION

## 1. Utilisation of proceeds

The Company was listed on the ACE Market of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) on 15 November 2023 (“**Listing**”). As part of the Listing exercise, the Company has undertaken a public issue of 106,060,600 new ordinary shares at an issue price of RM0.35 per share, raising gross proceeds of RM37.12 million (“**IPO Proceeds**”).

As at 30 September 2025, the proceeds raised have been fully utilised by the Company in accordance with the intended timeframe for utilisation as set out below:

Details of Use of IPO Proceeds	Proposed Utilisation (RM'000)	Actual Utilisation (RM'000)	Reallocation (RM'000)	Balance Utilisation (RM'000)	Estimated Timeframe for Utilisation from Listing
Capital expenditure	8,000	8,000	-	-	Within 24 months
Repayment of borrowings	9,000	9,000	-	-	Within 12 months
Construction of factories and centralised labour quarters on the Olak Lempit Land	7,800	7,800	-	-	Within 24 months
Purchase of software systems and hardware	2,000	1,372	(628)*	-	Within 24 months
Working capital	6,321	6,949	628*	-	Within 12 months
Estimated listing expenses	4,000	4,000	-	-	Immediate
<b>Total Gross Proceeds</b>	<b>37,121</b>	<b>37,121</b>	<b>-</b>	<b>-</b>	

The utilisation of IPO Proceeds as disclosed above should be read in conjunction with the Prospectus of the Company dated 24 October 2023.

Notes:-

- \* The Company has re-allocated RM0.63 million of the IPO Proceeds originally allocated for the purchase of software systems and hardware to the working capital of certain subsidiaries of the Company and the amount has been fully utilised accordingly.
- \* The deviation is less than 5% of the IPO Proceeds.

## ADDITIONAL COMPLIANCE INFORMATION (CONT'D)

### 2. Audit and non-audit fees

During the financial year ended 31 December 2025 (“**FYE 2025**”), Messrs. Crowe Malaysia PLT, the External Auditors have rendered audit and non-audit services to the Company and its subsidiaries (“**the Group**”). The breakdown of the fees payable to the External Auditors is as follows:

	The Group (RM)	The Company (RM)
<b>Audit services rendered</b>	217,000	44,000
<b>Non-audit services rendered</b>		
- Review of Statement of Risk Management and Internal Control	9,000	9,000
<b>Total fees payable to External Auditors</b>	<b>226,000</b>	<b>53,000</b>

### 3. Material contracts involving Directors’, chief executive’s and major shareholders’ interests

There were no material contracts entered into by the Company or its subsidiaries (not being contracts entered into in the ordinary course of business) involving the interests of the Directors, chief executive and major shareholders which were still subsisting at the end of FYE 2025 or which were entered into since the end of the previous financial year.

### 4. Recurrent related party transactions of a revenue or trading nature (“RRPT”) and related party transactions (“RPT”)

The recurrent related party transactions of a revenue or trading nature incurred by the Group for FYE 2025 did not exceed the threshold prescribed under Rule 10.09(1) of the ACE Market Listing Requirements of Bursa Securities.

### 5. Disclosure of financial data for Shariah screening

Pursuant to Rule 9.25A of the ACE Market Listing Requirements of Bursa Securities, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group’s business activities and interest-based financial position.

## DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Rule 9.25A of the ACE Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

### (a) Group Total Income and Total Assets

Total Income	Remarks	Group	
		2025 (RM)	2024 (RM)
Revenue		192,254,279	201,111,980
Interest/Finance income		98,136	602,868
Other income		964,313	1,150,167
<b>Total</b>		<b>193,316,728</b>	<b>202,865,015</b>
<b>Total Assets</b>		<b>287,880,170</b>	<b>287,732,449</b>

### (b) Business Activities

Shariah Non-Compliant Activities	Remarks	Group	
		2025 (RM)	2024 (RM)
Interest income	Conventional interest income and late payment charges	233,397	445,640
<b>Total</b>		<b>233,397</b>	<b>445,640</b>

### (c) Component of Financial Position

#### (i) Cash Component

Islamic Account/Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
Cash and bank balances (exclude cash in hand)		1,195,873	7,459,018
Cash in hand		80,359	112,917
<b>Total Cash</b>		<b>1,276,232</b>	<b>7,571,935</b>

Conventional Account/Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
Cash and bank balances (exclude cash in hand)		18,875,308	2,239,660
Deposits with licensed bank		-	8,133,251
<b>Total Cash</b>		<b>18,875,308</b>	<b>10,372,911</b>

## DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

## (c) Component of Financial Position (Cont'd)

## (ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 (RM)	2024 (RM)
<b>Current</b>			
Term loans		3,157,818	1,118,549
Bank overdrafts		2,648,090	4,882,317
Revolving credit and loans		15,933,688	19,798,958
<b>Non-Current</b>			
Term loans		18,311,580	9,333,340
<b>Total Financing</b>		<b>40,051,176</b>	<b>35,133,164</b>

Conventional Borrowing	Remarks	Group	
		2025 (RM)	2024 (RM)
<b>Current</b>			
Term loans		590,944	477,402
Bank overdrafts		871,457	4,446,828
Hire purchase payables		15,114,365	14,949,920
Banker's acceptances		27,397,555	34,048,000
Revolving credit and loans		3,000,000	-
<b>Non-Current</b>			
Term loans		3,566,658	1,133,236
Hire purchase payables		15,328,063	10,560,647
<b>Total Debt</b>		<b>65,869,042</b>	<b>65,616,033</b>

# LIST OF TOP 10 PROPERTIES

## AS AT 31 DECEMBER 2025

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2025 (RM)	Approximate Age of Building (Years)	Date of Valuation (V)/Date of Acquisition (A)
1	GRN 232387, Lot 19 Seksyen 2, Pekan Bukit Changgang, District of Kuala Langat, State of Selangor  <b>Postal address:</b> No. 1, Jalan 13, Kawasan Perindustrian Olak Lempit, 42700 Banting, Kuala Langat, Selangor	Industrial land	<b>Land area:</b> 74,500 square metres  <b>Built-up area:</b> 10,938 square metres	A factory building, warehouse and workshop for refurbishment of the Group's trading inventories and accomodation	Freehold	47,318,251	9	16/8/2016 (A)
2	HS(D) 4228, PT 9502, Mukim Dengkil, District of Sepang, State of Selangor  <b>Postal address:</b> No. 19, Jalan Meranti Permai 3, Meranti Permai Industrial Park, Batu 15, Jalan Puchong, 47100 Puchong, Selangor	Industrial land	<b>Land area:</b> 3,928 square metres  <b>Built-up area:</b> 1,745 square metres	Warehouse and office	Leasehold for 99 years expiring on 13 June 2095	6,268,399	19	30/6/2016 (V)

## LIST OF TOP 10 PROPERTIES AS AT 31 DECEMBER 2025 (CONT'D)

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2025 (RM)	Approximate Age of Building (Years)	Date of Valuation (V)/Date of Acquisition (A)
3	(1) GRN 58722, Lot 22476 (2) GRN 58723, Lot 22477 (3) GRN 58724, Lot 22478 (4) GRN 58725, Lot 22479 (5) GRN 58726, Lot 22480 (6) GRN 58728, Lot 22482 (7) GRN 58729, Lot 22483 (8) GRN 58730, Lot 22484 (9) GRN 58731, Lot 22485	Industrial land	<b>Land area:</b> 22,246 square metres  <b>Built-up area:</b> Not applicable	Currently vacant	Freehold	4,050,347	-	9/11/2012 (A)
	Mukim Tanjong Minyak, District of Melaka Tengah, State of Melaka							
	<b>Postal address:</b> Jalan Nobat 1 & 4, Taman Bukit Rambai, Melaka							
4	GRN 72279, Lot 58893, Mukim Petaling, District of Petaling Jaya, State of Selangor	A 3-storeys shop office	<b>Land area:</b> 163 square metres  <b>Built-up area:</b> 489 square metres	Currently vacant	Freehold	2,372,478	11	4/4/2025 (A)
	<b>Postal address:</b> No. 82, Jalan BP 7/8, Bandar Bukit Puchong, 47120 Puchong, Selangor							

## LIST OF TOP 10 PROPERTIES AS AT 31 DECEMBER 2025 (CONT'D)

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2025 (RM)	Approximate Age of Building (Years)	Date of Valuation (V)/Date of Acquisition (A)
5	GRN 72283, Lot 58894, Mukim Petaling, District of Petaling Jaya, State of Selangor  <b>Postal address:</b> No. 80, Jalan BP 7/8, Bandar Bukit Puchong, 47120 Puchong, Selangor	A 3-storeys shop office	<b>Land area:</b> 163 square metres  <b>Built-up area:</b> 489 square metres	Currently vacant	Freehold	2,292,333	11	4/4/2025 (A)
6	GRN 537263, Lot 159701, Mukim Tebrau, District of Johor Bahru, State of Johor  <b>Postal address:</b> No. 3, Jalan Perniagaan Setia 1/1, Taman Perniagaan Setia, Setia Business Park II, 81100 Johor Bahru, Johor	A 1½-storey semi detached cluster factory	<b>Land area:</b> 1,070 square metres  <b>Built-up area:</b> 521 square metres	Warehouse and office	Freehold	1,785,767	10	21/11/2018 (A)
7	HS(D) 4226, PT 9500, Mukim Dengkil, District of Sepang, State of Selangor  <b>Postal address:</b> No. 4, Jalan Meranti Permai 1, Meranti Permai Industrial Park, 47100 Puchong, Selangor	Industrial land	<b>Land area:</b> 3,080 square metres  <b>Built-up area:</b> 2,475 square metres	Warehouse and workers accommodation	Leasehold for 99 years expiring on 13 June 2095	1,047,211	6	4/12/2019 (A)

## LIST OF TOP 10 PROPERTIES AS AT 31 DECEMBER 2025 (CONT'D)

No.	Address/Title	Description	Land Area/ Built-up Area	Existing Use	Tenure	Carrying Amount as at 31 December 2025 (RM)	Approximate Age of Building (Years)	Date of Valuation (V)/Date of Acquisition (A)
8	Geran 80418/ M1A/43/274, Lot 50085 Seksyen 92, Bandar Kuala Lumpur, District of Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur  <b>Postal address:</b> A-40-01, Trion2@KL Apartment, Jalan Sungai Besi, Off Chan Sow Lin, 55200 Kuala Lumpur	Serviced apartment	<b>Land area:</b> Not applicable  <b>Built-up area:</b> 86 square metres	Currently vacant	Freehold	650,176	1	18/12/2020 (A)
9	PN 53336/ M1C/48/1277 Lot 20015 Seksyen 48, Bandar Kuala Lumpur, District of Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur  <b>Postal address:</b> A-47-03A, Residensi Duta Park, No.11, Jalan Kuching, 51200 Kuala Lumpur	Serviced apartment	<b>Land area:</b> Not applicable  <b>Built-up area:</b> 89 square metres	Currently vacant	Leasehold for 99 years expiring on 30 January 2115	624,375	1	30/6/2024 (A)
10	Geran 321926/M1/1/6, Lot 42126, Section 4, Bandar Cheras, District of Hulu Langat, State of Selangor  <b>Postal address:</b> No. R-06, Blok A, Parkland Residence, Jalan SS 2/2, Batu 11 Cheras, 43200 Cheras, Selangor	Retail shop lot	<b>Land area:</b> Not applicable  <b>Built-up area:</b> 86 square metres	Currently vacant	Freehold	514,147	3	15/3/2023 (A)

# ANALYSIS OF SHAREHOLDINGS

## STATISTICS OF SHAREHOLDINGS AS AT 31 MARCH 2026

Class of Shares	: Ordinary Shares
Total Number of Issued Share	: 606,060,600
Voting Rights	: One vote per ordinary share

## ANALYSIS OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares Held	%
1 – 99	2	0.14	100	Negligible
100 – 1,000	191	13.05	79,200	0.01
1,001 – 10,000	477	32.58	2,925,200	0.48
10,001 – 100,000	559	38.18	23,051,700	3.80
100,001 – 30,303,029 (*)	233	15.92	184,519,500	30.45
30,303,030 and above (**)	2	0.14	395,484,900	65.26
<b>TOTAL</b>	<b>1,464</b>	<b>100.00</b>	<b>606,060,600</b>	<b>100.00</b>

Remarks: \* Less than 5% of Issued Shares  
 \*\* 5% and above of Issued Shares

## SUBSTANTIAL SHAREHOLDERS

The substantial shareholders of PLYTEC Holding Berhad and their respective shareholdings based on the Register of Substantial Shareholders of the Company as at 31 March 2026 are as follows:-

	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Yang Kian Lock	721,200	0.12	395,484,900 <sup>(1)</sup>	65.26
Resilient Capital Holdings Sdn. Bhd.	250,756,900	41.37	-	-
Prestij Usaha Sdn. Bhd.	144,728,000	23.88	-	-

Note:-

(1) Deemed interest by virtue of his direct shareholdings in Resilient Capital Holdings Sdn. Bhd. and Prestij Usaha Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.

## ANALYSIS OF SHAREHOLDINGS (CONT'D)

**DIRECTORS' SHAREHOLDINGS**

The Directors' Shareholdings based on the Register of Directors' Shareholdings of the Company as at 31 March 2026 are as follows:-

Directors	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Tan Sri Datuk Dr. Ir Ahmad Tajuddin bin Ali	1,000,000	0.17	-	-
Yang Kian Lock	721,200	0.12	395,484,900 <sup>(1)</sup>	65.26
Ts. Ir. Louis Tay Chee Siong	300,000	0.05	-	-
Anita Chew Cheng Im	300,000	0.05	-	-
Kow Hoay Lee	300,000	0.05	-	-
Goik Kenzu	200,000	0.03	-	-

Note:-

- (1) Deemed interest by virtue of his direct shareholdings in Resilient Capital Holdings Sdn. Bhd. and Prestij Usaha Sdn. Bhd. pursuant to Section 8 of the Companies Act 2016.

## ANALYSIS OF SHAREHOLDINGS (CONT'D)

## THIRTY LARGEST SECURITIES ACCOUNT HOLDERS

No.	Shareholders	No. of Shares	%
1.	Resilient Capital Holdings Sdn. Bhd.	250,756,900	41.37
2.	Prestij Usaha Sdn. Bhd.	144,728,000	23.88
3.	Yap Nam Fee	17,179,000	2.83
4.	Chan Wah Kiang	16,843,700	2.78
5.	Goh Ten Fook	11,683,000	1.93
6.	Kuan Ah Hock	10,270,000	1.69
7.	Universal Trustee (Malaysia) Berhad <i>KAF Core Income Fund</i>	8,000,000	1.32
8.	M & A Nominee (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Tan Wai Quan (M&amp;A)</i>	4,300,000	0.71
9.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>National Trust Fund (IFM KAF) (446190)</i>	4,000,000	0.66
10.	Chew Wai Meng	3,309,500	0.55
11.	Lee Huek Ping	3,250,000	0.54
12.	Teh Poo Seng	3,100,000	0.51
13.	E&J Damai Sdn. Bhd.	3,000,000	0.50
14.	Pua Kock Boon @ Phua Kock Boon	2,957,200	0.49
15.	AMSEC Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Choong See Way</i>	2,800,000	0.46
16.	CGS International Nominees Malaysia (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Chong Chee Choon (MY3397)</i>	2,500,000	0.41
17.	Heng Mun Peng	2,442,500	0.40
18.	Chay Chee Ken	2,218,800	0.37
19.	Victory Platinum Sdn. Bhd.	2,000,000	0.33
20.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Ong Eng Hock</i>	1,980,000	0.33
21.	Public Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Su Suit Chai (E-BSA/PKG)</i>	1,800,000	0.30
22.	Kenanga Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Lim Kiam Lam (001)</i>	1,600,000	0.26
23.	Ong Chee Koen	1,600,000	0.26
24.	Choo Kok Beng	1,500,000	0.25
25.	Eng Ken Fui	1,464,800	0.24
26.	Maybank Nominees (Tempatan) Sdn. Bhd. <i>Pledged Securities Account for Goh Choon Lai</i>	1,175,400	0.19
27.	KAF Trustee Berhad <i>KIFB for Perbadanan Kemajuan Negeri Selangor</i>	1,150,000	0.19
28.	Lim Chin Kean	1,130,000	0.19
29.	Low Lay Ping	1,100,000	0.18
30.	Lim Eng Chai	1,080,000	0.18
<b>TOTAL</b>		<b>510,918,800</b>	<b>84.30</b>

# NOTICE OF 4<sup>TH</sup> ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the Fourth (“4<sup>th</sup>”) Annual General Meeting (“AGM”) of the Company will be held at Function Room 1 & 2, Level 1, Main Lobby, Kuala Lumpur Golf & Country Club (KLGCC), 10, Jalan 1/70D, Off Jalan Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan, Malaysia on Thursday, 18 June 2026 at 10:00 a.m. for the following purposes:-

## AGENDA

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and the Auditors thereon. **(Please refer to Explanatory Note 1)**
2. To approve the payment of Directors’ fees amounting to RM378,000.00 for the financial year ending 31 December 2026. **(Ordinary Resolution 1)**
3. To approve the payment of benefits payable to the Non-Executive Directors up to an amount of RM20,000.00 for the period from 19 June 2026 until the date of the next Annual General Meeting of the Company. **(Ordinary Resolution 2)**
4. To re-elect the following Directors, who are due to retire pursuant to Clause 21.7 of the Company’s Constitution, and being eligible, have offered themselves for re-election:-
  - (a) Ms. Anita Chew Cheng Im; and **(Ordinary Resolution 3)**
  - (b) Ms. Kow Hoay Lee. **(Ordinary Resolution 4)**
5. To re-appoint Messrs. Crowe Malaysia PLT as Auditors of the Company until the conclusion of the next Annual General Meeting of the Company and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 5)**

## As Special Business

To consider and if thought fit, with or without any modification, to pass the following Ordinary and Special Resolutions:-

6. **ORDINARY RESOLUTION** **(Ordinary Resolution 6)**
  - **AUTHORITY TO ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016 AND WAIVER OF PRE-EMPTIVE RIGHTS**

“**THAT** pursuant to the Companies Act 2016 (“**the Act**”), ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“**Bursa Securities**”), the Constitution of the Company, and subject to the approvals of the relevant governmental/regulatory authorities, the Directors of the Company be and are hereby empowered to issue and allot shares in the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors of the Company 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;

NOTICE OF 4<sup>TH</sup> ANNUAL GENERAL MEETING (CONT'D)**AGENDA (CONT'D)****6. ORDINARY RESOLUTION (CONT'D)****(Ordinary Resolution 6)**

**THAT** in connection with the above, pursuant to Section 85 of the Act to be read together with Clause 16.6 of the Constitution of the Company, that approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to the Act;

**AND THAT** the Directors of the Company be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities; **AND FURTHER THAT** such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company.”

7. To transact any other ordinary business of which due notice shall have been given.

By Order of the Board

**YEOW SZE MIN (MAICSA 7065735) (SSM PC NO. 201908003120)**

**YEE KIT YENG (MAICSA 7068292) (SSM PC NO. 202208000022)**

Company Secretaries

Kuala Lumpur

Dated: 30 April 2026

## NOTICE OF 4<sup>TH</sup> ANNUAL GENERAL MEETING (CONT'D)

### EXPLANATORY NOTES:-

#### 1. Audited Financial Statements for the financial year ended 31 December 2025

This Agenda item is meant for discussion only, as the provision of Section 340(1)(a) of the Companies Act 2016 does not require a formal approval of the members/shareholders for the Audited Financial Statements. Hence, this Agenda item is not put forward for voting.

#### 2. Ordinary Resolutions 3 to 4 - Re-election of Directors

For the purpose of determining the eligibility of the Director to stand for re-election at the 4<sup>th</sup> AGM of the Company, the Board of Directors through its Nomination Committee had reviewed and assessed each of the retiring Directors from the annual assessment and evaluation of the Board of Directors for the financial year ended 31 December 2025.

Based on the results of the annual evaluations, the Board of Directors is satisfied with the performance and contributions of the retiring Directors namely, Ms. Anita Chew Cheng Im and Ms. Kow Hoay Lee, and supports their re-election as Directors of the Company based on the following considerations:

- (i) able to meet the Board of Directors' expectations in terms of character, experience, integrity, competency and time commitment in discharging their roles as Directors of the Company;
- (ii) exercised due care and carried out professional duties proficiently; and
- (iii) level of independence demonstrated by the Independent Non-Executive Directors.

The retiring Directors have given consent to their re-election and abstained from deliberations and decisions on their own eligibility to stand for re-election at the meetings of the Board and Nomination Committee, where relevant.

The profiles of the retiring Directors are set out in the Annual Report in respect of the financial year ended 31 December 2025.

#### 3. Ordinary Resolution 6 - Authority to Issue Shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights

The Company had been granted a general mandate on the authority to issue shares pursuant to the Act by its shareholders at the Third AGM of the Company held on 24 June 2025 (hereinafter referred to as the "**Previous Mandate**"). The Company wishes to renew the Previous Mandate at the 4<sup>th</sup> AGM of the Company (hereinafter referred to as the "**New Mandate**") and seek for waiver of pre-emptive rights under Section 85 of the Act read together with Clause 16.6 of the Constitution of the Company.

The Previous Mandate granted by the shareholders of the Company had not been utilised and hence no proceed was raised therefrom.

The purpose of seeking the New Mandate is to provide flexibility to the Directors of the Company for allotment of shares for any possible fund-raising activities for the purpose of funding future investment project(s), working capital, acquisition(s) and/or such other purposes as the Directors may deem fit without convening a general meeting as it would be both time and cost-consuming to organise a general meeting.

Pursuant to Section 85 of the Act read together with Clause 16.6 of the Constitution of the Company, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company or other securities.

## NOTICE OF 4<sup>TH</sup> ANNUAL GENERAL MEETING (CONT'D)

### EXPLANATORY NOTES (CONT'D)

#### 3. Ordinary Resolution 6 - Authority to Issue Shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights (Cont'd)

That proposed Ordinary Resolution 6, if passed, would allow the Directors to issue new shares to any person under authority to issue shares pursuant to the Companies Act 2016 without having to offer new shares to be issued equally to all existing shareholders of the Company prior to issuance.

### NOTES TO THE NOTICE OF THE 4<sup>TH</sup> AGM:-

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on 11 June 2026 (*General Meeting Record of Depositors*) shall be eligible to attend, speak and vote at this Meeting.
2. A member of the Company entitled to attend and vote at the Meeting shall be entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote in his stead. A member may appoint more than one (1) proxy in relation to a meeting, provided that the member specifies the proportion of the member's shareholdings to be represented by each proxy, failing which the appointment shall be invalid.
3. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the members to attend, participate, speak and vote at the Meeting and upon appointment a proxy shall be deemed to confer authority to demand or join in demanding a poll.
4. Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised in writing.
6. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a duly notarised certified copy of that power or authority, shall be deposited at Securities Services (Holdings) Sdn. Bhd. of Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan not less than forty-eight (48) hours before the time appointed for holding the Meeting or adjournment thereof.

The lodging of the Form of Proxy does not preclude a member from attending and voting at the 4<sup>th</sup> AGM should he subsequently decides to do so, provided a notice of termination of proxy authority in writing is given to the Company and deposited at Securities Services (Holdings) Sdn. Bhd. of Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan not less than twenty-four (24) hours before the time stipulated for holding the 4<sup>th</sup> AGM or any adjournment thereof.

# PLYTEC<sup>®</sup>

## PLYTEC HOLDING BERHAD

[Registration No. 201801020016 (1282035-P)]  
(Incorporated in Malaysia)

## PROXY FORM

Number of Ordinary Shares Held	CDS Account No.

Contact No.	Email Address

I/ We \_\_\_\_\_ (FULL NAME AND NRIC / PASSPORT NO. / REGISTRATION NO.)

of \_\_\_\_\_ (FULL ADDRESS)

being a member of **PLYTEC HOLDING BERHAD**, hereby appoint:-

### \*First Proxy "A"

Full Name (in Block):-	NRIC/ Passport No.:-	Proportion of Shareholdings Represented	
		No. of Shares	%
Full Address:-			

\*and

### \*Second Proxy "B"

Full Name (in Block):-	NRIC/ Passport No.:-	Proportion of Shareholdings Represented	
		No. of Shares	%
Full Address:-			

**100%**

\*or failing him / her, the CHAIRMAN OF THE MEETING, as \*my / our proxy to attend and vote for \*me / us and on \*my / our behalf at the Fourth Annual General Meeting ("**AGM**") of PLYTEC Holding Berhad to be held at Function Room 1 & 2, Level 1, Main Lobby, Kuala Lumpur Golf & Country Club (KLGCC), 10, Jalan 1/70D, Off Jalan Bukit Kiara, 60000 Kuala Lumpur, Wilayah Persekutuan, Malaysia on Thursday, 18 June 2026 at 10:00 a.m. and at any adjournment thereof.

Mark X under 'For' or 'Against' for each Resolution if you wish to direct the proxy on how to vote. If no mark is made, the proxy may vote on the resolution or abstain from voting as the proxy thinks fit. If you appoint two (2) proxies and wish them to vote differently, this should be specified.

My / our proxy / proxies is / are to vote as indicated below:

No.	Agenda	Resolution	For	Against
1.	To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and the Auditors thereon. (Note 1)			
2.	To approve the payment of Directors' fees amounting to RM378,000.00 for the financial year ending 31 December 2026.	Ordinary Resolution 1		
3.	To approve the payment of benefits payable to the Non-Executive Directors up to an amount of RM20,000.00 for the period from 19 June 2026 until the date of the next Annual General Meeting of the Company.	Ordinary Resolution 2		
4(a).	To re-elect Ms. Anita Chew Cheng Im, who is due to retire pursuant to Clause 21.7 of the Company's Constitution.	Ordinary Resolution 3		
4(b).	To re-elect Ms. Kow Hoay Lee, who is due to retire pursuant to Clause 21.7 of the Company's Constitution.	Ordinary Resolution 4		
5.	To re-appoint Messrs. Crowe Malaysia PLT as Auditors of the Company until the conclusion of the next Annual General Meeting of the Company and to authorise the Directors to fix their remuneration.	Ordinary Resolution 5		
<b>Special Business</b>				
6.	<b>Ordinary Resolution:</b> Authority to Issue Shares pursuant to the Companies Act 2016 and Waiver of Pre-emptive Rights.	Ordinary Resolution 6		

\* Strike out whichever not applicable

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2026

\_\_\_\_\_  
\* Signature of Member/Common Seal

Fold This Flap For Sealing

**Notes:-**

1. *In respect of deposited securities, only members whose names appear in the Record of Depositors on 11 June 2026 (General Meeting Record of Depositors) shall be eligible to attend, speak and vote at this Meeting.*
2. *A member of the Company entitled to attend and vote at the Meeting shall be entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote in his stead. A member may appoint more than one (1) proxy in relation to a meeting, provided that the member specifies the proportion of the member's shareholdings to be represented by each proxy, failing which the appointment shall be invalid.*
3. *A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the members to attend, participate, speak and vote at the Meeting and upon appointment a proxy shall be deemed to confer authority to demand or join in demanding a poll.*
4. *Where a member of the Company is an exempt authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.*
5. *The instrument appointing a proxy shall be in writing under the hand of the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its Common Seal or under the hand of an officer or attorney duly authorised in writing.*
6. *The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a duly notarised certified copy of that power or authority, shall be deposited at Securities Services (Holdings) Sdn. Bhd. of Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan not less than forty-eight (48) hours before the time appointed for holding the Meeting or adjournment thereof.*

*The lodging of the Form of Proxy does not preclude a member from attending and voting at the 4<sup>th</sup> AGM should he subsequently decides to do so, provided a notice of termination of proxy authority in writing is given to the Company and deposited at Securities Services (Holdings) Sdn. Bhd. of Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan not less than twenty-four (24) hours before the time stipulated for holding the 4<sup>th</sup> AGM or any adjournment thereof.*

Then Fold Here

AFFIX  
STAMP

**The Share Registrar**  
**PLYTEC HOLDING BERHAD**  
**[Registration No. 201801020016 (1282035-P)]**

c/o Securities Services (Holdings) Sdn. Bhd.  
Level 7, Menara Milenium, Jalan Damanlela,  
Pusat Bandar Damansara,  
Damansara Heights,  
50490 Kuala Lumpur,  
Wilayah Persekutuan

1<sup>st</sup> Fold Here





# PLYTEC<sup>®</sup>

## **PLYTEC HOLDING BERHAD**

Registration No. 201801020016 (1282035-P)  
Incorporated in Malaysia under the Companies Act 2016

No. 19, Jalan Meranti Permai 3, Meranti Permai Industrial Park,  
Batu 15, Jalan Puchong, 47100 Puchong, Selangor Darul Ehsan  
Tel: 603-8061 2888 Fax: 603-8061 4888  
Email: [general@plytec.com.my](mailto:general@plytec.com.my)

[www.plytec.com.my](http://www.plytec.com.my)