TECHSTORE

DELIVERING YOUR VISION





ANNUAL REPORT 2025





M & A Securities Sdn Bhd ("M&A Securities"), being the Sponsor, was responsible for the admission of TechStore Berhad to the ACE Market of Bursa Malaysia Securities Berhad on 18 February 2025. M&A Securities assumes no responsibility for the contents of this annual report 2025.



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ABOUT US

TECHSTORE BERHAD

through its subsidiaries ("TechStore" or "the Group"), is primarily involved in the provision of enterprise information technology ("IT") services, primarily involving the IT security and automation solutions to support its customers' operations. **TECHSTORE** was listed on the ACE Market of Bursa Malaysia Securities Berhad since 18 February 2025.

Since its incorporation in 2011, the Group has been involved in the IT services industry, spanning multiple sectors. Its solutions have been applied across a wide range of operations, including factories, theme parks, government buildings, and more recently, public infrastructure. By integrating several key operational functions from command and control, surveillance, security, access, and communication, the Group's solutions help optimise the operations of its customers by, amongst others, improving security, increasing efficiency, and empowering employees to better deliver necessary actions in a timely manner, thereby increasing value to their businesses. Notably, the Group's solutions facilitate the transformation and/or migration of customers' existing analogue systems to digital, without the need for a complete overhaul of their systems.

ICCS



INTEGRATED COMMAND & CONTROL SYSTEMS

IFM



INTEGRATED FACILITY MANAGEMENT

EPOS



ELECTRONIC PAYMENT & OPERATING SYSTEMS

PSIM



PHYSICAL SECURITY INTEGRATED MANAGEMENT

BVI



BUSINESS VIDEO INTELLIGENCE

ICCS



EXTRA LOW-VOLTAGE SYSTEMS

Furthermore, since its incorporation, the Group has grown from providing subcontracting services to becoming a turnkey contractor. By engaging the Group to provide comprehensive services ranging from project initiation to post-implementation, customers can streamline their operations, making them more efficient and cost-effective.



VISION, MISSION AND VALUES

VISION

- To become the leading engineering powerhouse
- To build localised technology ecosystem
- Environmental, social and governance compliant operation

MISSION

Delivering Your Vision

VALUE

- CUSTOMER SATISFACTION
- UNITY
- INTEGRITY
- COMPETENCY
- FLEXIBILITY

CORPORATE INFORMATION

BOARD OF DIRECTORS

DATO' AB RAHIM BIN ABU BAKAR
Independent Non-Executive Chairman

TAN HOCK LIM
Managing Director

MOHD FADZIL BIN MOHD DAUD
Executive Director

DATIN SHAFINAZ BINTI ABDUL RANI
Independent Non-Executive Director

YAP CHOO CHENG
Independent Non-Executive Director

LIM SU MAY
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

YAP CHOO CHENG
CHAIRPERSON

DATIN SHAFINAZ BINTI ABDUL RANI
MEMBER

LIM SU MAY
MEMBER

REMUNERATION COMMITTEE

DATIN SHAFINAZ BINTI ABDUL RANI
CHAIRPERSON

YAP CHOO CHENG
MEMBER

LIM SU MAY
MEMBER

NOMINATION COMMITTEE

LIM SU MAY
CHAIRPERSON

DATIN SHAFINAZ BINTI ABDUL RANI
MEMBER

YAP CHOO CHENG
MEMBER

COMPANY SECRETARIES

TAN TONG LANG
(MAICSA 7045482)
SSM PRACTISING CERTIFICATE NO. 202208000250

LOW VEN SIN
(MAICSA 7076080)
SSM PRACTISING CERTIFICATE NO. 202208000340

REGISTERED ADDRESS

B- 21 - 1, LEVEL 21, TOWER B,
NORTHPOINT MID VALLEY CITY,
NO. 1, MEDAN SYED PUTRA UTARA,
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F: + 603 - 2201 7774
EMAIL:
boardroom@boardroom.com.my

HEAD OFFICE

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PUSAT PERNIAGAAN SURIA PUCHONG,
47110 PUCHONG SELANGOR
T: + 603 - 8940 6688
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WEBSITE: www.techstore.com.my
EMAIL: info@tech-store.com.my

AUDITORS

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SPONSOR

M & A SECURITIES SDN BHD
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F: + 603 - 2284 2718

SHARE REGISTRAR

ALDPRO CORPORATE SERVICES SDN BHD
(202101043817 (1444117-M))
B-21-1, LEVEL 21, TOWER B,
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59200 KUALA LUMPUR,
WILAYAH PERSEKUTUAN
T: + 603 – 9770 2200
F: + 603 – 2201 7774
EMAIL : admin@aldpro.com.my

STOCK EXCHANGE LISTING

ACE MARKET OF BURSA MALAYSIA SECURITIES BERHAD
STOCK NAME: **TECHSTORE**
STOCK CODE: **0343**

CORPORATE STRUCTURE



PROFILE OF DIRECTORS



DATO' AB RAHIM BIN ABU BAKAR

INDEPENDENT NON-EXECUTIVE CHAIRMAN

Malaysian | Male | 75

Date of appointment : 10 May 2024
Number of board meeting attended in FYE 2025 : Seven (7)

Dato' Ab Rahim bin Abu Bakar holds a Bachelor of Engineering from NED University of Engineering & Technology.

He began his career in 1984 with EPE Power Corporation Berhad, where he was responsible for marketing and selling company products. He was promoted to Marketing Manager in 1990 and later to General Manager, Marketing and Project Division in 1993. In these roles, he was responsible for developing marketing strategies and overseeing project execution.

In 2003, he joined Schneider Electric (M) Sdn Bhd as General Manager where he was responsible for commercial sales, including marketing and selling the company's products to industrial customers, before moving to Arab Malaysian SGB Sdn Bhd (now known as SGB My Sdn Bhd) from 2006 to 2008, where he undertook similar role as in Schneider Electric (M) Sdn Bhd. He left the company in 2008 and began working as a freelance advisor providing advice to his clients in relation to the power industry.

From 2010 to 2019, he served as Chief Executive Officer of Nouva ASP (M) Sdn Bhd (now known as Omnipro Engineering Sdn Bhd), leading the company's marketing and business development activities, primarily in the oil and gas industry. He later joined ZTE (Malaysia) Corporation Sdn Bhd as a Consultant from 2019 to 2021, providing advisory services to clients in the telecommunications sector before retiring.

He also served as an Independent Non-Executive Director of KUB Malaysia Berhad from 2013 to 2020.

He does not hold any directorship in other public companies and listed issuers.

He has no family relationship with any Director and/or major shareholder of the Company. He has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. He has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF DIRECTORS



TAN HOCK LIM
MANAGING DIRECTOR

Malaysian | Male | 52

Date of appointment : 23 January 2024
Number of board meeting attended in FYE 2025 : Seven (7)

Mr. Tan Hock Lim is responsible for overseeing the day-to-day operations and strategic direction of the Group through setting goals, developing plans, and ensuring the Group's activities align with the overall vision and objectives of the Group.

He holds a Technician Diploma in Electrical / Electronic Engineering from Pertama Institute of Technology.

He began his career in 1995 as a Service Technician with Amtel Communications Sdn Bhd, where he was responsible for repair services, after-sales support, and managing logistics and stock records. In the same year, he was promoted to Assistant Manager. In 1998, he joined Cellstar Amtel Sdn Bhd as Assistant Manager, where he was in charge of liaising with principal and understanding direction and execution, and standardisation in engineering scope. He was also responsible for overseeing the operation and coordination of internal staff management.

Between 1999 and 2000, he co-founded and held directorships in several companies involved in cell phone servicing, service and maintenance for television satellite system, and telecommunications consulting. In 2001, he was appointed as a director of Wings Care Sdn Bhd, and later in 2002, he also joined Juice Asia Marketing Sdn Bhd as a Director, overseeing strategic direction and business operations. He remained in these roles until 2020, when he resigned as director in Wings Care Sdn Bhd, and Juice Asia Marketing Sdn Bhd was also dissolved in the same year.

In 2011, he incorporated Secure Depot Sdn Bhd (now known as Tech-Store Malaysia Sdn Bhd ("TSM")) together with Petr Obsel, and Chew Yee Sang. He was appointed as a Director and Chief Executive Officer, leading the company's business development and operational strategies. In 2012, he incorporated SeeTec Asia Sdn Bhd ("SeeTec Asia") together with Petr Obsel and was appointed as a director of the company, where he was responsible for setting strategic goals, decision-making and overseeing the overall direction of the company. He resigned as a Director of SeeTec Asia and exited as shareholder of SeeTec Asia in 2020 to focus on the expansion of TSM. He was appointed as a director of SeeTec Asia in January 2024, a position which he currently holds.

In January 2024, he was redesignated as Managing Director, where he continues to drive the Group's strategic direction and ensure that its operations align with its overall vision and objectives.

He does not hold any directorship in other public companies and listed issuers.

He has no family relationship with any Director and/or major shareholder of the Company. He has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. He has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF DIRECTORS



MOHD FADZIL BIN MOHD DAUD

EXECUTIVE DIRECTOR

Malaysian | Male | 41

Date of appointment : 10 May 2024
Number of board meeting attended in FYE 2025 : Seven (7)

En. Mohd Fadzil bin Mohd Daud is primarily responsible for overseeing the operational aspects of projects to ensure their successful delivery while aligning with the company's strategic objectives and maintaining client satisfaction.

He holds a Bachelor of Electrical and Electronics Engineering (Honours) from Universiti Tenaga Nasional. He is a certified Graduate Engineer with the Board of Engineers Malaysia since 2011 and a Professional Technologist (Electrical & Electronics Technology) with the Malaysia Board of Technologists since 2021.

He began his career in 2011 as an Engineer with CMC Engineering Sdn Bhd, where he was involved in the design, installation, testing, and commissioning of communication systems. In 2014, he joined Arena Hakikat Sdn Bhd as Project Delivery Manager, overseeing the project management until 2017. He then served as Project Manager cum Head of Operations at ZHRB Adaptiv Sdn Bhd from 2017 to 2020, overseeing the operations of the company and managing projects.

In August 2020, he joined TSM as Project Manager where he was in charge of project management. Subsequently, he was appointed as Managing Director in March 2021, where he was responsible for the company's financial and operational management. In January 2024, he was re-designated as Executive Director of TSM and was also appointed as a Director of SeeTec Asia, positions he currently holds.

He does not hold any directorship in other public companies and listed issuers.

He has no family relationship with any Director and/or major shareholder of the Company. He has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. He has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF DIRECTORS



DATIN SHAFINAZ BINTI ABDUL RANI

INDEPENDENT NON- EXECUTIVE DIRECTOR
CHAIRPERSON OF REMUNERATION COMMITTEE
MEMBER OF NOMINATION COMMITTEE
MEMBER OF AUDIT AND RISK MANAGEMENT COMMITTEE

Malaysian | Female | AGE 52

Date of appointment : 10 May 2024
Number of board meeting attended in FYE 2025 : Seven (7)

Datin Shafinaz Binti Abdul Rani holds a Bachelor of Laws (Honours) from the University of East Anglia, United Kingdom. She obtained her Certificate of Legal Practice from the Legal Profession Qualifying Board and was called to the High Court of Malaya in November 2014.

She began her career in 1998 with Cofreth (M) Sdn Bhd as an Executive and was later promoted to Contracts Manager, where she involved in tender exercise, client negotiations, procurement activities, risk management, and legal advisory matters. In 2002, she joined Philips Malaysia Sdn Bhd as Legal Executive and was promoted to Senior Legal Executive in 2003, where she was providing legal support, conducting legal audits and representing the company in engagements with the Malaysian International Chamber of Commerce and Industry (MICCI) and various government agencies.

From 2004 to 2007, she served as Director at Insignia Engineering Sdn Bhd, overseeing business development, tender and bidding exercises, and contract management. She later joined Bombardier (Malaysia) Sdn Bhd as Contracts Manager from 2007 to 2012, where she managed contractual and commercial matters for the LRT Kelana Jaya line upgrade project as well as supporting the representative of Bombardier-Hartasuma Consortium. In 2012, she joined CMC Engineering Sdn Bhd as Contract Manager, providing legal and contract management support for rail transportation projects.

In 2013, she commenced her legal practice with Kamaruzaman Arif, Amran & Chong as a pupil and was retained as an Associate in 2014, focusing on providing services in legal and contract management support, particularly in rail transportation projects. She continues her practice with the firm, now known as Kamaruzaman Arif & Sofiah, while supporting rail transportation projects through legal and contract advisory services.

In 2024, she was empanelled as an Adjudicator with the Asian International Arbitration Centre and co-founded Fortis Arch Global PLT, a partnership focused on cultural education as well as learning and development services.

She does not hold any directorship in other public companies and listed issuers.

She has no family relationship with any Director and/or major shareholder of the Company. She has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. She has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF DIRECTORS



YAP CHOO CHENG

INDEPENDENT NON- EXECUTIVE DIRECTOR
CHAIRPERSON OF AUDIT AND RISK MANAGEMENT COMMITTEE
MEMBER OF REMUNERATION COMMITTEE
MEMBER OF NOMINATION COMMITTEE

Malaysian | Female | AGE 52

Date of appointment : 10 May 2024
Number of board meeting attended in FYE 2025 : Seven (7)

Ms. Yap Choo Cheng holds a Bachelor of Science with Honours in Accountancy from Queen's University of Belfast, United Kingdom. She has been a member of the Association of Chartered Certified Accountants since 2000 and the Malaysian Institute of Accountants since 2001 and was admitted as a Fellow Member of the Association of Chartered Certified Accountants in 2005.

She began her career in 1996 with KPMG Desa Megat & Co as an Audit Assistant and was promoted to Audit Senior in 1999. During her tenure, she was involved in statutory audits and transaction services, including listing exercises, mergers, and acquisitions.

In 2001, she joined Petra Resources Sdn Bhd, a then-subsidiary of Petra Perdana Berhad (now known as Perdana Petroleum Berhad), as Assistant Accounts Manager. She was promoted to Group Accountant in 2005, overseeing financial reporting, tax planning, and corporate treasury management, before being appointed as Financial Controller in 2012. She left Perdana Petroleum in 2015 to pursue personal interests.

In 2017, she joined Only World Group Berhad as Chief Financial Officer, where she was responsible for the group's financial management. She later joined TCS Group Holdings Berhad in 2018 as Chief Financial Officer, managing the group's financial operations, including financial planning, cash flow management, and financial reporting.

In 2022, she joined Minox International Group Berhad as Chief Financial Officer, where she currently oversees the corporate and financial management of the group. In 2025, she was appointed as an Independent Non-Executive Director of Semico Capital Berhad.

She has no family relationship with any Director and/or major shareholder of the Company. She has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. She has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF DIRECTORS

LIM SU MAY

INDEPENDENT NON-EXECUTIVE DIRECTOR
CHAIRPERSON OF NOMINATION COMMITTEE
MEMBER OF REMUNERATION COMMITTEE
MEMBER OF AUDIT AND RISK MANAGEMENT COMMITTEE



Malaysian | Female | 53

Date of appointment : 10 May 2024
Number of board meeting attended in FYE 2025 : Seven (7)

Ms. Lim Su May holds a Bachelor of Science (Economics), majoring in Economics and Management Studies, from the University of London, United Kingdom.

She began her career in 1996 as a Marketing Sales Executive with Crystal Edge Sdn Bhd before moving into corporate finance with Perdana Merchant Bankers Berhad in 1997. In 2000, she joined Commerce International Merchant Bankers Berhad (now known as CIMB Investment Bank Berhad) as an Executive in Corporate Finance, where she was involved in various corporate finance transactions. During her tenure with the Bank, she advanced from Executive to Assistant Manager in corporate finance, then Manager in investment banking and subsequently equity capital market, before leaving in 2004.

In 2004, she joined RHB Sakura Merchant Bankers Berhad (now known as RHB Investment Bank Berhad) as Assistant Vice President, where she was part of the pioneer team that established the Investment Banking Group. Thereafter, she joined Unicorn International Islamic Bank Malaysia Berhad (last known as Alkhair International Islamic Bank Berhad) as Assistant Vice President in 2005 and later promoted to Head of Strategic Planning & Direct Investments in 2008, where she was involved in growing the bank's footprint in East Asia and supporting the Chief Executive Officer's office with strategic planning of the local outfit's business. She then left in 2009 and served as Director of Ascendo Group Sdn Bhd until 2011.

From 2011 to 2019, she joined Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad (now known as MUFG Bank (Malaysia) Berhad) as Vice President, Head of Investment Banking, where she led the establishment of the department and focused on promoting debt capital markets products to clients. In the same year of 2019, she joined Bursa Malaysia Berhad as Executive Vice President, Listing Development, where she was responsible for promoting fund-raising activities via primary and secondary markets and overseeing market development initiatives.

In 2022, she joined SCS Global Advisory (M) Sdn Bhd as Director of Corporate Advisory and Mergers and Acquisitions, providing corporate advisory services. She also served as Chief Investment Officer of KYM Holdings Bhd, overseeing investment activities, in the same year until early 2025. Ms Lim Su May also serves as an Independent Non-Executive Director of Aurora Italia International Berhad and SSF Home Group Berhad since 2022 as well as LAC Med Berhad since 15 April 2025.

She has no family relationship with any Director and/or major shareholder of the Company. She has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. She has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF KEY SENIOR MANAGEMENT



SUSIE CHUNG KIM LAN

CHIEF FINANCIAL OFFICER

Malaysian | Female | AGE 51

Ms. Susie Chung Kim Lan joined our Group in March 2021 as Chief Financial Officer, overseeing the Group's financial and corporate, including financial planning and review, cash flow management, and financial reporting. She holds a Bachelor of Business in Accounting/ Finance from Charles Sturt University, Australia. She has been a member of Certified Practising Accountants Australia and the Malaysian Institute of Accountants since 2006.

She has garnered over 30 years of professional experience in accounting, financial management and corporate administration across diverse industries. She began her career in 1995 as an Audit Assistant at KPMG PLT in Sandakan, Sabah, where she was involved in audit matters. Over the years, she held various finance and accounting roles across different company including Total Solutions M&E Sdn Bhd as an Account Executive, Internal Auditor at DK Leather Seats Sdn Bhd and Accountant at MXM International Sdn Bhd, Far East Maju Engineering Works Sdn Bhd as Assistant Finance Manager, where she was later seconded to Far East Refrigeration (M) Sdn Bhd as Finance Manager before expanding her experience through freelance accounting services and subsequently joining Respontrade Sdn Bhd as Head of Department (Accounts). Prior to joining the Group, she served as Chief Financial Officer of Samaiden Group Berhad.

In addition to her current role, she was appointed as an Independent Non-Executive Director of Borneo Oil Berhad in 2022 and Kee Ming Group Berhad in 2025. She was also appointed as an Independent Non-Executive Director of Taghill Holdings Berhad (formerly known as Siab Holdings Berhad) on 19 February 2025 and resigned from the position in the same year. She was subsequently appointed as an Independent Non-Executive Director of Ekonusa Berhad on 11 April 2026.

She has no family relationship with any Director and/ or major shareholder of the Company. She has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. She has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF KEY SENIOR MANAGEMENT



PETR OBSEL

CHIEF TECHNOLOGY OFFICER

Czech | Male | AGE 48

Mr. Petr Obsel joined the Group in 2011 as Chief Technology Officer, leading the Group's technology strategy to ensure the safe, reliable, and continuous development of solutions that support business objectives. He holds a diploma from the Gymnázium J. G. Mendela, Brno, Czech Republic. He also holds a Master of Business Administration from the Central European Management Institute in Prague, Czech Republic, and has been a member of the Project Management Institute since 2024. He is a certified Project Management Professional (PMP), accredited by the Project Management Institute.

He has garnered over 20 years of professional experience in technology, security systems and ICT solutions across diverse industries. He began his career in 1998 with Security Technologies a.s. in Brno, Czech Republic, as Sales & Presales Manager, managing technical project management, systems, development and integration for government agencies, banking, and supermarket chains. Over the years, he held various technology and business development roles across different company including Maxprogres, s.r.o. as a Sales & Presales Manager and CPE, spol, s.r.o. as Business Development Manager.

He founded MSITS Sdn Bhd (formerly known as Regional Security Academy Sdn Bhd) in 2008, specialising in security system services and IT security training, where he served until 2018 and exited as shareholder in 2020, and also established Hasam Laboratories Sdn Bhd (formerly known as Codeberry Laboratories Sdn Bhd) in 2008, focusing on software and security system development until the company was struck off in 2017.

In 2011, together with Tan Hock Lim, Abdul Razak Lew bin Abdullah, and Chew Yee Sang, he incorporated Secure Depot Sdn Bhd (now known as TSM) and served as a Director until 2021 and assumed his current position thereafter. He also served as a Director of SeeTec Asia from 2012 to 2020.

He does not hold any directorship in other public companies and listed issuers.

He has no family relationship with any Director and/or major shareholder of the Company. He has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. He has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF KEY SENIOR MANAGEMENT



JURAJ ZIDZIK

CHIEF INFORMATION OFFICER

Slovakia | Male | AGE 46

Mr. Juraj Zidzik joined the Group in September 2015 as Chief Information Officer, responsible for the conceptualisation, design, development, and implementation of software solutions to support the Group's projects. He holds a Master Degree from the Faculty of Management Science and Informatics at the University of Žilina, Slovak Republic. He has joined the Project Management Institute since 2016 and holds certifications of PMI-PMP and PMI-ACP.

He has garnered over 20 years of professional experience in technology, security systems and ICT solutions across diverse industries. He began his career in 2004 at WebDesign Studio Praha, s.r.o., Czech Republic, as an Analyst cum Software Developer cum Project Manager, where he was responsible of design and development of international web-based system for data management and processing. Over the years, he held various technology roles across different company including Z.L.D, s.r.o., Czech Republic as Chief Analyst and Project Manager, and CPE, spol, s.r.o. as a Solution Architect.

He established Hasam Laboratories Sdn Bhd (formerly known as Codeberry Laboratories Sdn Bhd) with Petr Obsel in 2008, serving as a Director of R&D until his departure in 2015.

In 2015, he joined the Group as Chief Information Officer at TSM where he was responsible for designing and implementing specific integrated solutions as well as overseeing IT-related project matters, contributing to its strategic and technological growth. Subsequently, he was appointed as Chief Information Officer of SeeTec Asia since 2020.

He does not hold any directorship in other public companies and listed issuers.

He has no family relationship with any Director and/or major shareholder of the Company. He has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. He has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF KEY SENIOR MANAGEMENT



RAMLEE BIN ABDULLAH

CHIEF MARKETING OFFICER

Malaysian | Male | AGE 61

Mr. Ramlee bin Abdullah joined the Group in December 2025 as Chief Marketing Officer. He is responsible for the strategic leadership of the Group's marketing function, including brand management, market expansion, customer engagement, and the development of initiatives to strengthen the Group's competitive position. He oversees the implementation of marketing strategies that support business growth, enhance brand visibility, and reinforce the Group's long-term objectives. Additionally, he holds a Diploma in Training and Development from the Malaysian Institute of Training and Development and has completed the Chief Executive Officer Programme conducted by Singapore Management University.

He has garnered over 25 years of experience across diverse roles and industries. He began his career in 2000 at Silverlake Systems Sdn Bhd as a Regional Manager from 2000 to 2004, serving both the Middle East & South Africa market. Over the years, Mr. Ramlee has held several senior positions across various companies, including Sales Director for the ASEAN region at Oracle Corporation, Vice President for the Asia Pacific region at Sunline International, Sales Director at Omesti Berhad, and Group Chief Executive Officer at Microlink Berhad.

He does not hold any directorship in other public companies and listed issuers.

He has no family relationship with any Director and/or major shareholder of the Company. He has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. He has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

PROFILE OF KEY SENIOR MANAGEMENT



LIAW CHONG BENG

GENERAL MANAGER – PROJECT DEPARTMENT

Malaysian | Male | AGE 62

Mr. Liaw Chong Beng joined the Group in June 2025 as General Manager – Project Department, overseeing the project teams to ensure all the Group's projects are delivered within approved budgets and schedules. He holds a Bachelor of Engineering in Telecommunication and Electronic Engineering from Swinburne University of Technology, Hawthorn, Victoria, Australia.

Mr. Liaw Chong Beng has garnered over 30 years of professional experience in the telecommunications, engineering and ICT infrastructure across diverse industries. He began his career in 1993 in the telecommunications sector, where he joined Electroscon Sdn Bhd and was involved in outside plant projects, and was subsequently transferred to headquarters of Electroscon Sdn Bhd and served as a Senior Project Engineer. Over the years, he held various engineering and project management roles across different companies including Telecommunication Package Manager at Siemens Transportation Turnkey Systems Sdn Bhd, Project Engineering Manager with CMC Engineering Sdn Bhd, as well as his involvements in LRT 2 Ampang Line Extension as Deputy Technical Support Lead with George Kent (M) Bhd and LRT 3 One Utama to Johan Setia Line as Head of Systems with Setia Utama LRT 3 Sdn Bhd.

He does not hold any directorship in other public companies and listed issuers.

He has no family relationship with any Director and/or major shareholder of the Company. He has no conviction of any offences within the past five (5) years and has no public sanctions and/or penalties imposed by the relevant regulatory bodies during the financial year. He has no conflict of interest or potential conflict of interest, including any interest in any competing business with TechStore Group.

FINANCIAL HIGHLIGHTS

FINANCIAL RESULTS

	As at 31 December		
	2025 RM'000	2024 RM'000	2023 RM'000
Revenue	73,333	65,235	62,207
Gross profit ("GP")	26,773	17,046	15,064
Profit before tax ("PBT")	14,764	8,680	10,496
Profit after tax ("PAT")	9,849	6,288	7,722

FINANCIAL POSITIONS

	As at 31 December		
	2025 RM'000	2024 RM'000	2023 RM'000
Total assets	114,123	100,480	63,602
Total liabilities	42,564	62,120	31,530
Total equity	71,559	38,360	32,072
Cash and cash equivalents	27,140	9,313	13,654

FINANCIAL RATIOS

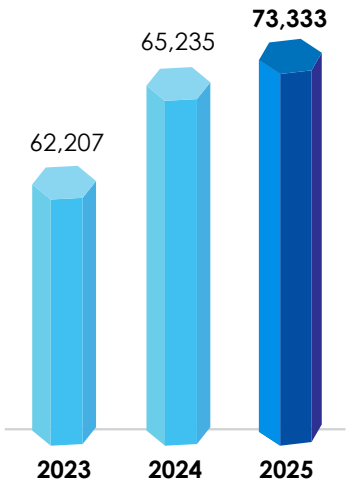
	FYE 2025	FYE 2024	FYE 2023
GP margin (%)	36.51	26.13	24.22
PAT margin (%)	13.43	9.64	12.41
Diluted earnings per share (sen)[1]	2.04	1.68	2.06
Current ratio (times)	3.39	1.79	2.15
Gearing ratio (times)	0.36	0.96	0.27
Net assets per share (sen) [2]	14.31	10.23	8.55

Notes:

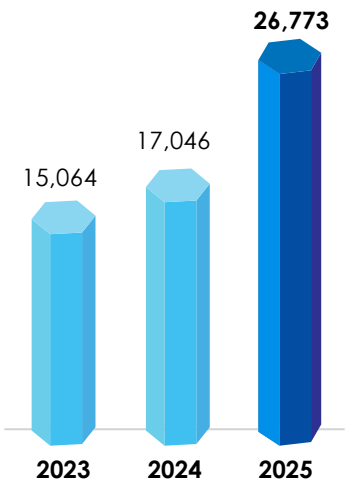
(1) Calculated based on PAT over the weighted average number of ordinary shares in issue of 375,000,000 shares for FYE 2023 and FYE 2024 as well as 483,561,644 shares for FYE 2025.

(2) Calculated based on total equity over the issued share capital of 375,000,000 shares for FYE 2023 and FYE 2024 as well as 500,000,000 shares for FYE 2025.

Revenue (RM'000)

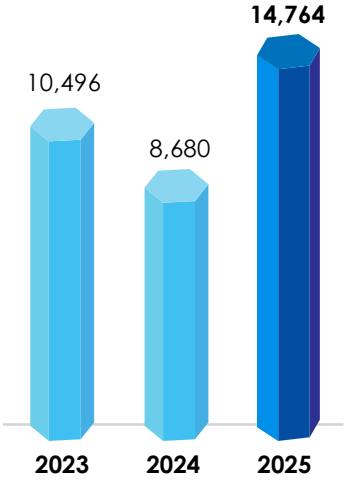


GP (RM'000)

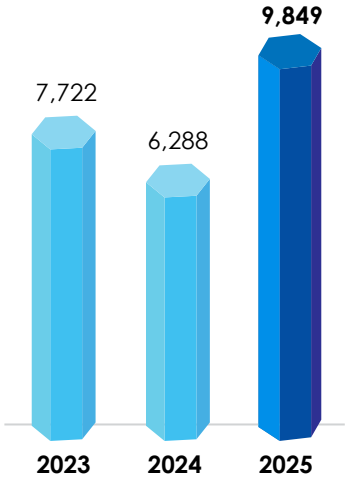


FINANCIAL HIGHLIGHTS

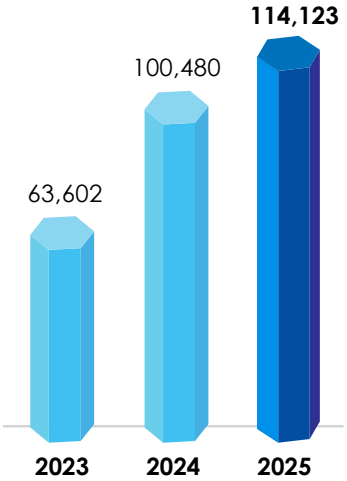
PBT (RM'000)



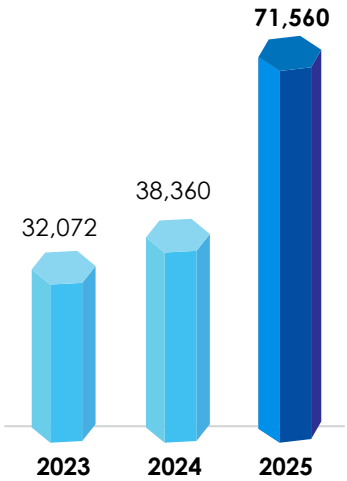
PAT (RM'000)



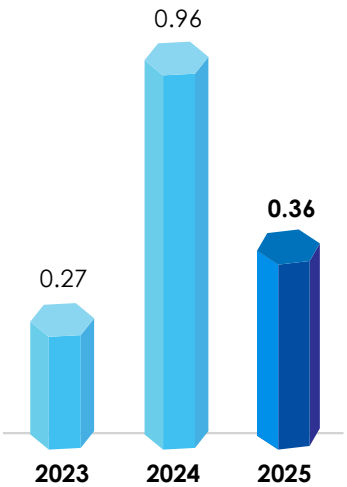
Total assets (RM'000)



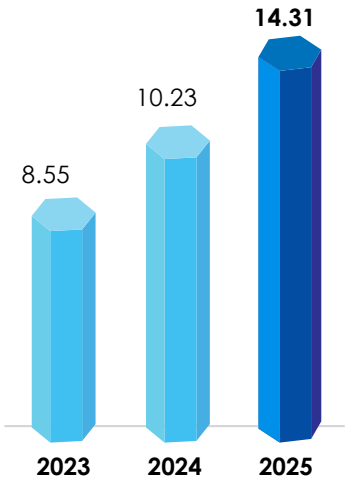
Total equity (RM'000)



Gearing ratio (times)



Net assets per share (sen)



CHAIRMAN'S STATEMENT



Dear Esteemed Shareholders,

On behalf of the Board of Directors (the "Board"), I am pleased to present the Annual Report of TechStore and the Audited Financial Statements for the financial year ended 31 December ("FYE") 2025

DATO' AB RAHIM BIN ABU BAKAR
INDEPENDENT NON-EXECUTIVE CHAIRMAN

Macroeconomic overview

The growth of the global economic environment in 2025 was underpinned by robust tech-related exports amid AI-driven tech spending, moderating inflation, as well as supportive fiscal and monetary policies. In the US, growth was driven by resilient consumption, sustained government spending, and higher exports. In China, the property sector downturn and weak sentiment continued to weigh on domestic demand.

Back home, Malaysia's economy remained resilient amidst ongoing macroeconomic uncertainties. According to Bank Negara Malaysia, it was reported that Malaysia's economy grew by 6.3% in the Q4 of 2025, accelerating from 5.4% in the preceding quarter, mainly by domestic demand. Household spending was strengthened, driven by favourable labour market conditions and income-related policy support. Additionally, investment activity also remained robust, driven by higher machinery and equipment spending, particularly for data centre developments, as well as ongoing implementation of multi-year projects by both the private and public sectors.

On the external front, exports continued to be strengthened by strong exports of electrical and electronics ("E&E") goods. Additionally, service exports were further supported by inbound tourism and ICT-related activities. Meanwhile, imports stayed elevated, reflecting the rebound in intermediate goods to support economic activity and higher purchases of capital goods in line with ongoing investment realisation.

TechStore's Business Engagements

On the business front, we have made encouraging progress in securing several contracts through our wholly-owned subsidiary, Tech-Store Malaysia Sdn Bhd. These contracts awarded are as follows:

- on 8 May 2025 accepted the letter of award from Kementerian Dalam Negeri for the provision of maintenance and support services for the software and hardware of information communication technology to Royal Malaysian Police for a total consideration of RM15.91 million;

- on 28 July 2025 accepted the letter of award from Jabatan Kastam Diraja Malaysia for the provision of leasing and training services for 4 units of baggage scanner machines and 2 units of body scanner machines with accessories for Jabatan Kastam Diraja Malaysia for a total consideration of RM7.74 million; and

- on 9 December 2025 accepted the letter of award from Prasarana Malaysia Berhad for the provision of digital radio and on-board live detection system under the contract titled "Design, Supply, Deliver, Install, Integration, Testing and Commissioning of Digital Radio and On-Board Live Detection Systems for Kelana Jaya Line (KJL) (Option 2 – New Digital Radio with New On-Board Communication System (OCS))", at a total consideration of RM89.68 million.

These contract awards strengthen our Group's order book and reflect our continued participation in projects involving ICT infrastructure and security system solutions.

CHAIRMAN'S STATEMENT

Financial Performance

For FYE 2025, we achieved a revenue of RM73.33 million reflecting an increase of 12.41% from RM65.23 million in FYE 2024. The growth was mainly due to the increase in revenue from maintenance and support services by RM26.88 million or 123.87%, from RM21.70 million in FYE 2024 to RM48.58 million in FYE 2025. The increase was mainly generated from the supply of hardware and software, provision of professional services and preventive maintenance.

Our GP increased by 57.06% from RM17.05 million in FYE 2024 to RM26.77 million in FYE 2025. This was mainly driven by the stronger contribution from the Group's recurring services segment, particularly maintenance and support services, IT rental, equipment supply, and service level agreement/software maintenance agreement, which generally carry higher margins and stable income visibility.

Consequently, our PAT increased by 56.63% from RM6.29 million in FYE 2024 to RM9.85 million in FYE 2025.

As at 31 December 2025, our financial position remained robust, with cash and cash equivalents of RM27.14 million. We recorded a current ratio of 3.39 times and a decrease in gearing to 0.36 times due to higher retained earnings from improved operating performance and a reduction in borrowings during the year.

Outlook

Malaysia's economy is expected to maintain a steady growth trajectory, supported by a diversified economic structure and prudent policy management, despite ongoing global uncertainties such as unsettled trade tariffs and geopolitical risks. While export-oriented sectors remain exposed to external fluctuations, strong domestic demand continues to provide a stable foundation, underpinned by a healthy labour market and resilient private consumption.

Growth in 2026 is projected to be within the range of 4% to 4.5%, driven by both domestic demand and exports. Household spending is expected to remain robust, supported by positive labour market conditions and ongoing policy measures. Furthermore, investment activity will expand further, propelled by progress in multi-year projects across the private and public sectors, continued realisation of approved investments, and the implementation of key initiatives under national master plans, including the Thirteenth Malaysia Plan ("RMK13"). On the export side, global technology expansion, particularly in the E&E sector will continue to underpin growth, while tourism-related activities are set to benefit from the Visit Malaysia Year 2026 ("VM2026") campaign.

This environment will present us with opportunities to expand our project portfolio. As we are a provider of professional project contracting services for software and hardware in security and ICT, we are well positioned to meet growing demand from sectors benefiting from VM2026, which includes tourism, transportation, and retail, as well as from private and government-led initiatives under RMK13 and other multi-year projects. These developments create a favourable landscape for securing new projects and further strengthening our presence within the industry.

Acknowledgements

On behalf of the Board, I would like to extend our sincere gratitude to our shareholders for the confidence you have placed in us and for your continued support. I would also like to acknowledge the Group's employees for their dedication, professionalism and commitment in advancing our vision and upholding the values that guide our organisation.

We also wish to express our appreciation to our valued customers, suppliers, business associates, advisers, bankers and other stakeholders for your continued trust, collaboration and partnership. Your support has been instrumental in enabling our Group to strengthen its operations and reinforce its position within the industry.

Going forward, we remain focused on strengthening our market presence while pursuing opportunities that support the Group's long-term development. With clear priorities and the continued dedication of our employees, we remain optimistic about building on our foundations and delivering sustainable value to our shareholders and stakeholders.

Thank you for being part of our journey.

DATO' AB RAHIM BIN ABU BAKAR
INDEPENDENT NON-EXECUTIVE CHAIRMAN

MANAGEMENT DISCUSSION AND ANALYSIS



BUSINESS AND OPERATIONAL OVERVIEW

TechStore Group is primarily involved in the provision of enterprise IT services, primarily involving the IT security and automation solutions to support our customers' operations. We work with our customers to provide the design, development, customisation, testing and integration of IT security and automation solutions to meet our customers' application needs. We also provide our customers with maintenance and support services for the IT solutions that we deliver.

Our Group's track record since the commencement of business in 2011 spans several industries, and our solutions have been used in various types of operations, such as factories, theme parks, government buildings, and more recently, public infrastructure. By integrating several key operational functions from command and control, surveillance, security, access, and communication, our Group's solutions optimise the operations of our customers by, amongst others, improving security, increasing efficiency, and empowering employees to better deliver necessary actions in a timely manner, thereby increasing value to their businesses. Notably, our Group's solutions allow for the transformation and/or migration of customers' existing analogue systems to digital without overhaul of their existing systems.

Design and implementation of security and automation solutions

We specialise in design and implement IT security and automation solutions that are customisable to meet our customers' requirements. Our services are to provide our customers with IT security and automation solutions on a turnkey basis including design, development, customisation, installation, testing, commissioning, maintenance, support and enhancement services.

Provision of maintenance and support services

The maintenance and support services we provide to our customers covers software, hardware, as well as infrastructure. The overall maintenance and support services can be preventive, comprehensive, or reactive whereby we are only engaged when an issue arises. For customers with service level agreement, we offer a fixed fee structure for a predetermined period based on a defined scope of work. Additionally, we provide system maintenance agreements on a subscription basis, which allows customers to progressively upgrade their software systems in line with the availability of software release upgrades.

Beyond our design and implementation services, we also handle the sourcing and procurement of hardware and software products necessary for maintenance and support. This includes replacing or upgrading components and products as needed. Our suppliers comprise both international and local hardware and software brand owners, and we procure products either directly from the brand owners or via their authorised distributors. As part of our portfolio, we are proud to be appointed as a distributor and reseller for prominent overseas brands such as GINA and Hikvision, which enables us to offer high-quality solutions to our customers.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE REVIEW

Statements of profit or loss

	FYE 2025 RM'000	FYE 2024 RM'000	Variance	
			RM'000	%
Revenue	73,333	65,235	8,098	12.41
GP	26,773	17,046	9,727	57.06
PBT	14,764	8,680	6,084	70.09
PAT	9,849	6,288	3,561	56.63
GP margin (%)	36.51	26.13		
PBT margin (%)	20.13	13.31		
PAT margin (%)	13.43	9.64		

Revenue

Our Group recorded a revenue of RM73.33 million in FYE 2025, representing an increase of 12.41% or RM8.10 million as compared to the RM65.23 million achieved in FYE 2024. The increase was mainly derived from the maintenance and support services segment, which contributed 66.25% of total revenue. This revenue was largely generated from the supply of hardware and software, provision of professional services and preventive maintenance.

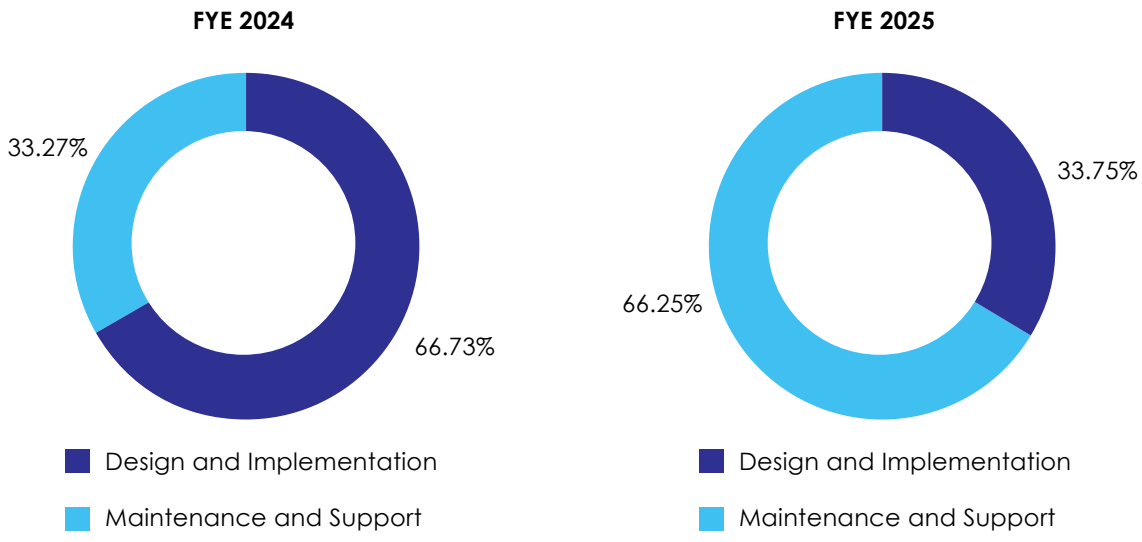
In addition, the design and implementation services segment also contributed 33.75% of total revenue. This revenue was largely generated from the light rail transit 3 projects and fit out works at Woodlands North Custom, Immigration and Quarantine project. The decrease was mainly due to progressive completion of the light rail transit ("LRT") 3 Automatic Fare Collection project and human resources management information system project which were higher in FYE 2024.

GP and GP margin

Given the revenue growth in FYE 2025, our GP increased by 57.06%, from RM17.05 million in FYE 2024 to RM26.77 million in FYE 2025. This was mainly driven by the stronger contribution from the Group's recurring services segment, particularly maintenance and support services, IT rental, equipment supply, and service level agreement/software maintenance agreement, which generally carry higher margins and stable income visibility.

Accordingly, our GP margin improved from 26.13% in FYE 2024 to 36.51% in FYE 2025.

Revenue breakdown by business segment



FINANCIAL POSITION AND LIQUIDITY REVIEW

Statements of financial position

	As at 31 December		Variance	
	2025 RM'000	2024 RM'000	RM'000	%
Non-current assets	28,532	39,414	(10,882)	(27.61)
Current assets	85,591	61,066	24,525	40.16
Total assets	**114,123**	**100,480**	**13,643**	**13.58**
Non-current liabilities	17,340	28,090	(10,750)	(38.27)
Current liabilities	25,224	34,030	(8,806)	(25.88)
Total liabilities	**42,564**	**62,120**	**(19,556)**	**(31.48)**
Net assets ("NA")	71,559	38,360	33,199	86.55
NA per share (sen)	14.31	10.23	4.08	39.88
Current ratio (times)	3.39	1.79	1.60	89.39
Gearing ratio (times)	0.36	0.96	(0.60)	(62.50)

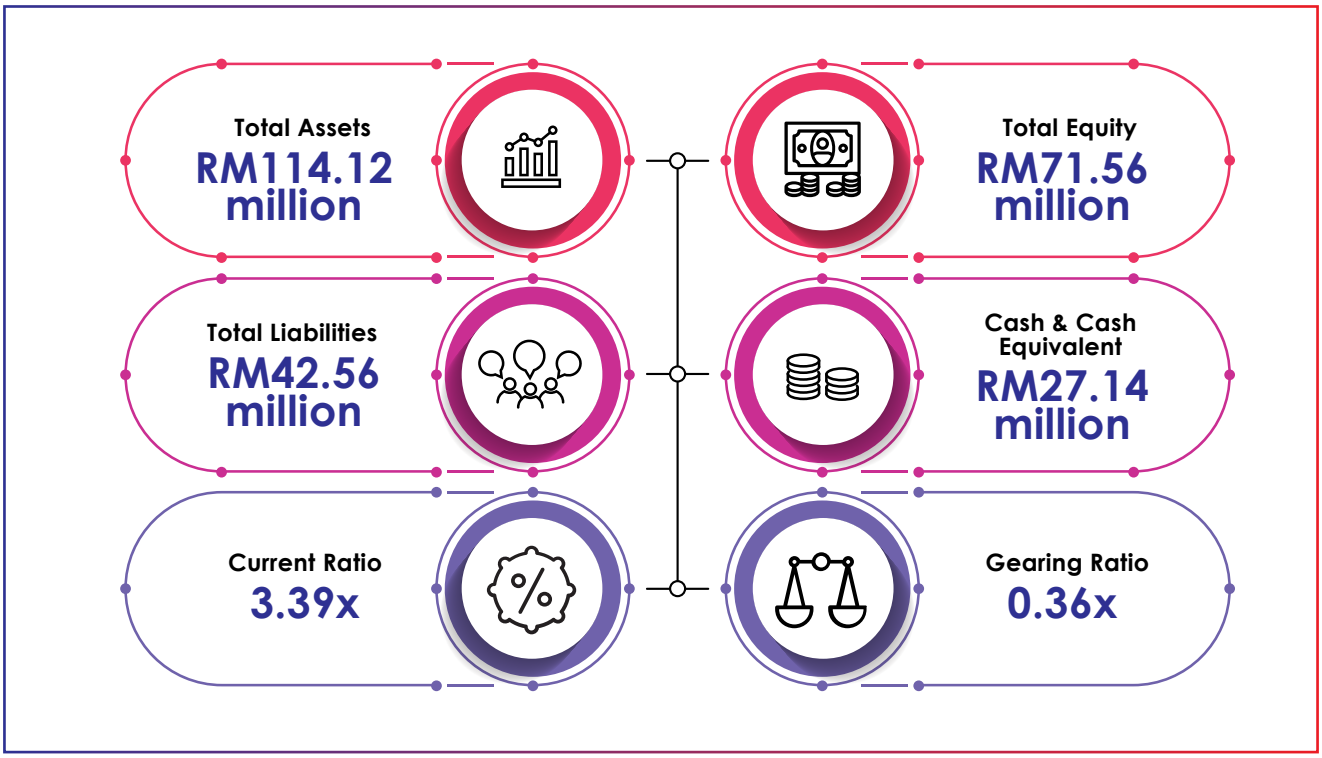
Our Group's total assets increased by RM13.64 million or 13.58%, from RM100.48 million as at 31 December 2024 to RM114.12 million as at 31 December 2025. This increase was mainly attributable to higher cash and cash equivalents, arising from the unutilised proceeds from our Group's initial public offering, which were placed in short-term money market instruments.

Our Group's total liabilities decreased by RM19.56 million or 31.48%, from RM62.12 million as at 31 December 2024 to RM42.56 million as at 31 December 2025. This was mainly due to a decrease in term loan and hire purchase payables during the financial year. As a result, our Group's gearing ratio decreased from 0.96 times as at 31 December 2024 to 0.36 times as at 31 December 2025.

Overall, our Group concluded the financial year with a solid financial position with a cash and cash equivalent of RM27.14 million as at 31 December 2025. Additionally, we recorded a current ratio of 3.39 times and a lower gearing of 0.36 times. Additionally, our Group achieved a stronger net assets position, with RM71.56 million as at 31 December 2025, which translates to a net assets per share of 14.31 sen.

During FYE 2025, our Group generated net cash from operating activities of RM22.66 million, reflecting positive operating cash flows. This was mainly attributable to our Group's ability to generate sustainable earnings and effectively manage working capital, including timely collection from customers and prudent control over operating expenditures. The strong operating cash flows further strengthened our liquidity position and supported our overall financial stability.

MANAGEMENT DISCUSSION AND ANALYSIS



ANTICIPATED OR KNOWN RISK

Dependency on our ability to meet changing market demands, customer requirements, industry standards and regulatory compliance requirements

The enterprise IT services industry that we are operating constantly evolves, resulting in technological advancements and higher industry standards, changing IT operating environments and changes in customer preference. As a result, we are dependent on our ability to adapt to these changes in market demands and requirements on a timely basis, to remain competitive.

In response to such changes, we continue to innovate and develop new and enhance existing IT security and automation solutions to address evolving customer needs, while actively strengthening our talent pool through targeted hiring and continuous skills development to support sustainable growth and long-term success.

Dependency on our ability to secure new projects

Our performance depends on securing new projects from existing and new customers. Furthermore, our overall revenue is influenced by the number, size, duration, and nature of our projects, as well as the success of our tender bids, which are affected by factors such as competition, track record, pricing, and potential pricing adjustments.

To mitigate this risk, we seek to diversify our revenue base by expanding our customer portfolio, pursuing a broader range of projects, and avoiding over-reliance on any single customer. We also focus on consistent service quality, active business development, and regular risk assessments to support stable and resilient performance.

Dependency on customers within the public land transportation sector

We derive our revenue from customers in the public land transport sector, particularly from major public rail construction projects such as mass rapid transit ("MRT"), LRT and rapid transit system. Any decline in major public rail construction projects may adversely affect our financial performance if we are unable to replenish our order book with projects from other industries on a similar scale.

To mitigate this risk, we actively diversify into other sectors, strengthen relationships with existing clients, and expand into private and international markets. By enhancing our technical capabilities and operational flexibility, we aim to sustain revenue growth and financial stability.

MANAGEMENT DISCUSSION AND ANALYSIS

Moving forward

The outlook for Malaysia's enterprise IT services industry remains positive, driven by the government's sustained push for digital transformation. Upcoming national infrastructure developments, including MRT3, Klang Valley Double Track Phase 2, LRT Mutiara Line, as well as large-scale transportation projects in Johor and Penang, are expected to support continued demand for rail digital systems. In parallel, Malaysia's Digital Government initiatives and investments in national digital infrastructure further reinforce enterprise IT requirements across the public sector.

In tandem with this evolving landscape, TechStore as a digital rail and government technology ("GovTech") specialist, remains agile in adapting to industry developments. In the rail sector, this includes the design, integration and upgrading of mission-critical systems such as digital radio communication, integrated control platforms and other operational technologies for rail networks. Within the public sector, GovTech solutions involve the modernisation and upgrading of government systems to enhance service delivery, system reliability and data management. Our Group, supported by the expansion of its technical workforce including engineers and subject matter experts, is well-positioned to capitalise on industry developments in a more scalable manner and undertake larger, more complex projects.

Beyond greenfield projects, TechStore's proven expertise in brownfield upgrades within operating rail and public infrastructure systems has yielded consistent repeat project opportunities arising from system enhancements, lifecycle upgrades and maintenance works post initial deployment. The RM89.68 million digital radio contract for the Kelana Jaya LRT Line secured in December 2025, together with the RM54.79 million Perkhidmatan Naik Taraf Sistem Rekod Jabatan Pendaftaran Negara Putrajaya awarded by the Ministry of Home Affairs in February 2026, reflect this technical depth and brownfield execution capability.

SUSTAINABILITY STATEMENT



ABOUT THIS SUSTAINABILITY STATEMENT

We are pleased to present our second Sustainability Statement ("SS2025" or the "Statement"), which outlines our Group's key sustainability initiatives and performance for the FYE 2025. This Statement reflects our continued dedication to responsible business practices and our commitment to creating long-term value for stakeholders while advancing sustainable economic development.

SS2025 has been prepared as required under Bursa Malaysia's ACE Market Listing Requirements ("AMLR"), the Bursa Malaysia's Sustainability Reporting Guide ("Guide") 3rd Edition and Malaysian Code on Corporate Governance ("MCCG").

Guided by these principles, our Group integrates sustainable practices into daily operations across the organisation. This approach enables us to identify, assess and manage material Economic, Environmental, Social and Governance ("EESG") risks and opportunities.

In addition, we recognise the importance of the United Nations Sustainable Development Goals ("UN SDGs") and progressively align our efforts with the relevant goals as part of our ongoing journey.

REPORTING SCOPE AND BOUNDARY

The scope and boundary cover TechStore's operations, including its Malaysian subsidiaries Tech-Store Malaysia Sdn Bhd and SeeTec Asia Sdn Bhd. This Statement includes activities carried out between 1 January 2025 to 31 December 2025, aligning with our Group's financial reporting period.

REPORTING STANDARDS AND GUIDELINES

Our Group has developed its sustainability framework based on the following standards and guidelines:

- Bursa Malaysia's ACE Market Listing Requirements for Sustainability;
- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition); and
- Malaysian Code on Corporate Governance ("MCCG")

STATEMENT OF ASSURANCE

This Statement has not been subjected to an assurance process. The information provided in this Statement is presented on a best-effort basis and is subject to further improvement in future reporting cycles.

SUSTAINABILITY STATEMENT

SUSTAINABILITY GOVERNANCE

Our Group views sustainability management as an integral part of business operations, embedding the monitoring and management of sustainability matters into activities.

The governance structure of our sustainability framework comprises three (3) levels, with defined roles and responsibilities:

Board of Directors

- Oversee the Group's overall sustainability performance
- Set the strategic direction for sustainability management
- Ensure the sufficient resources are allocated for the effective implementation of sustainability strategies and initiatives
- Review and approve the annual Sustainability Statement

Audit and Risk Management Committee

- Ensure key decisions on sustainability matters are aligned with the Group's overall business strategies and objectives
- Ensure allocation of sufficient resources for the effective implementation of sustainability strategies and initiatives
- Review and report on periodic sustainability progress to the Board

Sustainability Working Committee

- Report material sustainability matters, progress and performance to the ARMC on a periodic basis
- Manage the day-to-day sustainability activities across the Group
- Research sustainability initiatives to improve the Group's sustainability performance
- Implement sustainability strategies and initiatives
- Collect data and monitor sustainability progress throughout the Group
- Establish key performance indicators (KPIs) to measure and track progress toward sustainability objectives
- Regularly review and update sustainability goals and targets to ensure continuous improvement

STAKEHOLDERS ENGAGEMENT

Stakeholder engagement is a key part of our sustainability strategy. Given the breadth of our operations, it is important that we maintain regular communication with key stakeholders to understand, evaluate, and address their concerns.

These engagements enable us to identify and respond to ESG issues, including both challenges and opportunities. Feedback gathered through these discussions helps shape our sustainability strategy and ensures that we focus on areas requiring attention while also exploring new opportunities to benefit our communities.

We remain committed to open communication and collaboration with our stakeholders, ensuring that our approach to sustainability is robust, responsive and effective.

SUSTAINABILITY STATEMENT

Stakeholders	Area of interest and material matters	Engagement approach	Frequency of engagement
Shareholders, Financiers and Investors			
	• Investment returns and share price performance • Sustainable business growth • Financial and operational performance • Corporate governance and risk management • Business strategies and future plans	• Quarterly financial results • Annual Report • General meetings • Company website • Bursa Securities announcements • Emergency meetings	• Daily, weekly, monthly, quarterly and annually, where applicable
Customers			
	• High quality sustainable products and services • Competitive and affordable pricing • Customer satisfaction and experience • Customer data protection and privacy	• Approved site visits • In-person engagement • Updated company website • Product quality verification in accordance with ISO Certification • Compliance to Personal Data Protection Act 2010	• Daily, weekly, monthly, quarterly and annually
Employees			
	• Competitive remuneration and benefits package • Occupational health and safety best practices at workplace • Training, upskilling opportunities and career development • Business growth and strategic direction • Inclusive workplace • Work life balance	• Internal transparent communications • Equal employment opportunities • Periodic performance assessment and appraisal • Training and development programs • Compliance to Employment Act and Occupational Safety and Health Act 1994	• Daily, weekly, monthly, quarterly and annually
Suppliers / Contractors			
	• Sustainable business relationships • Efficient and transparent procurement procedures • Credit terms and timely payments	• Annual supplier evaluation • Physical and virtual communications • Contractual agreements	• Daily, weekly, monthly, quarterly and annually
Local communities and non-government organisation			
	• Environmental impact from business operations • Local job creation and economic support	• Corporate social responsibility programme • Company website • Internship / Protege program	• On an as needed basis / event-driven
Regulatory Bodies / Government Agencies			
	• Legal compliance • Corporate governance	• Compliance audit • Bursa Securities announcements • Renewal of license and permits	• Monthly, quarterly and annually

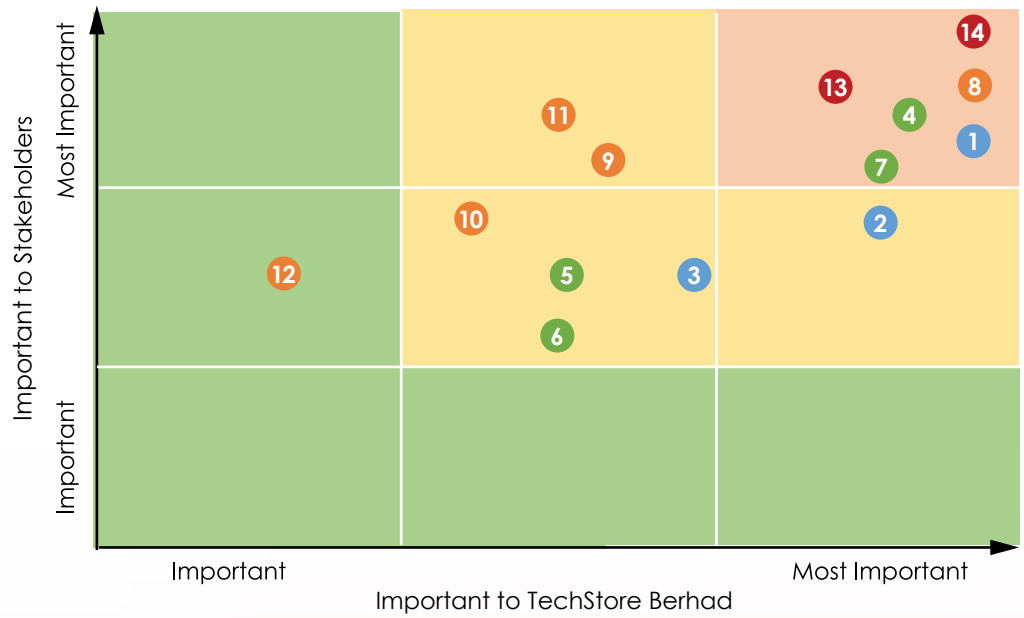
SUSTAINABILITY STATEMENT

MATERIALITY ASSESSMENT AND SUSTAINABILITY STRATEGIES

In FYE 2025, we conducted a sustainability materiality assessment through surveys/feedback forms to obtain input from our key stakeholders, including the Board of Directors, senior management, employees, customers, suppliers, investors and relevant government authorities. Based on the feedback received, the identified EESG matters were evaluated and prioritised through a ranking process to determine their relative significance to our Group.

Following our review, we have concluded that the 14 existing material matters remain relevant and material to both our Group and stakeholders.

The identified material sustainability matters and the materiality matrix are illustrated as below:



ECONOMIC		ENVIRONMENTAL		SOCIAL		GOVERNANCE	
1	Quality Assurance	4	Environmental Compliance	8	Occupational Safety & Health ("OSH")	13	Corporate Governance
2	Supply Chain Management	5	Energy Management	9	Employee Training	14	Regulatory Compliance
3	Technology Innovation	6	Water Management	10	Workforce Diversity		
		7	Waste Management	11	Employee Welfare		
				12	Community Engagement		

SUSTAINABILITY STATEMENT

SUSTAINABILITY STRATEGIES AND MAPPING OF SDG

Based on the material issues identified as significant to our Group and its stakeholders, we have prioritised key stakeholder groups in the development of our sustainability strategies.

In our effort to stay abreast with the latest sustainability trends and development, we have mapped our strategies to the United Nations Sustainable Development Goals (SDGs). As a reflection of our commitment to supporting these global objectives, we have aligned ten (10) SDGs with our sustainability strategies.

Material Matters	Sustainability strategies	Performance for FYE 2025
Economic		
• Quality Assurance • Technology Innovation • Supply Chain Management 	• Maintain and continuously improve our quality management processes to support consistent service delivery and timely project completion • Enhance data protection and cybersecurity practices by implementing policies, investing in cybersecurity technologies, encryption and secure access controls to safeguard and protect sensitive information • Strengthen supply chain resilience by diversifying suppliers, fostering relationships with local vendors and improving transparency in procurement and sourcing practice	Successfully completed surveillance audit of ISO 9001:2015 certifications with zero non-conformities found during audit. Managed to complete and close all inspection report without zero outstanding item/open item. Increased number of audits of supplier/subcontractor to ensure quality is controlled not only internally but externally as well.
Environmental		
• Energy management • Waste management • Water management • Environmental compliance 	• Promote energy efficiency across operations while progressively increasing the use of renewable energy source • Practise water management on construction sites by applying water-efficient (low-flow) fixtures in temporary facilities and optimising water use in construction processes • Apply a waste hierarchy approach that prioritises reducing, reusing, and recycling construction materials, while working towards minimise waste sent to landfill • Monitor and track on-site emissions using advanced monitoring tools, set reduction targets where feasible, and maintain transparency with stakeholders regarding our Group's environmental practices and performance	Electricity consumption was reduced through efficiency measures, including light-emitting diode lighting, optimised heating, ventilation, and air conditioning scheduling, and equipment shutdown protocols. Energy use per employee also improved, reflecting more efficient operations. Water usage was closely monitored through monthly meter readings and awareness initiatives, with full compliance achieved against internal efficiency targets. In December 2025, TechStore securely disposed of 386 kg of IT equipment (e-waste) through certified shredding and recycling, with a Certificate of Destruction (Cert-30288) issued to confirm compliance with data security and environmental policies. There was no environmental non-compliance cases reported in FYE 2025.

SUSTAINABILITY STATEMENT

Material Matters	Sustainability strategies	Performance for FYE 2025
Social		
• Workforce Diversity, Equity and Inclusion • Occupational Safety and Health • Employee Welfare and Well-being & Morale • Employee Training • Community Engagement 	• Promote workforce diversity by encouraging the participation of women, minorities, and underrepresented groups in construction roles, and uphold diversity and inclusion policies and anti-discrimination practices within the organisation. • Maintain a comprehensive OSH management system with regular risk assessments, incident reporting, and safety audits, supported by clear safety policies to maintain a safe working environment • Provide ongoing health and wellness programs, including access to medical care, mental health support, and stress management resources, to promote overall employee well-being • Conduct structured onboarding and continuous training to ensure employees are familiar with safety protocols, job expectations, and company procedures • Foster partnerships with local organisations and encourage employee participation in volunteer programs and community development initiatives	Organised 3 corporate social responsibility programmes, which includes: 1. "Gotong royong" community clean up 2. Packing of school stationery and items for indigenous children for the Suara Kanak-kanak ("SUKA") Society 3. Donation to various NGOs Achieving a total of 120 volunteer hours contributed by employees.
Governance		
• Corporate Governance 	• Foster ethical business conducts and uphold strong corporate governance practices	TechStore remains committed to the ongoing strengthening of its corporate governance practices

SUSTAINABILITY STATEMENT

ECONOMIC

Quality Assurance

We adhere to established quality and operational standards, as reflected in the various ISO certifications obtained by our Group. These certifications demonstrate that our quality management, occupational safety and health, environmental, and anti-bribery management systems are implemented in accordance with recognised international standards, providing assurance to our customers regarding the way we conduct our operations.

The certifications listed below reflect our Group's commitment to maintaining structured management systems across our operations. These systems guide our internal processes, operational controls, and project management practices to ensure consistency, accountability, and compliance with established standards.

Certification	Scope	Awarding body	Validity period
ISO 9001:2015 Quality Management System ("QMS")	EPCC of industrial systems	GCL International Ltd	29 June 2024 to 29 June 2027
ISO 45001:2018 Occupational Health & Safety Management System	EPCC	ARS Assessment Private Limited	19 February 2025 to 19 February 2028
ISO 14001:2015 Environmental Management System ("EMS")	EPCC	ARS Assessment Private Limited	3 March 2024 to 3 February 2027
MS ISO 37001:2016 Anti-Bribery Management Systems ("ABMS")	EPCC	TUV Nord (Malaysia) Sdn Bhd	9 May 2025 to 8 May 2028

In line with these management systems, our Group applies structured quality control measures throughout the execution of our projects. For each project undertaken, our project team includes dedicated quality assurance and quality control engineers who oversee compliance with established procedures and ensure that our deliverables meet with the required specifications and standards. Beyond project-level engineering, our Group implements a rigorous supply chain and subcontractor audit process to ensure quality at the source. This involves a comprehensive pre-qualification phase where potential vendors and subcontractors are audited for technical competence and compliance with our quality standards before being onboarded. Once engaged, their performance is monitored through regular site inspections and periodic quality reviews, ensuring that all third-party deliverables strictly adhere to our Group's established specifications and project requirements.

Through these practices, our Group has built a track record of delivering IT services–related projects within the expected timelines while meeting the required quality standards. These efforts support our Group's ability to execute projects in a structured and controlled manner, while we maintain the quality of our deliverables.

Technology Innovation

In addition to earlier developments such as ticket vending machines, K3, PSDS software, and ERP middleware, our Group has strengthened its innovation portfolio by securing three new patents in Malaysia. Each application has successfully passed preliminary examination by MyIPO, underscoring our commitment to proprietary technological solutions that enhance operational efficiency and support long-term sustainability.

The new patent applications include:

1. Redundant Modular Interface System Utilising a Plurality of Independently Functional Hot-Swappable Shelves

2. Train Signalling and Control System with an Integrated Train Identification System

3. Train Signalling and Control System with Autonomous CCTV-based Monitoring

These innovations demonstrate the Group's focus on scalable modularity, advanced safety systems, and automation, reinforcing our position as a technology leader with a clear pathway to sustainable growth.

Supply Chain Management

We also recognise that effective supply chain management is important in ensuring the reliability and quality of our solutions. During our operations, we procure IT hardware and software equipment, installation components, devices and maintenance services from a network of suppliers and subcontractors. As such, we place importance on responsible sourcing practices to ensure that the products and services provided meet our operational and quality requirements.

Prior to the selection of new suppliers and subcontractors, we conduct an evaluation process to assess their suitability and capability. We assess certain factors such as product quality, service capability, reliability, compliance with applicable regulations, and relevant certifications or industry standards. This process helps ensure that suppliers and subcontractors we engaged can meet the required specifications and standards for our projects.

Following their appointment, we monitor and assess the performance of suppliers and subcontractors through a structured vendor performance evaluation process. The performance evaluation process may include their delivery performance, quality of products or services provided, responsiveness and adherence to agreed requirements. We also evaluate their responsiveness to queries and requests, ability to meet emergency requirements, and the quality of technical support provided. Where gaps are identified, we will engage with our suppliers and subcontracts and notify them of any areas that require further improvement. If necessary, we may identify alternative suppliers or subcontractors that are more suitable in terms of reliability and sustainability.

Through these practices, our Group seeks to maintain a reliable supply chain that supports the timely delivery and quality of our solutions while ensuring that the suppliers and subcontractors we engaged in our operations meet our requirements and standards.

ENVIRONMENTAL

Energy efficiency management

Environmental responsibility requires careful management of energy use. In line with the Malaysian Government's direction towards a more balanced and sustainable energy landscape, our Group promotes responsible energy consumption across its operations. Practical measures include selecting energy-efficient equipment and encouraging employees to activate energy-saving settings on office devices to help reduce electricity usage.

To further support these efforts, we are planning to install a grid-connected photovoltaic system at our office premises to generate solar power for daily operations. We expect this system to generate approximately 14,000 kWh per year, reducing Scope 2 emissions by ~10.4 tCO_2e annually based on Malaysia's grid emission factor of 0.74 kg CO_2/kWh, hence reducing electricity consumption from the grid by approximately 14,000 kWh each year. Through this initiative, our Group seeks to reduce its environmental impact while supporting broader efforts to encourage more sustainable energy use. The implementation will be completed upon completion of our office renovation.

Waste management

Our Group promotes responsible waste management practices across its operations. Efforts are directed towards reducing waste generation through greater use of digital processes, while encouraging the recycling and reuse of materials where practicable. These measures support more efficient use of resources and help reduce the environmental impact of our activities.

At present, our Group works with locally appointed and licensed waste management service providers to ensure that waste is handled and disposed of in accordance with regulatory requirements. To support proper waste handling, designated bins and containers are placed at appropriate locations within our facilities to facilitate effective waste segregation. Periodic inspections are carried out to monitor compliance with internal waste management procedures and to identify areas for improvement.

Through these ongoing efforts, our Group seeks to strengthen our resources efficiency, reduce waste generation, and encourage responsible environmental practices throughout its operations.

SUSTAINABILITY STATEMENT





Waste management operations

Water Management

Our Group is committed to responsible water use across our operations. We implement water-efficient practices on construction sites, including low-flow fixtures in temporary facilities and optimisation of water use in construction processes. These measures help minimise water consumption and support our broader environmental sustainability goals.

SOCIAL



Employment diversity and equal labour practices

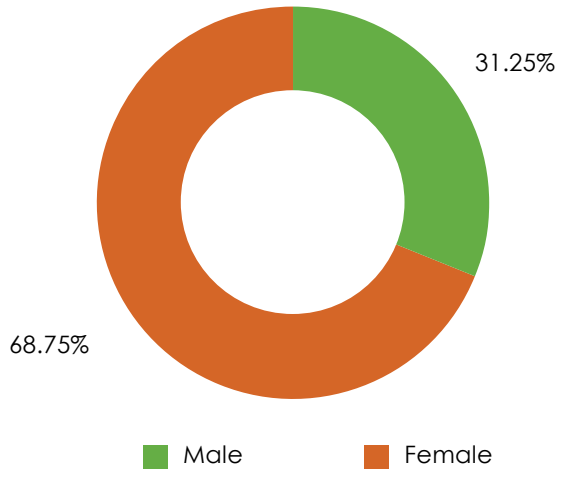
TechStore remains dedicated to advancing the well-being and interests of all stakeholders, with particular attention to our employees, by actively promoting gender and cultural diversity and nurturing an inclusive workplace environment. This dedication is demonstrated through our recognition and appreciation of the genders and cultural backgrounds represented among the Board members and throughout our workforce. We maintain a steadfast commitment to cultivating a workplace in which every individual feels valued, respected, and empowered to contribute their distinctive perspectives and talents.

In addition, our commitment to fairness encompasses the provision of equitable remuneration, the strict prohibition of discrimination, and the safeguarding of the labour rights of all employees. We comply fully with minimum wage legislation and regularly evaluate our compensation practices against prevailing market benchmarks to ensure they remain competitive and just. Through these measures, we endeavour to foster a workplace culture that upholds equality, inclusivity, and respect for every member of our organisation.

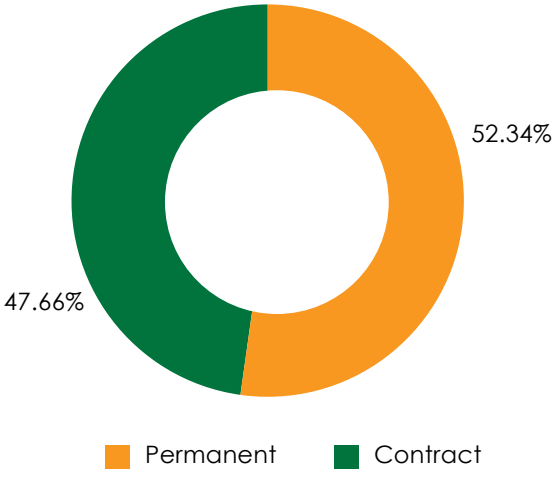
SUSTAINABILITY STATEMENT

As of 31 December 2025, our Group has a total workforce of 128 employees (FYE 2024: 134 employees), comprising 125 local employees and 3 foreign employees. The breakdown of the employees is illustrated below:

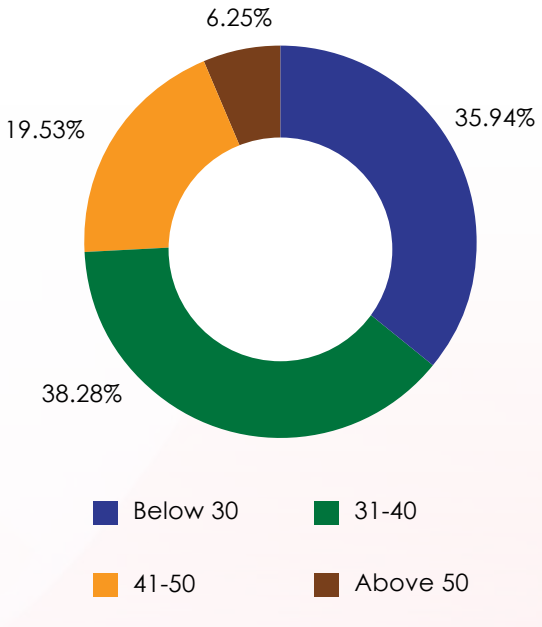
Employees by gender



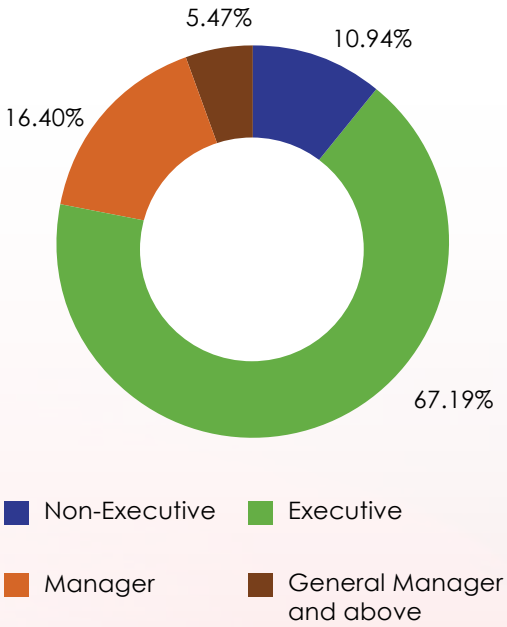
Employees by employment type



Employees by age



Employees by category



None of our employees belong to any labour union. In the past 3 years, there have been no major industrial dispute involving our employees.

SUSTAINABILITY STATEMENT

Safety and healthy workplace

We continue to prioritise the health, safety, and well-being of all our employees, building on the initiatives outlined in our previous Sustainability Report. Our Site Safety Supervisor and Safety and Health Officer remain central to this effort, ensuring strict adherence to OSHA Guidelines, Malaysian laws, regulations, and industry standards, while continuously refining our safety practices based on operational experience.

To reinforce this commitment, we provide all relevant personnel with the necessary safety tools, thorough training, critical information, and appropriate personal protective equipment. These measures reflect our unwavering dedication to employee well-being and our efforts to foster a secure and supportive work environment.

Our holistic approach to safety is documented in our Safety Management Plan, which details all initiatives and protocols. In addition, our compliance with the ISO 45001:2018 standard for Occupational Health and Safety Management underscores our resolve to uphold the highest standards of safety across all operations. Through these concerted efforts, we prioritise the health, safety, and welfare of our workforce at every level.





Basic Occupational First Aid, CPR & AED (BOFA) Training

Community engagement

We remain committed to corporate social responsibility by implementing initiatives that respond to community needs, generate employment opportunities, and support local development projects. Our engagement with local communities extends through philanthropic activities and volunteer programmes, including contributions to festive celebrations and support for cancer research initiatives.

Looking ahead, we have outlined strategic plans to further expand our community involvement, particularly by promoting educational and skills development programmes. These efforts demonstrate our dedication to making a meaningful and lasting contribution to the communities in which we operate, while fostering sustainable growth and empowerment for those we serve.

SUSTAINABILITY STATEMENT



Packing of school stationery and items for indigenous children at the SUKA Society



Donation to Trinity Community Children Home Society





"Gotong royong" community clean up

GOVERNANCE

Corporate governance compliance

TechStore continues to integrate the principles and practices of the MCCG into our operations wherever applicable. As part of our commitment to conducting business with integrity, we enforce a zero-tolerance policy towards bribery and corruption across all business dealings. To mitigate corporate liability risks, we have established and implemented comprehensive policies and procedures, including a Whistleblowing Policy, Anti-Bribery and Anti-Corruption Policy, Personal Data Protection Act Policy, and a Code of Ethics Policy.

Further reinforcing our commitment to ethical conduct, we are certified under MS ISO 37001:2016, which affirms the effectiveness of our Anti-Bribery Management System. Moving forward, our Group will continue to align with relevant corporate governance best practices outlined in the MCCG, promoting transparency, accountability, and ethical conduct across all levels of our organisation.

SUSTAINABILITY STATEMENT

Risk management

In alignment with our Group's Risk Management Framework, our management team continuously updates our Group's Risk Register to identify and document strategic, operational, financial, and regulatory risks. We regularly monitor and review our mitigation plans to ensure that identified risks are managed within acceptable thresholds, enabling our Group to achieve its objectives effectively.

We are committed to transparent reporting of risk exposure and the measures taken to address them, with a particular focus on the unique challenges within our industry. This proactive approach underscores our dedication to robust risk management and sustainable business operations.

Board composition

TechStore continues to uphold diversity and inclusion at the Board level, ensuring a broad spectrum of expertise and perspectives to support informed decision-making. The Board comprises six (6) accomplished professionals with specialised knowledge in engineering, telecommunications, legal affairs, manufacturing, general business management, accountancy, and finance. The diverse mix of skills and experiences strengthens governance practices, encourages innovative thinking, and enriches the Board's deliberations across all aspects of our operations.

To maintain integrity and independence, the Board structure includes four (4) Independent Directors and two (2) Executive Directors. Significantly, three (3) Board members are women, achieving the 50% female representation target and reflecting our commitment to gender diversity and inclusive leadership. This balance ensures that our governance framework remains strong, forward-looking, and aligned with best practices.

Integrity in corporate reporting

TechStore's financial statements are audited by independent auditors to provide assurance that they accurately and fairly reflect the financial positions of all entities within our Group. These audits enhance stakeholder confidence in the transparency and reliability of our reporting.

In addition, the Board regularly convenes to review and approve the audited financial statements, assess our Group's performance and prospects, and address other key matters. These discussions facilitate informed decision-making and strategic planning, supporting the continued stability and growth of our organisation.



TECHSTORE BERHAD

BMLR Transition Period

Date & Time: 2026-04-21_18:57:13

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Climate Change	Electricity Consumption	kWh	181,764	-	Internal
Climate Change	Scope 1	tCO2e	54.24	-	Internal
Climate Change	Scope 2	tCO2e	81.2	-	Internal
Climate Change	Scope 3 (Business Travel & Employee Commuting)	tCO2e	174	-	Internal
Talent Management and Empowerment	Total hours of training by employee category (Senior Management)	Hours	36	-	Internal
Talent Management and Empowerment	Total hours of training by employee category (Middle Management)	Hours	24	-	Internal
Talent Management and Empowerment	Total hours of training by employee category (Executive)	Hours	516	-	Internal
Talent Management and Empowerment	Total hours of training by employee category (Non-Executive)	Hours	16	-	Internal
Talent Management and Empowerment	Total number of employee turnover by employee category (Senior Management)	Number	Nil	-	Internal
Talent Management and Empowerment	Total number of employee turnover by employee category (Middle Management)	Number	11	-	Internal
Talent Management and Empowerment	Total number of employee turnover by employee category (Executive)	Number	57	-	Internal
Talent Management and Empowerment	Total number of employee turnover by employee category (Non-Executive)	Number	1	—	Internal
Diversity, Equity and Inclusion (DEI)	Board Diversity by Gender (Male)	Percentage (%)	50	—	Internal
Diversity, Equity and Inclusion (DEI)	Board Diversity by Gender (Female)	Percentage (%)	50	—	Internal
Diversity, Equity and Inclusion (DEI)	Board Diversity by Age Group (<30)	Percentage (%)	0	—	Internal

TECHSTORE BERHAD

BMLR Transition Period

Date & Time: 2026-04-21_18:57:13

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity, Equity and Inclusion (DEI)	Board Diversity by Age Group (30-50)	Percentage (%)	17	—	Internal
Diversity, Equity and Inclusion (DEI)	Board Diversity by Age Group (>50)	Percentage (%)	83	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Gender for each employee category (Senior Management - Male)	Percentage (%)	86	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Gender for each employee category (Senior Management - Female)	Percentage (%)	14	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Gender for each employee category (Middle Management - Male)	Percentage (%)	52	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Gender for each employee category (Middle Management - Female)	Percentage (%)	48	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Gender for each employee category (Executive - Male)	Percentage (%)	69	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Gender for each employee category (Executive - Female)	Percentage (%)	31	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Gender for each employee category (Non-Executive - Male)	Percentage (%)	86	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Gender for each employee category (Non-Executive - Female)	Percentage (%)	14	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Senior Management (<30))	Percentage (%)	Nil	—	Internal

TECHSTORE BERHAD

BMLR Transition Period

Date & Time: 2026-04-21_18:57:13

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Senior Management (30-50))	Percentage (%)	43	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Senior Management (>50))	Percentage (%)	57	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Middle Management (<30))	Percentage (%)	0	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Middle Management (30-50))	Percentage (%)	86	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Middle Management (>50))	Percentage (%)	14	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Executive (<30))	Percentage (%)	36	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Executive (30-50))	Percentage (%)	63	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Executive (>50))	Percentage (%)	1	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Non-Executive (<30))	Percentage (%)	64	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Non-Executive (30-50))	Percentage (%)	22	—	Internal
Diversity, Equity and Inclusion (DEI)	Employee Diversity by Age Group for each employee category (Non-Executive (>50))	Percentage (%)	14	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Human Rights and Labour Practices	Number of substantiated complaints pertaining to labour standards and human rights violations	Number	None	—	Internal
Corporate Governance and Compliance	Percentage of operations assessed for corruption-related risks	Percentage (%)	100	—	Internal
Corporate Governance and Compliance	Percentage of employees who have received Anti-Bribery and Anti-Corruption training, by employee category (Senior Management)	Percentage (%)	20	—	Internal
Corporate Governance and Compliance	Percentage of employees who have received Anti-Bribery and Anti-Corruption training, by employee category (Middle Management)	Percentage (%)	62	—	Internal
Corporate Governance and Compliance	Percentage of employees who have received Anti-Bribery and Anti-Corruption training, by employee category (Executive)	Percentage (%)	86	—	Internal
Corporate Governance and Compliance	Percentage of employees who have received Anti-Bribery and Anti-Corruption training, by employee category (Non-Executive)	Percentage (%)	54	—	Internal
Corporate Governance and Compliance	Number of confirmed incidents of corruption and action taken	Number	None	—	Internal
Data Protection and Cybersecurity	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data received	Number	None	—	Internal

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of TechStore is committed to upholding high standards of corporate governance to safeguard shareholders' interests and enhance the Group's long-term value. The Board acknowledges that effective corporate governance is essential for business growth, accountability and transparency. It ensures that the Group operates with integrity and professionalism, thereby safeguarding and enhancing both the Group's business and shareholders' value, as well as maintaining the financial position of the Group.

The Board is pleased to present this Corporate Governance Overview Statement ("CG Statement") prepared in accordance with Rule 15.25 of the AMLR. This CG Statement outlines how the Company has applied the three (3) principles set out in the MCCG for the FYE 2025.

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

This CG Statement, which was approved by the Board, should be read in conjunction with the Corporate Governance Report 2025 ("CG Report"), which provides detailed explanations of the Company's application of each CG practices. Any departures from the practices are explained with alternative practices adopted by the Company to achieve the intended outcomes as recommended by the MCCG.

The CG Report is available on the Company's website at http://www.techstore.com.my and also through an announcement on the Bursa Securities website.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART I – BOARD RESPONSIBILITIES

1. Board Duties and Responsibilities

The Board assumes full responsibility for the Group's performance and provides leadership to achieve both short and long-term objectives. It is responsible for setting corporate strategies for growth, business development, and overseeing sustainability governance within the Group. The Board delegates the Group's day-to-day operations to the Managing Director, Executive Director, and key senior management, who manage the business in line with the strategies and policies approved by the Board.

The roles and responsibilities of the Board are summarised as follows:

(a) to provide leadership and oversee the overall conduct of the Group's businesses to ensure that the businesses are being properly managed;

(b) to review and adopt strategic plans for the Group and to ensure that such strategic plans and the risk, performance and sustainability thereon are effectively integrated and appropriately balanced;

(c) to review and adopt corporate governance best practices in relation to risk management, legal and compliance management and internal control systems to safeguard the Group's reputation, and the employees and assets and to ensure compliance with applicable laws and regulations;

(d) to ensure that the Company has effective Board committees as required by the applicable laws, regulations, rules, directives and guidelines as recommended by the MCCG;

(e) to review and approve the annual business plans, financial statements and annual reports;

(f) overseeing on sustainability performance and progress, including EESG-related risks and opportunities;

(g) succession planning;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

1. Board Duties and Responsibilities (Cont'd)

(h) to monitor the relationship between the Group and the management, shareholders and stakeholders, and to develop and implement an investor relations programme or shareholders' communications policy for the Group; and

(i) to appoint the Board committees, to delegate powers to such committees, to review the composition, performance and effectiveness of such committees, and to review the reports prepared by the Board committees and deliberate on the recommendations thereon.

Board Charter

The Board is guided by a Board Charter that defines its roles and responsibilities, the principles for Board's operation, Board's evaluation and remuneration, code of ethics and conduct, and matters reserved for the Board. The Board Charter is available on the Company's website at http://www.techstore.com.my.

2. Board Committees

The Board Charter is subject to review by the Board as and when necessary to ensure it complies with all applicable laws, rules and regulations of the regulators, and remains consistent with the policies and procedures of the Board.

For the Board to discharge its functions and responsibilities orderly and effectively, the Board has delegated specific authorities and responsibilities to the Board Committees as follows:

(a) Audit and Risk Management Committee ("ARMC");
(b) Nomination Committee ("NC"); and
(c) Remuneration Committee ("RC").

The functions of each Board Committees are set out in the Terms of Reference of ARMC, NC and RC, which is available on the Company's website at http://www.techstore.com.my.

3. The Chairman and Managing Director

The Chairman and the Managing Director are held by two separate individuals to ensure that their roles are clearly defined and distinct. These roles are formally documented in the Company's Board Charter to maintain a balance of power and authority between the Chairman and the Group Managing Director.

Dato' Ab Rahim bin Abu Bakar, the Independent Non-Executive Chairman of the Board, provides leadership role in the conduct of the Board meetings, ensuring that procedural rules are followed in the conduct of meetings and that decisions made are formally recorded and adopted. He is not a member of the ARMC, NC and RC, in accordance with the recommendation of the MCCG.

Tan Hock Lim, the Managing Director of the Group, is responsible for overseeing the day-to-day operations of the Group within the authorities as delegated by the Board. He is also responsible for the Group's business performance and manages the Group's operations according to the strategies and policies approved by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

4. Company Secretaries

The Board is supported by two (2) qualified Company Secretaries, namely Mr. Tan Tong Lang and Ms. Low Ven Sin. Mr. Tan Tong Lang and Ms. Low Ven Sin are associate members of the Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). They are qualified to act as Company Secretary pursuant to Section 235(2) of the Companies Act 2016.

The Company Secretaries attended all Board and Board Committee meetings and facilitated discussions among the Non-Executive Directors ("NEDs"), with the assistance of the Company Secretaries' support team where necessary. Their presence ensured all meetings, and the NED discussions were properly convened, and all deliberations and decisions were accurately minuted and recorded. The Company Secretaries are responsible to provide support and guidance to the Board on all secretarial matters of the Company, in particular the compliance of the AMLR of Bursa Securities as well as to inform and keep the Board updated on the latest enhancements in corporate governance, changes in the legal regulatory framework, new statutory requirements and best practices.

The Company Secretaries provide guidance to the Board on the contents and timing of material announcements to be made to Bursa and facilitate the annual Board Effectiveness Assessment.

The roles and responsibilities of the Company Secretaries are outlined in the Company's Board Charter, which is available on the Company's website at http://www.techstore.com.my.

5. Group Policies

The Board is committed to maintaining the high standards of corporate ethics and integrity. To strengthen our governance framework and prevent potential conflicts, we have implemented the following policies as part of our robust control mechanisms:

(a) Board Charter

The Board Charter sets out the role, responsibilities, structure and processes of the Board of TechStore to ensure that the Board's practices are consistent with and reflect the Board's commitment to best practices as prescribed in the corporate governance.

It also further defines specific responsibilities of the Board to enhance coordination and communication between the Management and Board and, more specifically, to clarify the accountability of both the Board and Management for the benefit of the Company and its shareholders. In addition, it will assist the Board in the assessment of its performance and its directors.

(b) Code of Ethics Policy

This records the Group's commitment to conduct its business operations in an efficient, effective and fair manner. It sets out the principles to guide standards of behaviour and business conduct to assist all employees of the Group to uphold the highest integrity and efficiency in performing their daily responsibilities on behalf of the Group.

(c) Anti-Bribery and Anti-Corruption Policy

Anti-Bribery and Anti-Corruption Policy is to establish controls to ensure compliance with all applicable anti-bribery and corruption regulations, and to ensure that the Group's business is conducted in a socially responsible manner.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART I – BOARD RESPONSIBILITIES (CONT'D)

5. Group Policies (Cont'd)

(d) Directors' Fit and Proper Policy

The Directors' Fit and Proper Policy is to guide the NC and the Board in their review and assessment of potential candidates for appointment as Directors as well as Directors who are seeking for re-election in the Group. It is to ensure that Directors must possess the character, integrity, relevant range of skills, knowledge, experience, competence and time commitment to carry out their roles and responsibilities effectively in the best interest of the Group and its stakeholders.

(e) Whistleblowing Policy

The Whistleblowing Policy is to establish the commitment of the Group to integrity and ethical behaviour by helping to foster and maintain an environment where employees who have concerns about suspected serious misconduct or any breach or suspected breach of law or regulations that may adversely impact the Group, to come forward and express these concerns without fear of punishment or unfair treatment.

The Group conducts business based on the principles of fairness, honesty, openness, decency, integrity and respect. The Group supports and encourages its stakeholders to report and disclose improper or illegal activities; and the Group will undertake to fully investigate such reports and disclosures.

(f) Directors' Remuneration Policy

The Directors' Remuneration Policy is to ensure the remuneration commensurate with the relevant experience and expertise, reflecting the level of responsibilities undertaken and contributions made by respective Directors to manage the business effectively. This Policy is applicable to Executive Directors ("**ED**"), NEDs and Executive Committee ("**ExCo**") members of the Group.

(g) Succession Planning for Board of Directors and Senior Management Policy

The succession planning is a measure to ensure that investors are not negatively impacted due to sudden or unplanned gaps in leadership. The succession planning programme is aimed as follows:

(a) to identify and nominating suitable candidates to fill up the vacancy arising in the Board and ExCo members lineup of the Group as needed;
(b) to build a leadership pipeline or talent pool to ensure the leadership continuity; and
(c) to develop career paths for employees to facilitate the Group's ability to recruit and retain top performing talent.

(h) Sustainability Policy

The sustainability policy acts as the overarching policy framework for the Group's sustainability commitments. The sustainability policy aims to provide guidance and create awareness among the Group's stakeholder of the Group's commitment and its strategic direction on sustainability.

The Board Charter, Code of Ethics Policy, Anti-Bribery and Anti-Corruption Policy, Directors' Fit and Proper Policy, Whistleblowing Policy, Directors' Remuneration Policy and Succession Planning for Board of Directors and Senior Management Policy are available on the Company's website at http://www.techstore.com.my and are subject to periodical review as and when necessary.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II – BOARD COMPOSITION

6. Board Composition and Diversity

The Board is committed to ensuring that its composition not only embraces diversity, as recommended by the MCCG, but also maintains the right balance of skills and expertise to support the Group's goals and business objectives.

The current Board consists of six (6) members, comprising one (1) Independent Non-Executive Chairman, one (1) Managing Director, one (1) Executive Director and three (3) Independent NEDs. The Company has complied with the Rule 15.02 of the AMLR of Bursa Securities of having at least two (2) or one third (1/3) of the Board members are independent directors and at least one (1) female Director.

The Board also comprises of individuals with a broad range of backgrounds, skills, experience, expertise and perspectives. This diversity is a key driver for the Board to discharge its duties professionally and effectively, uphold good governance standard in their conduct and that of the Board.

The Company is also in line with Practice 5.2 of the MCCG where at least half of the Board are Independent Directors. In the event of any vacancy of the Board resulting in non-compliance with Rule 15.02 of the AMLR, the Company will fill the vacancy within three (3) months.

Independent Non-Executive Directors	Executive Directors
• Dato' AB Rahim bin Abu Bakar *(Independent Non-Executive Chairman)* • Datin Shafinaz binti Abdul Rani *(Independent Non-Executive Director)* • Yap Choo Cheng *(Independent Non-Executive Director)* • Lim Su May *(Independent Non-Executive Director)*	• Tan Hock Lim (Managing Director) • Mohd Fadzil bin Mohd Daud (Executive Director)

Additionally, the Board includes three (3) female members, representing 50% of its total composition. Their presence enhances gender diversity, bringing valuable perspectives, diverse approaches, and varied leadership styles to Board discussions.

The Directors are of the opinion that the current Board size and composition are optimal and are satisfied that it is appropriate for the scope and nature of the Group's business and operations as well as for facilitating effective discussions and decision making. Nevertheless, the composition and size of the Board are also reviewed periodically to ensure continued appropriateness. No individual or group dominates the Board's decision-making process.

7. Re-Election of Directors

Pursuant to the Company's Constitution and the AMLR of Bursa Securities, one-third (1/3) of the Directors (or the number nearest thereto) shall retire at each annual general meeting and be eligible for re-election, provided that each Director shall retire at least once in every three (3) years.

Pursuant to Clause 106(1) of the Company's Constitution, an election of Directors shall take place each year at the Annual General Meeting ("AGM") of the Company, where one-third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third shall retire from office and be eligible for re-election. The Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

During FYE2025, the NC and Board assessed Directors due for retirement and recommended their re-election to the Board at the AGM. The Directors who are re-elected at the 2nd AGM of the Company pursuant to Clause 106(1) of the Company's Constitution are Tan Hock Lim and Datin Shafinaz binti Abdul Rani.

Upon the recommendation of the NC and the Board, the Directors who are standing for re-election at the forthcoming AGM of the Company pursuant to Clause 106(1) of the Company's Constitution are Mohd Fadzil bin Mohd Daud and Yap Choo Cheng.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II – BOARD COMPOSITION (CONT'D)

8. Meeting Attendance of the Board

The Board meets at least four (4) times a year to facilitate the discharge of its responsibilities. Additional meetings will be convened on an ad-hoc basis as and when necessary to consider business issues that require urgent decision of the Board.

The Board is satisfied with the commitment demonstrated by the Directors in fulfilling their roles and responsibilities. The number of meetings attended by Directors during the FYE 2025 are as follows :

Directors	No. of Meetings Attended
Dato' Ab Rahim bin Abu Bakar	7/7
Tan Hock Lim	7/7
Mohd Fadzil bin Mohd Daud	7/7
Datin Shafinaz binti Abdul Rani	7/7
Yap Choo Cheng	7/7
Lim Su May	7/7

Each Board member holds no more than five (5) directorships in listed corporations in Malaysia.

9. Tenure of Independent Directors

In accordance with the Board Charter, the tenure of an independent director should not exceed a term limit of nine (9) years. If the Board intends to retain an independent director for nine (9) years but less than twelve (12) years, it should provide justification and seek the shareholders' approval by way of two (2) tier voting at the general meeting of the Company.

As at the date of this Statement, none of the Independent Directors had served the Company exceeding a cumulative term limit of nine (9) years.

10. Nomination Committee

NC is to establish a documented, formal and transparent procedure to support and advise the Board in fulfilling their responsibilities to shareholders in ensuring the Board comprised of the right group of people, with an appropriate mix of skills, knowledge, experience and independent elements that fit the Company's objectives and strategic goals.

The NC comprised exclusively of Independent NEDs as follows: -

Name	Designation	Directorship
Lim Su May	Chairperson	Independent Non-Executive Director
Yap Choo Cheng	Member	Independent Non-Executive Director
Datin Shafinaz binti Abdul Rani	Member	Independent Non-Executive Director

Terms of Reference of the NC

The Terms of Reference of the NC is available on the Company's website at http://www.techstore.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II – BOARD COMPOSITION (CONT'D)

10. Nomination Committee (Cont'd)

The NC evaluates the performance and effectiveness of the Board, Board Committees, and individual Directors annually. The NC held one (1) meeting during FYE 2025 with full attendance of the NC members recorded. During FYE 2025, the NC had undertaken the following activities in discharging its duties:

(a) Annual Evaluation

The NC had conducted an annual evaluation of the effectiveness of the Board as a whole, its committees and the contribution of each individual Director for FYE 2025. The evaluation exercise was facilitated by the Company Secretaries via questionnaires/evaluation forms covering the areas of size and composition, expertise, board functions, role and responsibilities, contribution and performance, board structure, quality of governance, conflict of interest, fit and proper, calibre and personality, personal commitment, legal and regulatory compliance, decision making, internal control and risk management and meeting administration and conduct.

Based on the assessment performed, the results of the evaluations indicated that each Director understands their roles, power, duties and responsibilities as a director, and there are no evident weaknesses or shortcomings which require mitigating measures. The Board and the board committees continue to operate effectively and the performance of the Directors and the time commitment in discharging their duties as Directors of the Company for FYE 2025 were satisfactory.

The NC, with the concurrence of the Board, was of the view that the Board is of the right size and has an appropriate mix of skills, experience, perspective, independence and diversity.

(b) Independence of the Independent Directors

Based on the assessment performed, the independence of the Independent Directors is in accordance with the criteria set out in the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad. The assessment includes evaluating whether the Independent Directors can speak openly and whether there are objective and independent deliberation, review and decision-making.

(c) Reviewed the Directors standing for re-election by rotation

During FYE 2025, the NC and Board assessed Directors due for retirement and recommended their re-election to the Board at the AGM. The Directors who are re-elected at the 2nd AGM of the Company pursuant to Clause 106(1) of the Company's Constitution are Tan Hock Lim and Datin Shafinaz binti Abdul Rani. The NC, having considered the criteria set out in the Directors' Fit and Proper Policy, discussed and reviewed the schedule of retirement by rotation. In particular, the NC assessed the eligibility of Mohd Fadzil bin Mohd Daud and Yap Choo Cheng, who are due to retire by rotation pursuant to Clause 106(1) of the Company's constitution at the forthcoming 3rd AGM of the Company, to stand for re-election.

The NC was satisfied that they continue to perform and contribute effectively as indicated by the performance evaluation results, devote the necessary time commitment to their roles and responsibilities, exercise objectivity and independence of judgement, and as such resolved to recommend to the Board that they stand for re-election.

Following the annual assessment conducted, the NC concluded that the Directors had satisfactorily discharged their duties and expressed satisfaction with the performance of the Board and its Committees. Consequently, the NC recommended the re-election of the retiring Directors at the upcoming AGM. All assessments and evaluations were properly documented.

(d) Reviewed the NC Statement

The NC reviewed the NC Statement prior to its recommendation to the Board for inclusion in Annual Report.

The Board and NC adopted a comprehensive evaluation form for the Board and Board Committees to assess their performance based on the criteria stated in the Terms of Reference of the NC, as well as factors in the Directors' Fit and Proper Policy. The evaluation assessed the quality and integrity of Directors to ensure that the Board maintains an appropriate mix of skills and experience.

The Board also recognises the importance of independence and objectivity in its decision-making process. Through the NC, the Board has assessed the independence of its Independent NEDs based on the criteria set out in the AMLR of Bursa Securities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART II – BOARD COMPOSITION (CONT'D)

11. Continuing Professional Development

The Board recognises the importance of ongoing education and training programs to effectively fulfil its responsibilities and stay informed about regulatory changes and their impact on the Group.

Details of seminars, conferences or training programmes attended by the Board members during the FYE 2025 are listed below:

Directors	Seminars/Workshops/Training/Programmes
Dato' Ab Rahim bin Abu Bakar	Nil*
Tan Hock Lim	Mandatory Accreditation Programme Part II: Leading for Impact
Mohd Fadzil bin Mohd Daud	• Mandatory Accreditation Programme Part II: Leading for Impact • Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level Programme
Datin Shafinaz binti Abdul Rani	Mandatory Accreditation Programme Part II: Leading for Impact
Yap Choo Cheng	• Critical Tax Issues in Malaysia • Corporate Tax Strategies • Stamp Duty Developments & Risks • TechInsights Building an AI-Literate Finance Team – From Buzzwords to Business Impact • Mandatory Accreditation Programme Part II: Leading for Impact • Tax Seminar on Budget 2026 • Introduction to New Disclosure Requirements for Shariah Screening • Updates of Listing Requirements Conducted by UOB Investment Bank
Lim Su May	• Risks and Opportunities in Trump 2.0: A Global Perspective • Mandatory Accreditation Programme Part II: Leading for Impact • Webinar on Unlocking Business Growth with The National Mark Malaysian Brand • Legal Insights for Investors: Navigating Debt Fundraising • Understanding Land Fraud in Malaysia • Key Amendments to the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (Circulars issued by Bursa Securities on 29 November 2024 and 23 December 2024) • Fundamentals of Valuation and Cost Method • Unlocking Opportunities: Johor-Singapore Special Economic Zone • Tariff Turbulence: Navigating Trump's Trade War and Hong Kong Strategy • Comparison Method of Valuation • Bursa Malaysia's The Journey into the AI Age: Game Changer for Your Digital Transformation Era • Exploring the expanded scope of Sales Tax and Service Tax • E-invoicing for Directors - MyInvois & MyTax Portal Walkthrough for Directors • ESG Unplugged: C-Level Perspectives on Tech, Carbon & Change • Using Advanced Candlestick Pattern to Anticipate Potential Stock Price Reversal • Sharing by 3 distinguished organisations on their sustainability transformation journeys, including potential sustainable energy solutions for companies, offering valuable insights into strategies, challenges, and outcomes. • Key Amendments to the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (Circulars issued by Bursa Securities on 30 October 2025)

*As at the date of this Statement, Dato' Ab Rahim bin Abu Bakar did not attend any training in 2025 but completed the Mandatory Accreditation Programme Part II: Leading for Impact in February 2026.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART III – REMUNERATION

12. Remuneration Committee

The RC is to assist the Board in fulfilling its responsibility including reviewing and recommending matters relating to the remuneration of the Board and ExCo members, which comprise of compensation, bonuses, incentives and benefits.

The RC comprised exclusively of Independent NEDs as follows:

Name	Designation	Directorship
Datin Shafinaz binti Abdul Rani	Chairperson	Independent Non-Executive Director
Yap Choo Cheng	Member	Independent Non-Executive Director
Lim Su May	Member	Independent Non-Executive Director

For the FYE 2025, the RC had undertaken the following activities in discharging its duties: -

(a) reviewed and recommended the payment of directors' fees and other benefits to the NEDs; and

(b) reviewed and recommended the proposed remuneration package of the Managing Director, Executive Director and Executive Committee (ExCo) Members of the Company.

These actions reflect the RC's responsibility to ensure that the remuneration policies align with the Company's performance and strategic objectives while maintaining fairness and retention of talents.

Terms of Reference of the RC

The Terms of Reference of the RC is available on the Company's website at http://www.techstore.com.my.

13. Remuneration of Directors and Key Senior Management

The details of the Directors' remuneration of the Company and the Group on the named basis for the FYE 2025 are disclosed as follows:

Directors	Directors' fees RM	Salaries RM	Bonuses RM	Other emolument RM	Benefits-in-kind RM	Total RM
Dato' Ab Rahim bin Abu Bakar	75,000	-	-	-	-	75,000
Tan Hock Lim	-	1,047,644	178,030	-	48,000	1,273,674
Mohd Fadzil bin Mohd Daud	-	279,438	28,326	-	-	307,764
Datin Shafinaz binti Abdul Rani	60,000	-	-	-	-	60,000
Yap Choo Cheng	60,000	-	-	-	-	60,000
Lim Su May	60,000	-	-	-	-	60,000

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART III – REMUNERATION (CONT'D)

13. Remuneration of Directors and Key Senior Management (Cont'd)

Regarding the disclosure of key senior management's remuneration, the Company believes that disclosing individual names would not be in its best interest, given the competitive nature of the human resource market. Maintaining confidentiality in remuneration matters is considered important.

As such, the remuneration of key senior management is disclosed on an aggregate basis in bands of RM50,000. The details of their remuneration for FYE 2025, presented on an unnamed basis, are as follows:

Range of Remuneration (RM)	Number of Top Senior Management
RM50,001 to RM100,000	-
RM100,001 to RM150,000	-
RM150,001 to RM200,000	2
RM200,001 to RM250,000	1
RM300,001 to RM350,000	1
RM450,001 to RM500,000	1

The Board will ensure that the remuneration package remains competitive and appealing to attract, retain and incentivise the Senior Management.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I – AUDIT AND RISK MANAGEMENT COMMITTEE

14. Effective and Independent ARMC

The ARMC is being chaired by the Independent NED, Ms. Yap Choo Cheng. She is not the Chairperson of the Board. The ARMC is to establish a documented, formal and transparent procedure to assist the Board in fulfilling its fiduciary responsibilities relating to corporate accounting, financial reporting practices, system of risk management and internal control, the audit process and the process of monitoring compliance with laws and regulations of the Group.

The ARMC comprised exclusively of Independent NEDs as follows:

Name	Designation	Directorship
Yap Choo Cheng	Chairperson	Independent Non-Executive Director
Datin Shafinaz binti Abdul Rani	Member	Independent Non-Executive Director
Lim Su May	Member	Independent Non-Executive Director

Based on the Terms of Reference of the ARMC, no former audit partner shall be appointed as a member of the ARMC before observing a cooling-off period of at least three (3) years. Currently, no former audit partner has been appointed by the Board or employed by the Group.

The ARMC had reviewed the performance and remuneration of the External Auditors before recommending their re-appointment at the AGM of the Company. Additionally, the ARMC had a private discussion with the External Auditors without the presence of the Managing Director, Executive Director and management of the Group on a yearly basis.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART I – AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

14. Effective and Independent ARMC (Cont'd)

Based on the ARMC's assessment of the External Auditors, Crowe Malaysia PLT, the Board is satisfied with their independence, quality of service and the adequacy of resources provided by the External Auditors in carrying out the annual audit for the FYE 2025. In view thereof, the Board has decided to recommend the re-appointment of Crowe Malaysia PLT as the External Auditors for approval by shareholders at the forthcoming AGM of the Company.

The details of the activities carried out by the ARMC for the FYE 2025 are set out in the ARMC Report in the Annual Report.

Terms of Reference of the ARMC
The Terms of Reference of the ARMC is available on the Company's website at http://www.techstore.com.my.

PART II – RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

15. Effective Risk Management and Internal Control Framework

The Board recognise that the effective oversight review of risk management and internal control is essential for the Group to achieve its corporate goals and objectives. This oversight ensures a balanced approach to safeguarding stakeholder interests while protecting the Group's assets and shareholders' investments. To fulfil this commitment, the Board has established an Enterprise Risk Management ("ERM") framework that outlines five (5) key risk management procedures: identify, analyse, respond, monitor, and report potential risks or structural weaknesses that could hinder the Group's business objectives.

Additionally, the Board has established several internal control systems, including company policies and standard operating procedures ("SOPs"), which help ensure the seamless functioning of business operations, aligning with principles of sound governance.

The ARMC assists the Board in overseeing the risk management framework and reviews the adequacy and effectiveness of the system of risk management and internal control of the Group.

The Statement on Risk Management and Internal Control of the Group is set out in the Annual Report which provides an overview of the state of risk management and internal controls within the Group.

16. Internal Audit Function

The Group has outsourced its internal audit function to an independent professional firm, Sterling Business Alignment Consulting Sdn Bhd, to provide an objective evaluation of the effectiveness of our Group's system of internal control. The firm is independent from the Group and free from any relationships or conflicts of interest which may impair its objectivity or independence in carrying out its responsibilities.

Functionally, the Internal Auditors report directly to the ARMC. Their primary role is to assist the ARMC in evaluating the adequacy and effectiveness of the Group's internal control systems, while ensuring an appropriate balance between controls and risk management, supporting the Group's business objectives. The internal audit function facilitates the timely implementation of remedial actions to address any weaknesses identified within the systems and processes of the respective operating units. The establishment of the internal audit function is aimed at enhancing operational efficiency and promoting the effective utilisation of resources across the Group.

The activities of the internal auditors for the FYE 2025 are set out in the Statement on Risk Management and Internal Control in this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

PART I – COMMUNICATION WITH STAKEHOLDERS

The Board acknowledges the importance of transparency and accountability to its shareholders and is committed to ensuring continuous communication through various channels. This approach allows the Board and Management to share timely, comprehensive, and accurate information with investors, shareholders, the financial community, and the public. Such communication ensures that all stakeholders are kept informed and are able to make well-informed decisions regarding their interests in the Group.

Stakeholders can stay informed about the Group's business and operational developments through multiple communication platforms, including the Company's website http://www.techstore.com.my, announcementsto Bursa Securities, circulars, annual reports, general meetings, and press releases.

PART II – CONDUCT OF GENERAL MEETINGS

AGM serve as a principal platform for shareholders to engage in dialogue with the Board and key senior management annually. In alignment with the MCCG, the notice for the upcoming AGM will be distributed to shareholders at least twenty-eight (28) days in advance. This provides shareholders ample time to review the Annual Report and make necessary arrangements for attendance and voting. The AGM notice, detailing the agenda and business to be addressed, will also be published in a prominent local newspaper. To ensure transparency, the Board will include comprehensive explanations for each item of special business, clarifying the implications of proposed resolutions.

In compliance with Rule 8.31A of the AMLR of Bursa Securities, all resolutions presented at the AGM will be voted on by poll. An independent scrutineer will be appointed to validate the voting process, ensuring accuracy and fairness. The results of the general meeting will be announced to Bursa Securities on the same day, while the minutes of the meeting will be made available on the Company's website within thirty (30) business days following the event.

The Board has adopted the recommendation of the MCCG for the Notice of the 2nd AGM which was given to the shareholders at least 28 days prior to the meeting. The Board encourages shareholders to participate in the questions and answers session and to interact and feedback to the Chairman for opinions or concerns during the AGM. The Chairman of the Board and Board committees, all other members of the Board, the key senior management and the external auditors were present to facilitate conversations and addressed questions and concerns from shareholders. Sufficient time was provided for shareholders to raise questions and to solicit replies from the Board.

The outcome of the general meeting will then be announced to Bursa Securities on the same meeting day while the minutes of the AGM will be posted on the Company's website no later than 30 business days after the AGM.

Barring any unforeseen circumstances, all Directors will attend the forthcoming AGM, providing shareholders with the opportunity to address questions and concerns directly to the Board. This commitment underscores our dedication to fostering transparency, accountability, and active shareholder.

CONCLUSION

Saved as disclosed above, the Board is of the view that the Group has complied with and shall remain committed to attaining the highest possible standards through the continuous adoption of the principles and best practices set out in MCCG and all other applicable laws, rules and regulations where applicable and appropriate.

This Corporate Governance Overview Statement was tabled and approved by the Board on 28 April 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

OBJECTIVES

The Board is pleased to present the Audit and Risk Management Committee ("ARMC" or "the Committee") Report for the FYE 2025, prepared in compliance with Rule 15.15 of the ACE Market Listing Requirements ("AMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

The ARMC's primary responsibility is to support the Board in fulfilling its fiduciary responsibilities relating to corporate accounting, financial reporting practices, the system of risk management and internal control, reinforcing the independence of the Group's External Auditors, evaluating the quality of the Internal Audit function, and the process of monitoring compliance with laws and regulations of the Group.

COMPOSITION AND MEETINGS

The ARMC consists of three (3) Board members, all of whom are Independent NEDs. The composition complies with Rules 15.09 and 15.10 of the AMLR of Bursa Securities and the Step-Up Practice 9.4 of MCCG.

The current composition and meeting attendance of the ARMC is as follows:

Designation	Name	Directorship	Meeting Attendance for FYE 2025
Chairperson	Yap Choo Cheng	Independent Non-Executive Director	6/6
Member	Datin Shafinaz binti Abdul Rani	Independent Non-Executive Director	6/6
Member	Lim Su May	Independent Non-Executive Director	6/6

The ARMC is led by Ms. Yap Choo Cheng, who is a member of the Association of Chartered Certified Accountants and the Malaysian Institute of Accountants. In addition, with reference to Rule 15.10 of the AMLR and Practice 9.1 of the MCCG, Ms. Yap Choo Cheng, as the Chairperson of the ARMC, is not the Chairman of the Board. This shall preserve the integrity and credibility of the Group's financial reporting and audit processes.

In addition to the above, the Chief Financial Officer was invited to attend all ARMC meetings to facilitate the effective conduct of the meetings by providing clarification on operational, financial and audit matters. Other Board members, designated representatives from Senior Management, as well as the External and Internal Auditors, were invited to attend the ARMC meetings, where necessary, to deliberate on matters within their respective areas of responsibility.

The meetings were conducted with a quorum of two (2) ARMC members. The meeting agenda and relevant papers were circulated to all ARMC members in advance to allow sufficient time for review, thereby enabling informed discussions and effective decision-making.

The Company Secretary attended all ARMC meetings to minute the deliberations and decisions of the ARMC and subsequently reported to the Board for its consideration.

On an annual basis, the Nomination Committee evaluates the term of office and performance of the ARMC and each of its members before making its recommendation to the Board for review. For the FYE 2025, the NC is satisfied that the ARMC has effectively discharged its functions, duties and responsibilities in accordance with its Terms of Reference.

TERMS OF REFERENCE

To ensure an efficient discharge of responsibilities, the ARMC is guided by its Terms of Reference, detailing the composition, authority, duties and responsibilities of the ARMC. The said Terms of Reference are made available on the Company's website at http://www.techstore.com.my.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

SUMMARY ACTIVITIES OF THE ARMC

In accordance with the Terms of Reference, the ARMC has carried out the following activities during the FYE 2025:

Financial Reporting

- reviewed and ensured that the Group's financial reporting and disclosure requirements are in accordance with the applicable Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards ("IFRSs"), Companies Act 2016 ("Act") and AMLR;

- received updates on the changes in accounting policies and guidelines through regular updates by the External Auditors;

- reviewed the quarterly unaudited financial results and annual audited financial statements of the Group before recommending the same to the Board for approval and release to Bursa Securities; and

- reviewed the annual budget of the Group for FYE 2025 and deliberated on the underlying assumptions made by the Management in preparing the annual budget and recommended the same to the Board for approval and adoption.

External Audit

- reviewed the audit planning memorandum presented by the External Auditors and deliberated on matters including the audit plan, scope of work, engagement team, audit timeline, audit fees, areas of audit emphasis, key audit matters, accounting standards updates that affected financial reporting prior to the commencement of the annual audit and recommended the same to the Board for approval;

- held one (1) private session without the presence of Management to seek feedback from the External Auditors on audit matters concerned;

- reviewed the audit completion memorandum and discussed with the External Auditors the results of their audit, their comments on the significant audit findings, management letter and their evaluation of the internal controls and recommended the same to the Board for approval; and

- evaluated the effectiveness and performance of the External Auditors, by taking into the consideration of their independence, suitability, objectivity, competency and resources, and recommended to the Board for their re-appointment.

Internal Audit

- Reviewed, assessed and approved the Company's internal audit function and was satisfied that the scope, independence, competency, resources, and authorities granted to the outsourced internal audit function, as well as the internal audit charter, internal audit plan and processes, are adequate to provide reasonable assurance to the ARMC, that the Group's governance, risk and control structures and processes are adequate and effective and that the results of the internal audit, processes or investigation undertaken are adequately communicated to the ARMC and appropriate actions are taken on the recommendations of the Internal Auditors.

- Reviewed and deliberated on the internal audit findings, recommendations for improvements and the Management's corresponding action plan and corrective measures. The ARMC ensured that all significant issues were addressed by Management on a timely basis and reported to the Board on internal control matters, together with its views and recommendations for further enhancement.

- Reviewed and assessed the independence, qualifications, resources and overall performance of the internal auditor.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Risk Management and Internal Control

- reviewed the risk management and internal control framework, policies and processes; and

- discussed with the key senior management, the material key risks affecting the Group, the mitigation action plans and strategies to be implemented by Management to resolve the issues.

Related Party Transactions ("RPT") and Conflict of Interest ("COI") and/or Potential COI

- reviewed the RPT and COI and/or potential COI that may arise from the Directors and/or the key senior management. Based on the declarations received from the Directors and/or the key senior management, there was RPT in relation to rental payment, which will be monitored and disclosed on a quarterly basis to the ARMC and board meeting. There were no other COI situation involving the Directors and/or key senior management during the FYE 2025.

Others

- reviewed the Statement on Risk Management and Internal Control and ARMC Report in accordance with the AMLR of Bursa Securities and the Statement on Risk Management and Internal Control – Guidelines for Directors of Listed Issuers, for inclusion into the Annual Report. Further details of the internal audit function are set out in the Statement on Risk Management and Internal Control of this Annual Report.

Corporate Governance and Regulatory Compliance

- reviewed the ARMC Report and Statement on Risk Management and Internal Control prior to recommending to the Board's approval and inclusion in the Company's Annual Report.

- reviewed the sustainability policy prior to recommending to the Board's approval.

INTERNAL AUDIT FUNCTION

On 23 April 2025, we outsourced our internal audit function to Sterling Business Alignment Consulting Sdn Bhd ("Internal Auditors"), an independent consulting firm, to review the adequacy and sufficiency of the systems, procedures and controls of the Group. Functionally, the Internal Auditors report directly to the ARMC on the adequacy and effectiveness of the Group's risk management and internal control systems of the Group.

For FYE 2025, the Internal Auditors reviewed the internal control environment on Tech-Store Malaysia Sdn Bhd and SeeTec Asia Sdn Bhd which involves the following areas:

- finance and accounts function;
- procurement function;
- maintenance service function; and
- inventory management function.

The Internal Auditors also conducted follow-up status reviews on previously reported audit findings.

The Internal Auditors are independent and free from any relationships or conflict of interest with the Group, ensuring that they can perform their internal audit review objectively, impartially, and with the highest level of professionalism and due care.

The cost of the internal audit for FYE 2025 is RM33,500.00.

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

This Statement was approved by the Board on 28 April 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of TechStore is pleased to present the Statement on Risk Management and Internal Control for the FYE 2025. This Statement is prepared in accordance with Rule 15.26(b) of the AMLR of Bursa Securities, Principle B of the MCCG, and as guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers ("Guidelines"). It outlines the extent and nature of the internal control and risk management efforts of the Group.

BOARD RESPONSIBILITY

The Board recognises the importance of maintaining a sound and effective system of risk management and internal control and remains committed to reviewing its adequacy and effectiveness on a regular basis. This is to safeguard shareholders' interests, protect the Group's assets, and support the achievement of its strategic and operational objectives. In this regard, the Board is responsible for reviewing and approving the Group's risk appetite and tolerance levels, ensuring that they remain aligned with the Group's strategic objectives and operational requirements.

While the system is designed to manage and mitigate risks, it is important to note that the system does not eliminate them entirely. Instead, these risks are managed within an acceptable risk appetite to enable the Group to pursue its business objectives in a controlled manner. Accordingly, the Group's system of risk management and internal control can provide reasonable, but not absolute, assurance against material misstatement, loss or fraud.

The Board confirmed that throughout the FYE 2025, the Group has maintained a robust and on-going process for identifying, evaluating, monitoring and managing the principal risks affecting the achievement of its business objectives. The Board has delegated the responsibility for reviewing the adequacy and effectiveness of the internal control system to the ARMC. Through the ARMC, the Board is kept informed of all significant financial / non-financial control issues brought to the attention of the ARMC by the Management, the Internal Auditors and the External Auditors. The Board works closely with the ARMC to continually review, improve and address internal control measures while managing potential risks.

The key elements of the Group's system of internal control include clearly defined organisational structures, lines of responsibility and authority, documented policies and procedures, approval limits, and regular management reporting to facilitate the monitoring of financial and operational performance.

The Board is of the view that the Group's risk management and internal control system has been operating effectively and adequately during the financial year under review and up to the date of approval of this Annual Report, in all material aspects, subject to regular reviews.

RISK MANAGEMENT FRAMEWORK

The Group has implemented an ERM framework, which is integrated into our management processes and ongoing business activities. This framework provides a structured approach for identifying, assessing, managing, and monitoring risks across the organisation. The key processes involved in the Group's ERM include:

- **Step 1** - Risk identification
- **Step 2** - Risk assessment
- **Step 3** - Risk response
- **Step 4** - Risk control and mitigation
- **Step 5** - Risk reporting and monitoring

The ERM framework is a structured and systematic process designed to identify, assess, monitor, mitigate, and manage risks that could impact the Group's ability to achieve its business objectives and strategic goals. Department heads across the Group are responsible for the timely identification, evaluation, reporting, and management of risks within their respective areas on a daily basis.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

During FYE 2025, the Group has identified and managed the following key risks:

Risk identified	Mitigating factors
Project implementation and delivery risk	• Adopts structured project management practices, including detailed project planning, budgeting and timeline estimation processes • Performs regular project reviews and coordination with customers and subcontractors to address potential delays arising from site readiness, scope changes or external factors • Dedicated project teams are assigned to monitor project progress, manage resources and ensure adherence to delivery schedules
Dependency on customers within the public land transportation sector	• Actively tenders for projects across various industries to diversify its customer base to reduce concentration risk • Secured multiple projects outside of the public land transportation sector • On-going efforts made to strengthen the relationship with the existing customers
Revenue sustainability risk	• On-going effort to expand its portfolio of maintenance, support and recurring service contracts to improve income visibility and stability • Actively pursues/tender for new projects and long-term contracts to sustain its order book • Continuous effort to enhance its service offerings to increase opportunities with the existing customers

Notwithstanding the key risks identified above, the Group maintains an on-going process to identify, assess, manage and monitor risks across its operations. Under the guidance and oversight of the Board and the ARMC, the key senior management is entrusted with the responsibility of managing the Group's risk profile. This includes assigning clear accountability for risk management, ensuring the effectiveness of risk mitigation strategies, and monitoring the progress of risk-related initiatives. Key senior management provides regular updates and comprehensive reports to the Board and ARMC, ensuring transparency and enabling informed decision-making at the highest level. In the event of major incidents or significant risk issues, these are promptly escalated to the Board for further review and deliberation.

INTERNAL AUDIT FUNCTION

The Group has outsourced its internal audit function to an independent professional firm, Sterling Business Alignment Consulting Sdn Bhd, to provide an objective evaluation of the effectiveness of its system of internal control. The firm is independent from the Group and free from any relationships or conflicts of interest which may impair its objectivity or independence in carrying out its responsibilities.

The internal audit team is led by Dr. So Hsien Ying, the principal consultant responsible for the internal audit of the Group. All personnel assigned to the engagement are independent of the Group and do not have any relationships or conflicts of interest that may compromise their objectivity during the course of their work. The firm does not assume any direct operational responsibilities or authority over the activities subject to audit.

Functionally, the Internal Auditors report directly to the ARMC. Their primary role is to assist the ARMC in evaluating the adequacy and effectiveness of the Group's internal control systems, while ensuring an appropriate balance between controls and risk management, supporting the Group's business objectives. The internal audit function facilitates the timely implementation of remedial actions to address any weaknesses identified within the systems and processes of the respective operating units. The establishment of the internal audit function is aimed at enhancing operational efficiency and promoting the effective utilisation of resources across the Group.

The ARMC reviewed and approved the internal audit engagement scope and fees to safeguard the independence and objectivity of the Internal Auditors.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

During the FYE 2025, 2 internal audit reviews had been carried out by the Internal Auditors:

Financial Reporting Quarter	Reporting Month	Name of Entities Audited	Areas of audit
April 2025 to June 2025	August 2025	Tech-Store Malaysia Sdn Bhd & SeeTec Asia Sdn Bhd	• finance and accounts • procurement
July 2025 to September 2025	November 2025	Tech-Store Malaysia Sdn Bhd	• maintenance service • inventory management

Upon completion of the internal audit fieldwork during the FYE 2025, the internal audit reports were tabled at the scheduled ARMC meetings. The internal auditors presented their findings and recommendations, together with management's responses and proposed action plans, for discussion and deliberation. Members of the ARMC actively participated in these deliberations.

Updates on the implementation status of action plans arising from previous internal audit reports were subsequently presented at following ARMC meetings for further review and consideration. Based on the internal audit reviews conducted during the financial year, no material internal control weaknesses were identified that would have resulted in significant losses to the Group.

The total cost incurred for the internal audit function for FYE 2025 was at RM33,500.00.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The External Auditors, Crowe Malaysia PLT, has reviewed this Statement on Risk Management and Internal Control pursuant to Rule 15.23 AMLR in accordance with 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 in February 2018 for inclusion in the annual report of the Group for the financial year under review.

Based on the External Auditors review, they have reported to the Board that nothing has come to their attention which causes them to believe that this Statement on Risk Management and Internal Control is not prepared, in all material aspects, in accordance with disclosures required by Section 7 of the Guidelines nor is the Statement on Risk Management and Internal Control factually inaccurate.

AAPG 3 does not require the external auditors to consider whether this Statement on Risk Management and Internal Control covers all risk and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk and control procedures.

CONCLUSION

For the financial year under review, the Board is confident that the current risk management and internal control system is well-aligned with the Group's business objectives, ensuring that risks are managed within the Group's defined risk appetite and tolerance levels. This system provides a robust framework to safeguard shareholders' investments and preserve the Group's assets.

However, the Board recognises that the business environment is dynamic and constantly evolving, necessitating continuous improvement and adaptation of the Group's risk management and internal control practices. To this end, the Board will continuously monitor the Group's risk management and internal control system. This ongoing effort ensures that the Group remains resilient, responsive to emerging risks, and well-positioned to achieve its long-term objectives while maintaining the highest standards of governance and accountability.

The Board has received assurance from the Managing Director, Executive Director and Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the risk management and internal control system of the Group.

The Group does not have any material joint ventures or associates that are excluded from the Group's risk management and internal control framework.

This Statement on Risk Management and Internal Control is made in accordance with the resolution of the Board on 28 April 2026.

STATEMENT ON DIRECTORS' RESPONSIBILITY

The Directors are responsible for the preparation of financial statements of the Group and of the Company, as at the end of each financial year, which have been made out in accordance with MFRSs, IFRSs, and the requirements of the Act in Malaysia and the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors are also required by the Act to be responsible for ensuring that the financial statements give a true and fair view of the financial position of the Group and of the Company at the end of the financial year, and of the financial performance and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements for FYE 2025, the Directors have observed the following criteria:

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

The Directors are responsible to ensure that the Group and the Company maintain proper accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy and enabling them to ensure that the financial statements comply with the Listing Requirements of Bursa Securities and adhere to the Act.

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



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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 information on the name, principal place of business/country of incorporation, principal activities, and percentage of issued share capital held by the Company in each subsidiary company are set out in the "Subsidiaries" section of this report.

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

RESULTS

	The Group RM	The Company RM
Profit after taxation for the financial year	9,849,384	1,652,802
Attributable to:-		
Owners of the Company	9,849,384	1,652,802

DIVIDENDS

On 28 April 2026, the Company declared a final dividend of 0.25 sen per ordinary share amounting to RM1,250,000 in respect of the current financial year, payable on 4 June 2026, to shareholders whose names appeared in the record of depositors on 15 May 2026. The financial statements for the current financial year do not reflect this final dividend. Such a dividend will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 December 2026.

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.

DIRECTORS' REPORT

ISSUE OF SHARES AND DEBENTURES

During the financial year:-

(a) the Company increased its issued and paid-up share capital from RM32,062,501 to RM55,412,782 by way of issuance of 125,000,000 ordinary shares at an issue price of RM0.20 per ordinary shares pursuant to the listing of the Company on the ACE Market of Bursa Malaysia Securities Berhad for a total cash consideration of RM25,000,000. The listing expenses arising from the issuance of new ordinary shares amounting to RM1,649,719 were offset against share capital; and

(b) there were no issues of debentures by the Company.

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 there are no known bad debts 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 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:-

(a) 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

(b) 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.

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.

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' REPORT

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:-

Dato' Ab Rahim Bin Abu Bakar
Tan Hock Lim
Mohd Fadzil Bin Mohd Daud
Datin Shafinaz Binti Abdul Rani
Yap Choo Cheng
Lim Su May

The name of director 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, is as follows:-

Nor Azman Bin Abd Razak (Resigned on 15.10.2025)

DIRECTORS' INTERESTS

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

	<----------Number of Ordinary Shares---------->			
The Company	**At 1.1.2025**	**Bought**	**Sold**	**At 31.12.2025**
Direct Interests				
Tan Hock Lim	295,156,250	-	(20,000,000)	275,156,250
Mohd Fadzil Bin Mohd Daud	79,687,500	-	(29,687,500)	50,000,000
Dato' Ab Rahim Bin Abu Bakar	-	200,000	-	200,000
Datin Shafinaz Binti Abdul Rani	-	200,000	-	200,000
Lim Su May	-	200,000	-	200,000
Yap Choo Cheng	-	200,000	-	200,000

By virtue of his shareholding in the Company, Tan Hock Lim is deemed to have an interest in the shares of 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" 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 following transactions:-

	The Group RM	The Company RM
Related parties		
Lease expenses paid/payable	(125,400)	-

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' REMUNERATION

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

	From the Company RM	From the Subsidiaries RM	Total RM
Fees	255,000	-	255,000
Salaries, bonuses and other benefits	-	1,549,690	1,549,690
Defined contribution benefits	-	150,929	150,929
	255,000	1,700,619	1,955,619

The estimated monetary value of benefits-in-kind provided by the Group and the Company to the directors of the Company was RM48,000.

INDEMNITY AND INSURANCE COST

No indemnity were given to, nor insurance effected for, the directors, officers or auditors of the Company.

DIRECTORS' REPORT

SUBSIDIARIES

(a) The details of the subsidiaries' name, principal place of business/country of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary are disclosed as follows:-

Name of Subsidiary	Principal Place of Business/Country of Incorporation	Percentage of Issued Share Capital Held By Parent	Principal Activities
Subsidiary of the Company			
Tech-Store Malaysia Sdn. Bhd. ("TSM")	Malaysia	100%	Distribution and providing professional services in relation to software and hardware for security and ICT products, and to carry on the business of renting and leasing of other machinery, equipment and tangible goods n.e.c.
Subsidiary held through TSM			
Seetec Asia Sdn. Bhd.	Malaysia	100%	Business of security consulting, security systems, ICT, video and behavioural analytics, and development of middleware for third party hardware and system integration.

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

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

(a) On 22 January 2025, the Company issued a prospectus in connection with the Initial Public Offering ("IPO") and the listing of shares ("Listing") of the Company on the ACE Market of Bursa Securities. The IPO and Listing involved the following events:-

(i) Public issue of 125,000,000 issue shares at IPO Price, representing 25% of the entire enlarged shares in the following manner:-

- 25,000,000 issue shares, representing 5% of the entire enlarged shares made available for application by the Malaysian Public;

- 25,000,000 issue shares, representing 5% of the entire enlarged shares made available for application by the eligible persons;

- 12,500,000 issue shares, representing 2.5% of the entire enlarged shares made available by way of private placement to selected investors; and

- 62,500,000 issue shares, representing 12.5% of the entire enlarged shares made available by way of private placement to identified Bumiputera investors approved by Ministry of Investment, Trade and Industry Malaysia.

(ii) Offer for sale of 25,000,000 offer shares, representing 5% of the entire enlarged shares made available at the IPO Price by way of private placement to selected investors.

(b) On 18 February 2025, the Company was successfully admitted to the Official List of Bursa Securities with the listing of and quotation for its entire enlarged issued share capital comprising 500,000,000 ordinary shares on the ACE Market of Bursa Securities.

(c) On 28 February 2025, TSM increased its issued and paid-up share capital from RM12,000,000 to RM20,000,000 by way of issuance of 8,000,000 new ordinary shares for a cash consideration of RM8,000,000. The new ordinary shares issued rank pari passu in all respects with the existing ordinary shares of the TSM.

DIRECTORS' REPORT

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	144,000	58,000
Non-audit fees	21,500	21,500
	165,500	79,500

Signed in accordance with a resolution of the directors dated 28 April 2026.

TAN HOCK LIM

MOHD FADZIL BIN MOHD DAUD

STATEMENT BY DIRECTORS

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

We, Tan Hock Lim and Mohd Fadzil Bin Mohd Daud, being two of the directors of TechStore Berhad, state that, in the opinion of the directors, the financial statements set out on pages 78 to 156 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 28 April 2026.

TAN HOCK LIM **MOHD FADZIL BIN MOHD DAUD**

STATUTORY DECLARATION

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

I, Susie Chung Kim Lan, MIA Membership Number: 26867, being the officer primarily responsible for the financial management of TechStore Berhad, do solemnly and sincerely declare that the financial statements set out on pages 78 to 156 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
Susie Chung Kim Lan
at Kuala Lumpur in the Federal Territory
on this 28 April 2026

SUSIE CHUNG KIM LAN

Before me

Muhammad Faiz Dharmendra Bin Abdullah (W737)
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF TECHSTORE BERHAD

Incorporated in Malaysia
Registration No: 202401003419 (1549269-M)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of TechStore 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 78 to 156.

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.

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.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF TECHSTORE BERHAD (CONT'D)
Incorporated in Malaysia
Registration No: 202401003419 (1549269-M)

Key Audit Matters (Cont'd)

Revenue Recognition Refer to Note 28 to the financial statements	
Key Audit Matter	**How our audit addressed the Key Audit Matter**
Revenue recognition for contract services, due to the contracting nature of the business, involves significant judgements. This includes the determination of the total budgeted contract costs and the calculation of percentage of completion which affects the quantum of revenue to be recognised. In estimating the revenue to be recognised, the management considers past experience and certification by customers and independent third parties, where applicable. We determined this to be a key audit matter due to the complexity and judgemental nature of the budgeting of contract costs and the determination of revenue recognised.	Our procedures included, amongst others:- • Read key contracts and discussed with management to obtain full understanding of terms and risks to assess our consideration of whether revenue was appropriately recognised; • Assessed the management's assumptions in determining the percentage of completion of projects, estimations of revenue and costs, provisions for foreseeable losses, liquidated and ascertained damages as well as recoverability of billed receivables; • Assessed the reasonableness of percentage of completion by comparing to certification by external parties; • Reviewed estimated profit and costs to complete and adjustments for job costing and potential contract losses; and • Tested costs incurred to date to supporting documentation such as contractors' claim certificates.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF TECHSTORE BERHAD (CONT'D)
Incorporated in Malaysia
Registration No: 202401003419 (1549269-M)

Key Audit Matters (Cont'd)

Recoverability of finance lease receivables, trade receivables and contract assets Refer to Notes 9, 14 and 16 to the financial statements	
Key Audit Matter	**How our Audit Addressed the Key Audit Matter**

As at 31 December 2025, the carrying amounts of finance lease receivables, trade receivables and contract assets of the Group were RM25,810,817, RM8,101,442 and RM19,701,739, respectively.
 	
The management applied assumptions in assessing the level of allowance for impairment losses on finance lease receivables, trade receivables and contract assets based on the following:-
 	
• customers' payment profiles of past sales and corresponding historical credit losses;
• specific known facts or circumstances on customers' ability to pay; or
• by reference to past default experience.
 	
The impairment assessment involves significant judgements and there is inherent uncertainty in the assumptions applied by the management to determine the level of allowance. Hence, we determined this to be a key audit matter.
	Our procedures included, amongst others:-
	
	• Obtained an understanding of:-
	  • the Group's control over the receivable collection process;
	  • how the Group identifies and assesses the impairment of receivables; and
	  • how the Group makes the accounting estimates for impairment.
	
	• Reviewed the ageing analysis of trade receivables and testing the reliability thereof;
	
	• Reviewed subsequent cash collections for major receivables and overdue amounts;
	
	• Made inquiries of management regarding the action plans to recover overdue amounts;
	
	• Compared and challenged management's view on the recoverability of overdue amounts to historical patterns of collection;
	
	• Examined other evidence including customer correspondences, proposed or existing settlement plans, repayment schedules; and
	
	• Evaluated the reasonableness and adequacy of the allowance for impairment loss recognised.

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

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF TECHSTORE BERHAD (CONT'D)

Incorporated in Malaysia
Registration No: 202401003419 (1549269-M)

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

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

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

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, 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' Responsibility 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 TECHSTORE BERHAD (CONT'D)
Incorporated in Malaysia
Registration No: 202401003419 (1549269-M)

Auditors' Responsibility 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 activities 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.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF TECHSTORE BERHAD (CONT'D)

Incorporated in Malaysia
Registration No: 202401003419 (1549269-M)

Auditors' Responsibility for the Audit of the Financial Statements (Cont'd)

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 of such communication.

Other Matters

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

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

Lam Chan Moi
03835/05/2026 J
Chartered Accountant

Kuala Lumpur

28 April 2026

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	Note	The Group 2025 RM	The Group 2024 RM (Restated)	The Company 2025 RM	The Company 2024 RM
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	40,062,500	32,062,500
Property, plant and equipment	6	3,589,946	2,318,612	-	-
Right-of-use assets	7	2,974,951	2,189,698	-	-
Intangible assets	8	1,772,214	2,279,467	-	-
Finance lease receivables	9	18,038,974	30,469,973	-	-
Goodwill	10	1,321,874	1,321,874	-	-
Deferred tax assets	11	834,000	834,000	-	-
		28,531,959	39,413,624	40,062,500	32,062,500
CURRENT ASSETS					
Contract cost assets	12	842,126	730,530	-	-
Inventories	13	1,255,798	2,329,937	-	-
Trade receivables	14	8,101,442	13,925,949	-	-
Finance lease receivables	9	7,771,843	2,213,802	-	-
Other receivables, deposits and prepayments	15	1,640,472	3,173,722	4,001,000	18,010
Contract assets	16	19,701,739	23,975,123	-	-
Current tax assets		-	-	3,375	-
Short-term investments	17	12,525,726	-	12,525,726	-
Deposits with financial institutions	18	6,612,385	5,404,312	-	-
Cash and bank balances		27,139,837	9,312,593	180,405	4,791
		85,591,368	61,065,968	16,710,506	22,801
TOTAL ASSETS		114,123,327	100,479,592	56,773,006	32,085,301

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

	Note	The Group 2025 RM	The Group 2024 RM	The Company 2025 RM	The Company 2024 RM
EQUITY AND LIABILITIES					
EQUITY					
Share capital	19(a)	55,412,782	32,062,501	55,412,782	32,062,501
Invested equity	19(b)	-	-	-	-
Reorganisation deficit	20	(20,062,500)	(20,062,500)	-	-
Retained profits/ (Accumulated losses)		36,209,294	26,359,910	1,303,688	(349,114)
TOTAL EQUITY		71,559,576	38,359,911	56,716,470	31,713,387
NON-CURRENT LIABILITIES					
Lease liabilities	21	41,223	62,564	-	-
Long-term borrowings	22	17,299,047	28,027,166	-	-
		17,340,270	28,089,730	-	-
CURRENT LIABILITIES					
Trade payables	24	11,677,647	19,877,829	-	-
Other payables and accruals	25	1,596,685	2,476,318	56,536	158,233
Contract liabilities	16	677,399	1,106,663	-	-
Amount owing to a subsidiary	26	-	-	-	213,681
Amount owing to a related party	27	807,216	907,216	-	-
Lease liabilities	21	139,641	142,391	-	-
Short-term borrowings	22	8,309,603	8,766,701	-	-
Current tax liabilities		2,015,290	752,833	-	-
		25,223,481	34,029,951	56,536	371,914
TOTAL LIABILITIES		42,563,751	62,119,681	56,536	371,914
TOTAL EQUITY AND LIABILITIES		114,123,327	100,479,592	56,773,006	32,085,301

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

		The Group		The Company	
	Note	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM (Restated)	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
REVENUE	28	73,333,466	65,235,399	4,000,000	-
COST OF SALES		(46,560,794)	(48,189,851)	-	-
GROSS PROFIT		26,772,672	17,045,548	4,000,000	-
OTHER INCOME		1,180,086	859,493	340,947	-
		27,952,758	17,905,041	4,340,947	-
ADMINISTRATIVE EXPENSES		(9,653,690)	(7,708,471)	(2,688,145)	(349,114)
OTHER EXPENSES		(1,589,419)	(792,815)	-	-
FINANCE COSTS		(2,152,663)	(1,770,150)	-	-
REVERSAL OF IMPAIRMENT LOSSES ON FINANCIAL ASSETS AND CONTRACT ASSETS	29	207,000	1,046,219	-	-
PROFIT/(LOSS) BEFORE TAXATION	30	14,763,986	8,679,824	1,652,802	(349,114)
INCOME TAX EXPENSE	31	(4,914,602)	(2,392,000)	-	-
PROFIT/(LOSS) AFTER TAXATION		9,849,384	6,287,824	1,652,802	(349,114)
OTHER COMPREHENSIVE INCOME		-	-	-	-
TOTAL COMPREHENSIVE INCOME/(EXPENSES) FOR THE FINANCIAL YEAR/PERIOD		9,849,384	6,287,824	1,652,802	(349,114)

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

		The Group		The Company	
	Note	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
PROFIT/(LOSS) AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		9,849,384	6,287,824	1,652,802	(349,114)
TOTAL COMPREHENSIVE INCOME/ (EXPENSES) ATTRIBUTABLE TO:-					
Owners of the Company		9,849,384	6,287,824	1,652,802	(349,114)
EARNINGS PER SHARE (SEN)	32				
- Basic		2.04	1.68		
- Diluted		2.04	1.68		

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Share Capital RM	Invested Equity RM	Non-distributable Reorganisation Deficit RM	Distributable Retained Profits RM	Total Equity RM
The Group						
At 1.1.2024		-	12,000,000	-	20,072,086	32,072,086
Profit after taxation/Total comprehensive income for the financial year		-	-	-	6,287,824	6,287,824
Contributions by owners of the Company: Issuance of shares:						
- Upon incorporation of the Company	19(a)	1	-	-	-	1
- Upon acquisition of a subsidiary	19(a)	32,062,500	(12,000,000)	(20,062,500)	-	-
Total transactions with owners		32,062,501	(12,000,000)	(20,062,500)	-	1
At 31.12.2024/1.1.2025		32,062,501	-	(20,062,500)	26,359,910	38,359,911
Profit after taxation/Total comprehensive income for the financial year		-	-	-	9,849,384	9,849,384
Contributions by owners of the Company:						
- Issuance of shares pursuant to Initial Public Offering	19(a)	25,000,000	-	-	-	25,000,000
- Share issuance expenses	19(a)	(1,649,719)	-	-	-	(1,649,719)
Total transactions with owners		23,350,281	-	-	-	23,350,281
At 31.12.2025		55,412,782	-	(20,062,500)	36,209,294	71,559,576

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	Share Capital RM	Retained Profits RM	Total Equity RM
The Company				
At 23.1.2024 (date of incorporation)		1	-	1
Loss after taxation for the financial period/Total comprehensive expenses for the financial period		-	(349,114)	(349,114)
Contributions by owners of the Company:				
- Issuance of shares	19(a)	32,062,500	-	32,062,500
At 31.12.2024/1.1.2025		32,062,501	(349,114)	31,713,387
Profit after taxation for the financial year/Total comprehensive income for the financial year		-	1,652,802	1,652,802
Contributions by owners of the Company:				
- Issuance of shares pursuant to Initial Public Offering	19(a)	25,000,000	-	25,000,000
- Share issuance expenses	19(a)	(1,649,719)	-	(1,649,719)
Total transactions with owners		23,350,281	-	23,350,281
At 31.12.2025		55,412,782	1,303,688	56,716,470

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group		The Company	
		1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES					
Profit/(Loss) before taxation		14,763,986	8,679,824	1,652,802	(349,114)
Adjustments for:-					
Amortisation of intangible assets		507,253	211,532	-	-
Depreciation of:					
- property, plant and equipment		471,045	366,196	-	-
- right-of-use assets		167,852	176,987	-	-
Impairment losses on:					
- contract assets		-	62,000	-	-
- trade receivables		-	329,440	-	-
Interest expense on financial liabilities that are not at fair value through profit or loss:					
- bankers' acceptances		6,196	41,559	-	-
- bank overdrafts		-	17,400	-	-
- bank guarantee		408,894	256,474	-	-
- hire purchase payables		193,164	19,350	-	-
- invoice financing		-	42,892	-	-
- term loans		1,526,834	1,376,752	-	-
Interest expenses on lease liabilities		14,563	17,373	-	-
Property, plant and equipment written off		1,742	-	-	-
Write down of inventories		380,504	-	-	-
Unrealised loss on foreign exchange		-	(37,222)	-	-
Dividend income		-	-	(4,000,000)	-
Gain on disposal of property, plant and equipment		(34,748)	-	-	-
Gain on reassessment of leases		(3,909)	(3,909)	-	-
Gain on derecognition of leases		-	(2,640)	-	-
Interest income		(843,185)	(230,091)	(244,725)	-
Reversal of impairment losses on trade receivables		(207,000)	(1,437,659)	-	-
Operating profit/(loss) before working capital changes carried forward		17,353,191	9,886,258	(2,591,923)	(349,114)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	The Group		The Company	
		1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM (Restated)	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
Operating profit/(loss) before working capital changes brought forward		17,353,191	9,886,258	(2,591,923)	(349,114)
Increase in contract cost assets		(111,596)	(730,530)	-	-
Decrease in contract assets		4,321,384	5,713,672	-	-
(Decrease)/Increase in contract liabilities		(429,264)	1,106,663	-	-
Decrease/(Increase) in inventories		693,635	(601,284)	-	-
Decrease/(Increase) in trade and other receivables		7,516,757	(6,690,703)	17,010	(18,010)
Decrease in finance lease receivables		6,872,958	2,316,225	-	-
(Decrease)/Increase in trade and other payables		(9,079,815)	(273,087)	(101,697)	158,233
(Decrease)/Increase in amount owing to a related party		(100,000)	914,623	-	-
(Decrease)/Increase in amount owing to a subsidiary		-	-	(213,681)	213,681
CASH FROM/(FOR) OPERATIONS		27,037,250	11,641,837	(2,890,291)	4,790
Interest paid		(408,894)	(273,874)	-	-
Income tax paid		(3,675,792)	(3,084,452)	(3,375)	-
Income tax refunded		23,647	-	-	-
NET CASH FROM/(FOR) OPERATING ACTIVITIES		22,976,211	8,283,511	(2,893,666)	4,790

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	The Group		The Company	
		1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM (Restated)	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
CASH FLOWS FOR INVESTING ACTIVITIES					
Additional investment in an existing subsidiary		-	-	(8,000,000)	-
Purchase of intangible assets		-	(2,486,736)	-	-
Purchase of property, plant and equipment	33(a)	(1,305,373)	(828,187)	-	-
Purchase of right-of-use assets	33(a)	(836,049)	-	-	-
Purchase of short-term investments		(12,525,726)	-	(12,525,726)	-
Sale proceeds from disposal of property, plant and equipment		53,000	-	-	-
Net cash outflows from acquisition of a subsidiary	5(a)(i)	-	(163,498)	-	-
(Additions to)/Withdrawal of pledged fixed deposits with licensed banks		(895,246)	763,994	-	-
Placement of deposit to the Financial Service Revenue Account and sinking fund		(312,827)	(1,728,823)	-	-
Interest income received		843,185	230,091	244,725	-
NET CASH FOR INVESTING ACTIVITIES		(14,979,036)	(4,213,159)	(20,281,001)	-

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

	Note	The Group		The Company	
		1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES					
Proceeds from issuance of shares		23,350,281	1	23,350,281	1
Drawdown of bankers' acceptances	33(b)	-	2,873,048	-	-
Drawdown of hire purchase payables	33(b)	-	3,062,899	-	-
Drawdown of term loans	33(b)	1,440,000	-	-	-
Interest paid		(1,740,757)	(1,497,926)	-	-
Repayment of bankers' acceptances	33(b)	(414,607)	(3,181,164)	-	-
Repayment of hire purchase payables	33(b)	(879,769)	(79,555)	-	-
Repayment of invoice financing	33(b)	-	(3,050,000)	-	-
Repayment of lease liabilities	33(b)	(137,238)	(145,427)	-	-
Repayment of term loans	33(b)	(11,787,841)	(6,431,218)	-	-
NET CASH FROM/(FOR) FINANCING ACTIVITIES		9,830,069	(8,449,342)	23,350,281	1
NET INCREASE/ (DECREASE) IN CASH AND CASH EQUIVALENTS		17,827,244	(4,378,990)	175,614	4,791
EFFECTS OF FOREIGN EXCHANGE TRANSLATION		-	37,222	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIALYEAR/PERIOD		9,312,593	13,654,361	4,791	-
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR/ PERIOD	33(d)	27,139,837	9,312,593	180,405	4,791

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 ("Bursa Securities"). The registered office and principal place of business are as follows:-

Registered office	: B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No.1, Medan Syed Putra Utara, 59200 Kuala Lumpur, W.P. Kuala Lumpur.
Principal place of business	: No. 20-2 Jalan Suria Puchong 6, Pusat Perniagaan Suria Puchong, 47110 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 Group and of the Company 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 28 April 2026.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in the businesses of investment holding. The principal activities of the subsidiaries are disclosed in Note 5 to the financial statements. There have been no significant changes in the nature of these activities during the financial year except that the inclusion of renting or leasing of other machinery, equipment and tangible goods as part of the principal activities of a subsidiary during the financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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 standards and/or interpretations (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(s) and/or interpretation(s) (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

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:-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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 (Cont'd):-

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 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 the 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.

4. MATERIAL ACCOUNTING POLICIES 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) Impairment of Property, Plant and Equipment, Right-of-use Assets and Intangible Assets

The Group determines whether an item of its property, plant and equipment, right-of-use assets and intangible assets are 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 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 property, plant and equipment, right-of-use assets and intangible assets as at the reporting date are disclosed in Notes 6, 7 and 8 to the financial statements respectively.

4. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

4.1 Critical Accounting Estimates and Judgements (Cont'd)

Key Sources of Estimation Uncertainty (Cont'd)

(b) Impairment of Goodwill

The assessment of whether goodwill is impaired requires an estimation of the value in use of the cash-generating unit to which the goodwill are allocated. Estimating a value in use amount requires management to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at the reporting date and the key assumptions are disclosed in Note 10 to the financial statements.

(c) Impairment of Finance Lease Receivables, Trade Receivables and Contract Assets

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all finance lease receivables, 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. Finance lease receivables are assessed separately for impairment due to their distinct credit risk characteristics. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying values of finance lease receivables, trade receivables and contract assets. The carrying amounts of finance lease receivables, trade receivables and contract assets as at the reporting date are disclosed in Notes 9, 14 and 16 to the financial statements respectively.

(d) Revenue Recognition for Contract Services

The Group recognises certain contract services by reference to the contract services progress using the input method, determined based on the proportion of contract costs incurred for work performed to date over the estimated total contract 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, changes in costs and costs to completion. In making the judgement, management relies on past experience and the work of specialists. The carrying amounts of contract assets and contract liabilities as at the reporting date are disclosed in Note 16 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

4.1 Critical Accounting Estimates and Judgements (Cont'd)

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 the past practice and any cost that will be incurred to change the asset if an option to extend is not taken. 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 values at the reporting date with 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 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.

(b) Financial Liability

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

4.2 Financial Instruments (Cont'd)

(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.

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 applying the merger method of accounting.

On 23 January 2024, the Company was incorporated as part of restructuring exercise undertaken in conjunction with the listing on the ACE Market of Bursa Securities, which resulted in the Company becoming the holding company of Tech-Store Malaysia Sdn. Bhd. ("TSM").

On 30 October 2024, the Company acquired the entire issued and paid-up share capital of TSM and consequently, TSM became a wholly-owned subsidiary of the Company. This acquisition forms part of a reorganisation involving entities under common control, as the ultimate controlling shareholder remained unchanged before and after the restructuring.

As the Company did not constitute a business as defined in MFRS 3 *Business Combinations*, the transaction was accounted for as a capital reorganisation using the merger method of accounting. Accordingly, the consolidated financial statements of the Company represent a continuation of the acquired entity, i.e. TSM and the results of entity are presented as if reorganisation had occurred from the beginning of the earliest period presented in the financial statements.

In the consolidated financial statements of the Company, the assets and liabilities of TSM were recognised at its pre-internal reorganisation carrying amounts without any fair value adjustments, as there was no substantive economic change arising from the internal restructuring. No goodwill was recognised. The difference between the shares issued by the Company to acquire TSM and the share capital of TSM was recorded in the capital reorganisation reserve or reorganisation deficit in equity, as applicable.

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

4. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

4.5 Investments in Subsidiaries

Investments in subsidiaries, which are eliminated on consolidation, are stated in the 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 and buildings, are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation on 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:-

Buildings	2%
Computer and software	20%
Equipment	10% to 20%
Furniture and fittings	20%
Motor vehicles	20%
Renovation	20%
Signboard	20%

4.7 Right-Of-Use Assets and Lease Liabilities

(a) Short-term Leases and Leases of Low-value Assets

The Group and the Company apply the "short-term lease" and "lease of low-value assets" recognition exemption. For these leases, the Group and the Company recognise 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.

(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.

4. MATERIAL ACCOUNTING POLICIES INFORMATION (CONT'D)

4.7 Right-Of-Use Assets and Lease Liabilities (Cont'd)

(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 initial recognition, lease liabilities are measured at amortised cost and adjusted for any lease reassessments or modifications.

4.8 Intangible Assets

Intangible assets are initially measured at cost. Subsequent to the initial recognition, the intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

Intangible Assets with Definite Useful Lives

The intangible assets are amortised using the straight-line method to allocate their depreciable amounts over the following periods:-

Trademark	10 years

4.9 Research And Development Costs

Research costs are recognised as an expense when they are incurred.

Capitalised development costs are initially measured at cost. Subsequent to the initial recognition, the development costs are stated at cost less accumulated amortisation and any accumulated impairment losses.

Capitalised development costs are amortised from the point at which the asset is available for use using the straight-line method over periods of 5 years. Prior to that, the capitalised development costs are tested for impairment annually and whenever there is an indication that they may be impaired.

4.10 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average cost method and comprises all costs of purchase plus other costs incurred in bringing the inventories to their present location and condition.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2025 RM	2024 RM
Unquoted shares, at cost:-		
At 1.1.2025/23.1.2024 (date of incorporation)	32,062,500	-
Acquisition of a subsidiary (Note 5(a)(ii))	-	32,062,500
Subscription of shares in an existing subsidiary (Note 5(b))	8,000,000	-
At 31.12.2025/2024	40,062,500	32,062,500

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business/Country of Incorporation	Percentage of Issued Share Capital Held By Parent 2025	2024	Principal Activities
Subsidiary of the Company				
Tech-Store Malaysia Sdn. Bhd. ("TSM")	Malaysia	100%	100%	Distribution and providing professional services in relation to software and hardware for security and ICT products, and to carry on the business of renting and leasing of other machinery, equipment and tangible goods n.e.c.
Subsidiary held through TSM				
Seetec Asia Sdn. Bhd. ("SeeTec")	Malaysia	100%	100%	Business of security consulting, security systems, ICT, video and behavioural analytics, and development of middleware for third party hardware and system integration.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(a) Acquisition of subsidiaries

(i) On 9 January 2024, TSM acquired 100% equity interest of SeeTec for a total purchase consideration of RM200,000. With this acquisition, SeeTec became a wholly-owned subsidiary of TSM.

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

	The Group 2024 RM
Property, plant and equipment (Note 6)	1
Intangible assets (Note 8)	4,263
Other receivables and deposits	14,101
Current tax assets	23,736
Bank balance	36,502
Other payables and accruals	(1,200,477)
Net identifiable liabilities acquired	(1,121,874)
Add: Goodwill on acquisition (Note 10)	1,321,874
Total purchase consideration, to be settled by cash	200,000
Less: Cash and bank balances of subsidiary acquired	(36,502)
Net cash outflow from the acquisition of a subsidiary	163,498

The acquired subsidiary has contributed the following results to the Group:-

	The Group 2024 RM
Revenue	136,098
Profit after taxation	32,978

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES (CONT')

(a) Acquisition of subsidiaries (Cont'd)

(ii) In conjunction with the proposed listing of the Company on the ACE Market of Bursa Malaysia Securities Berhad, the Company has undertaken an internal restructuring to acquire the entire issued share capital of TSM.

On 6 May 2024, the Company entered into a Conditional Share Sale Agreement with the vendors of TSM to acquire the entire issued share capital of TSM.

On 30 October 2024, the Company completed the acquisition of the entire issued and paid-up share capital of TSM for a total purchase consideration of RM32,062,500 by issuance of 374,999,999 new ordinary shares. In subsequent thereof, TSM became a wholly-owned subsidiary of the Company and consolidated under the reorganisation scheme.

(b) Subscription of shares in an existing subsidiary

On 28 February 2025, TSM increased its issued and paid-up share capital from RM12,000,000 to RM20,000,000 by way of issuance of 8,000,000 new ordinary shares for a cash consideration of RM8,000,000.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

6. PROPERTY, PLANT AND EQUIPMENT

	At 1.1.2025 RM	Additions (Note 33(a)) RM	Disposals RM	Written Offs (Note 30) RM	Depreciation Charges (Note 30) RM	At 31.12.2025 RM
The Group						
2025						
Carrying Amount						
Buildings	938,785	1,045,061	-	-	(22,745)	1,961,101
Computer and software	605,894	165,375	-	(749)	(213,271)	557,249
Equipment	186,724	2,450	-	(993)	(31,412)	156,769
Furniture and fittings	20,800	-	(649)	-	(7,839)	12,312
Motor vehicles	544,409	547,687	(17,603)	-	(189,984)	884,509
Renovation	22,000	-	-	-	(5,524)	16,476
Signboard	-	1,800	-	-	(270)	1,530
	2,318,612	1,762,373	(18,252)	(1,742)	(471,045)	3,589,946

	At 1.1.2024 RM	Acquisition of a Subsidiary (Note 5(a)(i)) RM	Additions RM	Depreciation Charges (Note 30) RM	At 31.12.2024 RM
The Group					
2024					
Carrying Amount					
Buildings	959,789	-	-	(21,004)	938,785
Computer and software	617,370	-	177,160	(188,636)	605,894
Equipment	136,031	1	86,264	(35,572)	186,724
Furniture and fittings	28,743	-	-	(7,943)	20,800
Motor vehicles	106,387	-	546,918	(108,896)	544,409
Renovation	8,300	-	17,845	(4,145)	22,000
	1,856,620	1	828,187	(366,196)	2,318,612

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

	At Cost RM	Accumulated Depreciation RM	Carrying Amount RM
The Group			
2025			
Buildings	2,095,254	(134,153)	1,961,101
Computer and software	1,806,470	(1,249,221)	557,249
Equipment	605,474	(448,705)	156,769
Furniture and fittings	342,178	(329,866)	12,312
Motor vehicles	1,423,779	(539,270)	884,509
Renovation	179,407	(162,931)	16,476
Signboard	20,350	(18,820)	1,530
	6,472,912	(2,882,966)	3,589,946
The Group			
2024			
Buildings	1,050,193	(111,408)	938,785
Computer and software	1,720,554	(1,114,660)	605,894
Equipment	612,844	(426,120)	186,724
Furniture and fittings	346,003	(325,203)	20,800
Motor vehicles	1,046,768	(502,359)	544,409
Renovation	179,407	(157,407)	22,000
Signboard	18,550	(18,550)	-
	4,974,319	(2,655,707)	2,318,612

(a) The buildings of the Group have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 22(a) to the financial statements.

(b) Included in the property, plant and equipment of the Group were motor vehicle with a total carrying amount of RM845,446 (2024 - RM531,359) held under hire purchase arrangements. Details of the hire purchase payables by the Group, as disclosed in Note 23 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

7. RIGHT-OF-USE ASSETS

	At 1.1.2025 RM	Addition (Note 33(a)) RM	Reassessment of Lease Liabilities RM	Depreciation Charges (Note 30) RM	At 31.12.2025 RM
The Group					
2025					
Carrying Amount					
Leasehold lands	1,992,362	836,049	-	(28,291)	2,800,120
Office premises	156,075	-	117,056	(117,057)	156,074
Equipment	41,261	-	-	(22,504)	18,757
	2,189,698	836,049	117,056	(167,852)	2,974,951

	At 1.1.2024 RM	Derecognition Due to Lease Modification RM	Reassessment of Lease Liabilities RM	Depreciation Charges (Note 30) RM	At 31.12.2024 RM
The Group					
2024					
Carrying Amount					
Leasehold lands	2,019,683	-	-	(27,321)	1,992,362
Office premises	156,076	-	117,055	(117,056)	156,075
Hostels	112,560	(102,454)	-	(10,106)	-
Equipment	63,765	-	-	(22,504)	41,261
	2,352,084	(102,454)	117,055	(176,987)	2,189,698

(a) The Group has leases contract for leasehold lands, office premises, hostels and equipment used in its operations with the following lease terms:-

	2025	2024
Leasehold lands	84 years, 75 years and 72 years	84 years and 75 years
Office premises	1 year + 1 year renewal option	1 year + 1 year renewal option
Hostels	N/A	1 year + 2 years renewal option and 1 year + 1 year renewal option
Equipment	5 years	5 years

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

(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) The leasehold lands of the Group have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 22(a) to the financial statements.

8. INTANGIBLE ASSETS

	The Group	
	2025	2024
	RM	RM
Cost:-		
At 1 January	2,492,816	-
Additions	-	2,486,736
Acquisition of a subsidiary (Note 5(a)(i))	-	6,080
At 31 December	2,492,816	2,492,816
Accumulated amortisation:-		
At 1 January	(213,349)	-
Acquisition of a subsidiary (Note 5(a)(i))	-	(1,817)
Amortisation during the financial year (Note 30)	(507,253)	(211,532)
At 31 December	(720,602)	(213,349)
	1,772,214	2,279,467
Represented by:-		
Development costs	1,768,559	2,275,508
Trademark	3,655	3,959
	1,772,214	2,279,467
Included in additions during the financial year are:-		
Staff costs	-	430,488

The development costs are in respect of development of platform screen door and belonged to the design and implementation of enterprise IT security and automation solutions segment. The amortisation charges are recognised in profit or loss under "Other Expenses" line item.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

9. FINANCE LEASE RECEIVABLES

	The Group	
	2025	2024
	RM	RM
Finance lease receivables:-		
Trade balances	25,810,817	32,683,775
Analysed by:-		
Current assets	7,771,843	2,213,802
Non-current assets	18,038,974	30,469,973
	25,810,817	32,683,775

(a) The Group entered into finance lease arrangements for ICT equipment and lease to public sector. The terms of finance leases entered are ranging from 3 to 5 years (2024 - 3 to 5 years).

(b) The interest rate inherent in the leases is fixed at the contract date for the entire lease term. The contracted effective interest rates range from 10.46% to 26.87% (2024 - 10.46% to 26.87%).

(c) The Group entered a specific charge and deed of assignment over one of the finance lease receivables with a licensed bank as security for banking facilities granted to the Group as disclosed in Note 22(a)(iii) to the financial statements.

10. GOODWILL

	The Group	
	2025	2024
	RM	RM
Cost:-		
At 1 January	1,321,874	-
Acquisition of a subsidiary (Note 5(a)(i))	-	1,321,874
At 31 December	1,321,874	1,321,874

(a) The carrying amount of goodwill is allocated to the following cash-generating unit:-

	The Group	
	2025	2024
	RM	RM
Security and ICT solutions segment	1,321,874	1,321,874

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

10. GOODWILL (CONT'D)

(b) The Group has assessed the recoverable amount of goodwill and determined that no impairment is required. The recoverable amount is determined using the value-in-use approach, and this is derived from the present value of the future cash flows from the cash-generating unit based on the projections of financial budgets approved by the management covering a period of 3 years and considering terminal value to perpetuity. The key assumptions used in the determination of the recoverable amount are as follows:-

	2025 %	2024 %	Basis
Revenue growth rate	3 to 7	1.8	Based on past business performance, projection in securing new contracts and management's expectations of current and future market conditions.
Gross profit margin	18 to 20	15	Based on the historical margins achieved or predetermined profit margins for relevant contracts and services.
Discount rate (pre-tax)	11.8	8.7	The rate reflects specific risks relating to the cash-generating unit.

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

The management believes that there is no reasonable possible change in the above key assumptions applied that is likely to materially cause the cash-generating unit's carrying amount to exceed its recoverable amount.

11. DEFERRED TAX ASSETS

	The Group	
	2025 RM	2024 RM
At 1 January	834,000	526,000
Recognised in profit or loss (Note 31)	-	308,000
At 31 December	834,000	834,000

11. DEFERRED TAX ASSETS (CONT'D)

The deferred tax assets/(liability) recognised at the end of the reporting period are as follows:-

	The Group	
	2025	2024
	RM	RM
Deferred tax assets:-		
Finance lease receivables	299,000	328,000
Provisions	585,000	576,000
	884,000	904,000
Deferred tax liability:-		
Accelerated capital allowances over depreciation	(50,000)	(70,000)
	834,000	834,000

At the end of the reporting period, the amount of deferred tax assets not recognised (stated at gross) due to uncertainty of their realisation are as follows:-

	The Group		The Company	
	2025	2024*	2025	2024*
	RM	RM	RM	RM
Unused tax losses:				
- expires in year of assessment ("YA") 2028	408,000	652,000	-	-
- expires in YA 2029	1,000	1,000	-	-
- expires in YA 2031	17,000	17,000	-	-
- expires in YA 2032	21,000	21,000	-	-
- expires in YA 2033	239,000	239,000	-	-
- expires in YA 2034	19,699	-	19,699	-
Provisions	2,438,864	1,438,533	-	90,000
Temporary differences on property, plant and equipment	3,516,024	1,951,002	-	-
	6,660,587	4,319,535	19,699	90,000

* Certain comparative figures have been restated to reflect the revised tax losses carry-forward and temporary differences available to the Group.

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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

12. CONTRACT COST ASSETS

	The Group	
	2025 RM	2024 RM
Costs to fulfil a contract	842,126	730,530

The costs to fulfill a contract represent costs incurred in advance for goods or services to be provided in fulfilling specific contracts. These costs are to be amortised in accordance with the progress of the underlying contract, determined using the input method, consistent with the pattern of recognition of the associated revenue.

13. INVENTORIES

	The Group	
	2025 RM	2024 RM
At cost:-		
Project equipment, spare parts and consumables	1,255,798	2,329,937
Recognised in profit or loss:-		
Inventories recognised as cost of sales	15,086,835	17,417,895
Write down of inventories	380,504	-

14. TRADE RECEIVABLES

	The Group	
	2025 RM	2024 RM
Trade receivables		
Third parties	8,526,442	14,557,949
Allowance for impairment losses (Note 38.1(b)(iii))	(425,000)	(632,000)
	8,101,442	13,925,949

The Group's normal trade credit term is ranging from 30 to 60 (2024 - 30 to 60) days. Other credit terms are assessed and approved on a case-by-case basis.

15. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group		The Company	
	2025 RM	2024 RM (Restated)	2025 RM	2024 RM
Other receivables	119,154	250,189	-	-
Dividend receivable	-	-	4,000,000	-
Deposits	862,231	1,390,831	-	-
Prepayments	659,087	1,532,702	1,000	18,010
	1,640,472	3,173,722	4,001,000	18,010

Included in prepayments of the Group is an amount of RM365,974 (2024 - RM634,236) being advances made to suppliers and will be offset against future purchases from the suppliers.

16. CONTRACT ASSETS/(LIABILITIES)

	The Group	
	2025 RM	2024 RM
Contract Assets		
At 1 January	24,085,123	29,798,795
Performance obligations performed:		
- contract services	20,269,710	39,065,204
- sales of goods	1,237,529	722,526
Transfer to trade receivables	(25,780,623)	(45,501,402)
	19,811,739	24,085,123
Allowance for impairment losses (Note 38.1(b)(iii))	(110,000)	(110,000)
At 31 December	19,701,739	23,975,123

(a) The contract assets primarily relate to the Group's right to consideration for work completed but not yet billed as at the reporting date. The amount will be transferred to trade receivables when the Group issues billing in the manner as established in the contracts with customers.

(b) Included in the contract assets are retention sum receivables totalling RM9,225,420 (2024 - RM7,987,391).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

16. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

	The Group	
	2025 RM	2024 RM
Contract Liabilities		
At 1 January	(1,106,663)	-
Contract liabilities at the beginning of financial year recognised as revenue	1,106,663	-
Performance obligations performed	3,375,316	4,469,302
Cash received/Amounts billed for unfulfilled performance obligations	(4,052,715)	(5,575,965)
At 31 December	(677,399)	(1,106,663)

(a) The contract liabilities primarily relate to advances received from customers to render contract services not yet redeemed. The amount will be recognised as revenue when the performance obligations are satisfied.

(b) The transaction price allocated to unsatisfied and/or partially unsatisfied performance obligations as at the reporting date are as below:-

	The Group	
	2025 RM	2024 RM
Within 1 year	31,830,492	36,135,336
Between 1 to 2 years	-	17,293,870
	31,830,492	53,429,206

The amounts disclosed above do not have variable consideration.

17. SHORT-TERM INVESTMENTS

	The Group/The Company	
	2025 RM	2024 RM
Money market funds, at fair value	12,525,726	-

The money market funds represented investments in highly liquid money market instruments and deposits with financial institutions in Malaysia which were redeemable with seven (7) days notice at known amounts of cash, and were subject to an insignificant risk of changes in value.

18. DEPOSITS WITH FINANCIAL INSTITUTIONS

The deposits with financial institutions of the Group at the end of the reporting period including:-

(a) The deposits to the Finance Service Revenue Account and sinking fund amounted to RM2,041,650 (2024 - RM1,728,823). The amounts have been pledged to a financial institution as security for banking facilities granted to the Group as disclosed in Note 22(a)(v) to the financial statements; and

(b) The fixed deposits with licensed banks amounted to RM4,570,735 (2024 - RM3,675,489). The fixed deposits at the end of the reporting period bore effective interest rates ranging from 1.80% to 2.80% (2024 - 2.50% to 3.10%) per annum. The fixed deposits have maturity periods ranging from 1 to 12 (2024 - 3 to 24) months.

The fixed deposits of RM4,570,735 (2024 - RM3,675,489) have been pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 22(a)(iv) to the financial statements.

19. SHARE CAPITAL AND INVESTED EQUITY

(a) Share Capital

	The Group/The Company			
	2025	2024	2025	2024
	Number of Shares		RM	RM
Issued and Fully Paid-Up				
Ordinary Shares				
At 1.1.2025/ 23.1.2024 (date of incorporation)	375,000,000	1	32,062,501	1
Issuance of shares	125,000,000	374,999,999	25,000,000	32,062,500
Share issuance expenses	-	-	(1,649,719)	-
At 31.12.2025/2024	500,000,000	375,000,000	55,412,782	32,062,501

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

19. SHARE CAPITAL AND INVESTED EQUITY (CONT'D)

(a) Share Capital (Cont'd)

(i) The Company increased its issued and paid-up share capital from RM32,062,501 to RM55,412,782 by way of issuance of 125,000,000 ordinary shares at an issue price of RM0.20 per ordinary shares pursuant to the listing of the Company on the ACE Market of Bursa Malaysia Securities Berhad for a total cash consideration of RM25,000,000. The listing expenses arising from the issuance of new ordinary shares amounting to RM1,649,719 were offset against share capital.

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

(ii) 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.

(b) Invested Equity

	The Group			
	2025	2024	2025	2024
	Number of Shares		RM	RM
Issued and Fully Paid-up				
Ordinary Shares				
At 1 January	-	12,000,000	-	12,000,000
Effect of internal reorganisation exercise	-	(12,000,000)	-	(12,000,000)
At 31 December	-	-	-	-

(i) In the previous financial year, the invested equity comprised the issued and paid-up ordinary shares of TSM and has been reversed pursuant to the completion of acquisition of TSM by the Company.

20. REORGANISATION DEFICIT

The reorganisation deficit arose from the difference between the carrying value of the investment and the nominal value of shares issued of the subsidiary upon internal reorganisation exercise.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

21. LEASE LIABILITIES

	The Group	
	2025 RM	2024 RM
At 1 January	204,955	342,330
Changes due to reassessment of lease liabilities (Note 33(b))	113,147	113,147
Derecognition due to lease modification (Note 33(b))	-	(105,095)
Interest expenses recognised in profit or loss (Note 30)	14,563	17,373
Repayment of principal	(137,238)	(145,427)
Repayment of interest expense	(14,563)	(17,373)
At 31 December	180,864	204,955
Analysed by:-		
Current liabilities	139,641	142,391
Non-current liabilities	41,223	62,564
	180,864	204,955

22. BORROWINGS

	The Group	
	2025 RM	2024 RM
Non-current		
Term loans (Secured)	15,744,609	25,915,814
Hire purchase payables (Note 23)	1,554,438	2,111,352
	17,299,047	28,027,166
Current		
Term loans (Secured)	7,303,466	7,480,102
Hire purchase payables (Note 23)	1,006,137	871,992
Bankers' acceptances	-	414,607
	8,309,603	8,766,701

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

22. BORROWINGS (CONT'D)

(a) The borrowings are secured by:-

(i) All monies facilities agreement between borrower and the financial institution;

(ii) Leasehold lands and buildings as disclosed in Notes 6 and 7 to the financial statements;

(iii) A specific charge and deed of assignment over a finance lease receivable as disclosed in Note 9 to the financial statements;

(iv) Fixed deposits with licensed banks as disclosed in Note 18(b) to the financial statements;

(v) Memorandum of advance deposit to the Finance Service Revenue Account and deposit of sinking fund as disclosed in Note 18(a) to the financial statements;

(vi) Joint and several guarantee by directors of the Group;

(vii) A corporate guarantee of the Company;

(viii) Syarikat Jaminan Pembiayaan Berhad (SJPP) guarantee under Covid-19 special relief fund up to RM13,600,000; and

(ix) Guarantee cover from the Government of Malaysia up to RM1,400,000 being 70% of the principal limit of the facility.

(b) In connection with certain borrowings, the Group has to comply with the following significant covenants:-

(i) Leverage ratio of not more than 2.50 times; and

(ii) Gearing ratio of not more than 1.50 times.

(c) The Group has complied with the loan covenants.

(d) The interest rates profile of the borrowings are summarised below:-

	The Group	
	2025	2024
	%	%
Term loans:		
- floating rate	3.90 to 5.00	4.02 to 8.70
Hire purchase payables	4.29 to 6.53	4.55 to 6.14
Bankers' acceptances	-	5.68

23. HIRE PURCHASE PAYABLES

	The Group	
	2025 RM	2024 RM
Minimum hire purchase payments:		
- not later than one year	1,098,367	1,023,110
- later than one year and not later than five years	1,560,111	2,353,187
- later than five years	106,285	-
	2,764,763	3,376,297
Less: Future finance charges	(204,188)	(392,953)
Present value of hire purchase payables	2,560,575	2,983,344
Analysed by:-		
Current liabilities (Note 22)	1,006,137	871,992
Non-current liabilities (Note 22)	1,554,438	2,111,352
	2,560,575	2,983,344

(a) The hire purchase payables of the Group are secured by the Group's property, plant and equipment held under hire purchase arrangements as disclosed in Note 6 to the financial statements.

(b) The hire purchase payables of the Group at the end of the financial year bore effective interest rates ranging from 4.29% to 6.53% (2024 - 4.55% to 6.14%) per annum. The interest rates are fixed at inception of the hire purchase arrangements.

24. TRADE PAYABLES

	The Group	
	2025 RM	2024 RM
Accrued subcontractor work	4,907,655	5,129,060
Retention sums	4,011,270	4,594,827
Third parties	2,758,722	10,153,942
	11,677,647	19,877,829

(a) The normal credit terms granted to the Group ranging from 30 to 90 (2024 - 30 to 90) days. Other credit terms are granted and approved by the suppliers on a case-by-case basis.

(b) The retention sums are expected to be settled within the period of 24 (2024 - 24) months.

NOTES TO THE FINANCIAL STATEMENTS
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25. OTHER PAYABLES AND ACCRUALS

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Accruals	811,242	1,212,804	56,050	151,000
Deferred income	147,610	28,440	-	-
Deposits received	6,000	6,000	-	-
Other payables	631,833	1,229,074	486	7,233
	1,596,685	2,476,318	56,536	158,233

26. AMOUNT OWING TO A SUBSIDIARY

In the previous financial year, the amount owing was non-trade in nature, unsecured, interest-free and repayable on demand. The amount owing was settled in cash.

27. AMOUNT OWING TO A RELATED PARTY

The amount owing is non-trade in nature, unsecured, interest-free and repayable on demand. The amount owing is to be settled in cash.

NOTES TO THE FINANCIAL STATEMENTS
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28. REVENUE

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM (Restated)	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM
Revenue from Contracts with Customers				
Revenue recognised at a point in time				
Sale of goods	12,136,219	11,528,591	-	-
Revenue recognised over time				
Contract services	24,751,689	43,534,506	-	-
Rendering of maintenance and support services	33,100,410	7,217,364	-	-
Finance lease interest income	3,345,148	2,954,938	-	-
	61,197,247	53,706,808	-	-
Revenue from Other Sources				
Dividend income from a subsidiary	-	-	4,000,000	-
	73,333,466	65,235,399	4,000,000	-

(a) The information on transaction price allocated to unsatisfied and/or partially unsatisfied performance obligations as at the reporting date is disclosed in Note 16 to the financial statements.

(b) The information about the performance obligations in contracts with customers is summarised below:-

Sale of goods
Revenue is recognised at a point in time when the goods have been delivered to the customer and upon its acceptance, and it is probable that the Group will collect the considerations to which it would be entitled to in exchange for the goods sold. Returns or refunds are allowed in exceptional circumstances only.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

28. REVENUE (CONT'D)

(b) The information about the performance obligations in contracts with customers is summarised below (Cont'd):-

Contract services
The contract services include multiple distinct promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices.

Revenue from contract services is recognised over time in the period in which the services are rendered using the input method, determined based on the proportion of contract costs incurred for work performed to date over the estimated total contract costs. Transaction price is computed based on the price specified in the contract and adjusted for any variable consideration such as incentives and penalties. Past experience is used to estimate and provide for the variable consideration, using expected value method and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur.

A receivable is recognised when the contract services are rendered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due. If the contract services rendered exceed the payment received, a contract asset is recognised. If the payments exceed the construction services rendered, a contract liability is recognised.

A defect liability period is ranging from 6 to 24 months is given to the customers.

Rendering of maintenance and support services
Revenue is recognised over time in the period in which the services are rendered, as the customer simultaneously receives and consumes the benefits provided by the Group's performance. The Group measures progress towards complete satisfaction of the performance obligation using a time-based method, as the services are rendered over the contract period. Accordingly, the Group recognises revenue on a straight-line method over the period of service.

Finance lease interest income
Finance lease interest income is recognised over the lease term using the effective interest method.

Other information

(i) The credit terms granted to the customers are disclosed in Note 14 to the financial statements.

(ii) There were no variable elements in the sales consideration and no warranties were given to the customers except for contract services as disclosed above.

(iii) The obligations for returns or refunds are not applicable except for sale of goods as disclosed above.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

28. REVENUE (CONT'D)

(c) The information on the revenue from other source is summarised below:-

Dividend income
Dividend income is recognised when the right to receive a dividend payment is established.

29. REVERSAL OF IMPAIRMENT LOSSES ON FINANCIAL ASSETS AND CONTRACT ASSETS

	The Group	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM
Impairment losses:		
- trade receivables (Note 38.1(b)(iii))	-	329,440
- contract assets (Note 38.1(b)(iii))	-	62,000
	-	391,440
Reversal of impairment loss:		
- trade receivables (Note 38.1(b)(iii))	(207,000)	(1,425,659)
- contract assets (Note 38.1(b)(iii))	-	(12,000)
	(207,000)	(1,437,659)
	(207,000)	(1,046,219)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

30. PROFIT/(LOSS) BEFORE TAXATION

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
Profit/(Loss) before taxation is arrived at after charging/(crediting):-				
Auditors' remuneration:				
- current financial year/period	144,000	136,000	58,000	55,000
- (over)/underprovision in the previous financial year	(12,788)	4,500	-	-
- non-audit fees	21,500	79,788	21,500	11,000
Amortisation of intangible assets	507,253	211,532	-	-
Depreciation of:				
- property, plant and equipment (Note 6)	471,045	366,196	-	-
- right-of-use assets (Note 7)	167,852	176,987	-	-
Directors' remunerations (Note 35)	1,955,619	1,431,183	255,000	160,000
Interest expense on financial liabilities that are not at fair value through profit or loss:				
- bankers' acceptances	6,196	41,559	-	-
- bank overdraft	-	15,750	-	-
- bank guarantee	408,894	256,474	-	-
- hire purchase payables	193,164	19,350	-	-
- invoice financing	-	42,892	-	-
- term loans	1,526,834	1,376,752	-	-
Interest expenses on lease liabilities (Note 21)	14,563	17,373	-	-
Write down of inventories	380,504	-	-	-
Lease expenses:				
- low-value assets	6,108	4,889	-	-
- short-term	10,356	14,329	8,890	-
Property, plant and equipment written off	1,742	-	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

30. PROFIT/(LOSS) BEFORE TAXATION (CONT'D)

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
Profit/(Loss) before taxation is arrived at after charging/(crediting) (Cont'd):-				
Net loss/(gain) in foreign exchange:				
- realised	12,211	(106,340)	-	-
- unrealised	-	(37,222)	-	-
Staff costs:				
- salaries, bonuses, incentives and allowances	8,264,361	6,053,241	-	-
- defined contribution benefits	899,619	693,880	-	-
- other benefits	154,538	182,509	-	-
Fair value gain on financial assets measured at fair value through profit or loss mandatorily on short-term investments	(684,312)	(117,288)	(229,387)	-
Gain on reassessment of lease liabilities	(3,909)	(3,909)	-	-
Gain on derecognition of leases	-	(2,641)	-	-
Gain on disposal of property, plant and equipment	(34,748)	-	-	-
Interest income on financial assets:				
- interest income	(43,627)	(16)	(15,338)	-
- fixed deposits income	(115,246)	(112,787)	-	-
Lease income	(20,000)	(26,200)	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

31. INCOME TAX EXPENSE

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
Current tax expense:				
- for the financial year	4,729,312	2,721,524	-	-
- under/(over)provision in the previous financial year	185,290	(21,524)	-	-
	4,914,602	2,700,000	-	-
Deferred tax (Note 11):				
- origination and reversal of temporary differences	-	(282,000)	-	-
- overprovision in the previous financial year	-	(26,000)	-	-
	-	(308,000)	-	-
Income tax expense for the financial year	4,914,602	2,392,000	-	-

31. INCOME TAX EXPENSE (CONT'D)

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

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
Profit/(Loss) before taxation	14,763,986	8,679,824	1,652,802	(349,114)
Tax at the statutory tax rate of 24%	3,544,000	2,083,158	397,000	(84,000)
Tax effects of:-				
Non-deductible expenses	735,107	496,366	580,000	46,000
Non-taxable income	(112,000)	(144,000)	(960,000)	-
Deferred tax assets not recognised during the financial year/period	669,205	38,000	-	38,000
Utilisation of deferred tax assets previously not recognised	(107,000)	(34,000)	(17,000)	-
Under/(Over)provision in the previous financial year/period:				
- current tax	185,290	(21,524)	-	-
- deferred tax	-	(26,000)	-	-
Income tax expense for the financial year/period	4,914,602	2,392,000	-	-

(a) Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024 - 24%) of the estimated assessable profit/(loss) for the financial year/period.

(b) Income tax savings during the financial year arising from:-

	The Group	
	2025 RM	2024 RM
Utilisation of capital allowances:		
- current financial year	1,371,431	691,748

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

32. EARNINGS PER SHARE

(a) Basic Earnings Per Share

The basic earnings per share is calculated by dividing the profit attributable to owners of the Group for the financial year by the weighted average number of ordinary shares in issue during the financial year as follows:-

	The Group	
	2025	2024
Profit after taxation attributable to owners of the Company (RM)	9,849,384	6,287,824
Weighted average number of ordinary shares in issue	483,561,644	375,000,000#
Basic earnings per share (Sen)	2.04	1.68

- In determining the weighted average number of ordinary shares issued by the Company, the issuance of shares pursuant to group reorganisation exercise is treated as if it had been in issue since the beginning of the earliest period presented.

(b) Diluted Earnings Per Share

The diluted earnings per share is equal to the basic earnings per share because there were no potential ordinary shares as at the end of the financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

33. CASH FLOW INFORMATION

(a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets is as follows:-

	The Group	
	2025 RM	2024 RM
Property, Plant and Equipment		
Cost of property, plant and equipment purchased (Note 6)	1,762,373	828,187
Less: Acquired through hire purchase arrangements (Note 33(b))	(457,000)	-
	1,305,373	828,187
Right-of-use assets		
Cost of right-of-use assets acquired (Note 7)	836,049	-

33. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliation of liabilities arising from financing activities are as follows:-

	Lease Liabilities RM	Term Loans RM	Bankers' Acceptances RM	Hire Purchase Payables RM	Total RM
The Group					
2025					
At 1 January	204,955	33,395,916	414,607	2,983,344	36,998,822
Changes in Financing Cash Flows					
Proceeds from drawndown	-	1,440,000	-	-	1,440,000
Repayment of principal	(137,238)	(11,787,841)	(414,607)	(879,769)	(13,219,455)
Repayment of interests	(14,563)	(1,526,834)	(6,196)	(193,164)	(1,740,757)
	(151,801)	(11,874,675)	(420,803)	(1,072,933)	(13,520,212)
Other Changes					
Acquisition of property, plant and equipment (Note 33(a))	-	-	-	457,000	457,000
Interest expense recognised in profit or loss (Note 30)	14,563	1,526,834	6,196	193,164	1,740,757
Changes due to reassessment of lease liabilities (Note 21)	113,147	-	-	-	113,147
	127,710	1,526,834	6,196	650,164	2,310,904
At 31 December	180,864	23,048,075	-	2,560,575	25,789,514

33. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliation of liabilities arising from financing activities are as follows (Cont'd):-

	Lease Liabilities RM	Term Loans RM	Bankers' Acceptances RM	Invoice Financing RM	Hire Purchase Payables RM	Total RM
The Group 2024						
At 1 January	342,330	4,827,134	722,723	3,050,000	-	8,942,187
Changes in Financing Cash Flows						
Proceeds from drawndown	-	-	2,873,048	-	3,062,899	5,935,947
Repayment of principal	(145,427)	(6,431,218)	(3,181,164)	(3,050,000)	(79,555)	(12,887,364)
Repayment of interests	(17,373)	(1,376,752)	(41,559)	(42,892)	(19,350)	(1,497,926)
	(162,800)	(7,807,970)	(349,675)	(3,092,892)	2,963,994	(8,449,343)
Other Changes						
Addition of new finance lease	-	35,000,000	-	-	-	35,000,000
Derecognition due to lease modification	(105,095)	-	-	-	-	(105,095)
Interest expense recognised in profit or loss (Note 30)	17,373	1,376,752	41,559	42,892	19,350	1,497,926
Changes due to reassessment of lease liabilities (Note 21)	113,147	-	-	-	-	113,147
	25,425	36,376,752	41,559	42,892	19,350	36,505,978
At 31 December	204,955	33,395,916	414,607	-	2,983,344	36,998,822

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

33. CASH FLOW INFORMATION (CONT'D)

(c) The total cash outflows for leases as a lessee are as follows:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Payment of short-term leases	10,356	14,329	8,890	-
Payment of low-value assets	6,108	4,889	-	-
Interest paid on lease liabilities	14,563	17,373	-	-
Payment of lease liabilities	137,238	145,427	-	-
	168,265	182,018	8,890	-

(d) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Deposits with financial institutions (Note 18)	6,612,385	5,404,312	-	-
Cash and bank balances	27,139,837	9,312,593	180,405	4,791
	33,752,222	14,716,905	180,405	4,791
Less:				
Financial Service Revenue Account and sinking fund pledged to a financial institution (Note 18(a))	(2,041,650)	(1,728,823)	-	-
Fixed deposits pledged to licensed banks and/or with tenure more than 3 months (Note 18(b))	(4,570,735)	(3,675,489)	-	-
	27,139,837	9,312,593	180,405	4,791

NOTES TO THE FINANCIAL STATEMENTS
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34. RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 5 to the financial statements respectively.

(b) Significant Related Party Transactions and Balances

Other than those disclosed elsewhere in the financial statements, the Group and the Company also carried out the following significant transactions with the related parties during the financial year/period:-

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
A subsidiary				
Payment on behalf by	-	-	2,104,431	213,681
Dividend income receivable	-	-	(4,000,000)	-
Related parties				
Acquisition of shares of a subsidiary	-	(200,000)	-	-
Consultation fees paid/payable	-	(56,400)	-	-
Lease expenses paid/payable	(125,400)	(125,400)	-	-

The significant outstanding balances of the related parties (including the allowance for impairment loss made) together with their terms and conditions are disclosed in the respective notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
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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/period are as follows:-

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
(a) Directors				
Directors of the Company				
Short-term employee benefits:-				
Non-executive:-				
- fees	255,000	160,000	255,000	160,000
Executive:-				
- Salaries, bonuses and other benefits	1,424,340	1,003,838	-	-
- Defined contribution benefits	137,765	119,449	-	-
	1,562,105	1,123,287	-	-
	1,817,105	1,283,287	255,000	160,000
Directors of the Subsidiaries				
Short-term employee benefits:-				
Executive:-				
- Salaries, bonuses and other benefits	125,350	132,927	-	-
- Defined contribution benefits	13,164	14,969	-	-
	138,514	147,896	-	-
Total directors' remuneration (Note 30)	1,955,619	1,431,183	255,000	160,000

The estimated monetary value to benefits-in-kind provided by the Group and the Company to the directors of the Company was RM48,000 (2024 - Nil) respectively.

35. KEY MANAGEMENT PERSONNEL COMPENSATION (CONT'D)

The key management personnel compensation during the financial year/period are as follows (Cont'd):-

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
(b) Other Key Management Personnel				
Salaries, bonuses and other benefits	964,697	815,398	-	-
Defined contribution plan	48,739	41,849	-	-
	1,013,436	857,247	-	-

36. CAPITAL COMMITMENT

	The Group	
	2025 RM	2024 RM
Purchase of property, plant and equipment	175,000	214,000

37. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the directors as its chief operating decision maker in order to allocate resources to segments and to assess their performance on yearly 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 2 main reportable segments as follows:-

- Design and implementation of enterprise IT security and automation solutions ("Design and Implementation")
- Maintenance and support services, including leasing of equipment ("Maintenance and Support")

(a) The directors as its chief operating decision maker assesses the performance of the reportable segments based on their operating income. The accounting policies of the reportable segments are the same as the Group's accounting policies.

(b) Segment assets and liabilities information are not provided to the director as its chief operating decision makers. Hence, no disclosure is made on segment assets and liabilities.

NOTES TO THE FINANCIAL STATEMENTS
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37. OPERATING SEGMENTS (CONT'D)

Transactions between reportable segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation.

37.1 BUSINESS SEGMENTS

	Design and Implementation RM	Maintenance and Support RM	The Group RM
2025			
Revenue			
External revenue	24,751,689	48,581,777	73,333,466
Revenue			73,333,466
Results			
Segment profit	3,661,991	23,110,681	26,772,672
Other income			1,180,086
Administrative expenses			(9,653,690)
Other expenses			(1,589,419)
Finance costs			(2,152,663)
Reversal of impairment losses on financial assets and contract assets			207,000
Profit before taxation			14,763,986
Income tax expense			(4,914,602)
Profit after taxation			9,849,384

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

37. OPERATING SEGMENTS (CONT'D)

37.1 BUSINESS SEGMENTS (CONT'D)

	Design and Implementation RM	Maintenance and Support RM (Restated)	The Group RM (Restated)
2024			
Revenue			
External revenue	43,534,506	21,700,893	65,235,399
Revenue			65,235,399
Results			
Segment profit	7,006,399	10,039,149	17,045,548
Other income			859,493
Administrative expenses			(7,708,471)
Other expenses			(792,815)
Finance costs			(1,770,150)
Reversal of impairment losses on financial assets and contract assets			1,046,219
Profit before taxation			8,679,824
Income tax expense			(2,392,000)
Profit after taxation			6,287,824

37.2 GEOGRAPHICAL INFORMATION

Revenue is based on the country in which the customers are located.

The information on the disaggregation of revenue based on geographical region is summarised below:-

	The Group	
	2025 RM	2024 RM
Malaysia	72,386,312	64,931,245
Singapore	791,280	304,154
China	155,874	-
	73,333,466	65,235,399

NOTES TO THE FINANCIAL STATEMENTS
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37. OPERATING SEGMENTS (CONT'D)

37.3 MAJOR CUSTOMERS

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

		The Group	
	Segment	2025 RM	2024 RM
Customer #1	Maintenance and Support	30,487,210	4,919,769
Customer #2	Design and Implementation	15,534,579	17,076,451
Customer #3	Maintenance and Support	8,800,000	-
Customer #4	Design and Implementation	1,508,118	16,050,177
Customer #5	Design and Implementation	-	8,485,161
Customer #6	Design and Implementation	2,334,788	6,652,313

Customers #4, #5 and #6 were major customers in the previous financial year but did not meet the 10% threshold in the current financial year.

38. FINANCIAL INSTRUMENTS

The activities of the Group and the Company are exposed to a variety of market risks (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 the Company.

38.1 FINANCIAL RISK MANAGEMENT POLICIES

The Group's policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group and the Company are exposed to foreign currency risk on transactions and balances that are denominated in currencies other than Ringgit Malaysia ("RM"). The currencies giving rise to this risk are primarily United States Dollar ("USD"), and Euro Dollar ("EURO"). 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 currency for working capital purpose.

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 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:-

	United States Dollar RM	Euro Dollar RM	Others RM	Ringgit Malaysia RM	Total RM
The Group					
2025					
Financial Assets					
Trade receivables	-	-	-	8,101,442	8,101,442
Finance lease receivables	-	-	-	25,810,817	25,810,817
Other receivables	-	-	-	119,154	119,154
Short-term investments	-	-	-	12,525,726	12,525,726
Deposits with financial institutions	-	-	-	6,612,385	6,612,385
Cash and bank balances	577,453	80,056	19,708	26,462,620	27,139,837
	577,453	80,056	19,708	79,632,144	80,309,361

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

	United States Dollar RM	Euro Dollar RM	Others RM	Ringgit Malaysia RM	Total RM
Financial Liabilities					
Trade payables	22,500	170	63,077	11,591,900	11,677,647
Other payables and accruals	-	-	-	1,443,075	1,443,075
Amount owing to a related party	-	-	-	807,216	807,216
Term loans	-	-	-	23,048,075	23,048,075
Hire purchase payables	-	-	-	2,560,575	2,560,575
	22,500	170	63,077	39,450,841	39,536,588
Net financial assets/(liabilities)	554,953	79,886	(43,369)	40,181,303	40,772,773
Less: Net financial assets denominated in the Group's functional currencies	-	-	-	(40,181,303)	(40,181,303)
Currency exposure	554,953	79,886	(43,369)	-	591,470

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

	United States Dollar RM	Euro Dollar RM	Others RM	Ringgit Malaysia RM	Total RM
The Group					
2024					
Financial Assets					
Trade receivables	-	-	-	13,925,949	13,925,949
Finance lease receivables	-	-	-	32,683,775	32,683,775
Other receivables	-	-	-	250,189	250,189
Deposits with financial institutions	-	-	-	5,404,312	5,404,312
Cash and bank balances	256,091	233,390	16,860	8,806,252	9,312,593
	256,091	233,390	16,860	61,070,477	61,576,818

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

	United States Dollar RM	Euro Dollar RM	Others RM	Ringgit Malaysia RM	Total RM
Financial Liabilities					
Trade payables	58,067	167	12,297	19,807,298	19,877,829
Other payables and accruals	-	-	-	2,441,878	2,441,878
Amount owing to a related party	-	-	-	907,216	907,216
Term loans	-	-	-	33,395,916	33,395,916
Hire purchase payables	-	-	-	2,983,344	2,983,344
Bankers' acceptances	414,607	-	-	-	414,607
	472,674	167	12,297	59,535,652	60,020,790
Net financial (liabilities)/assets	(216,583)	233,223	4,563	1,534,825	1,556,028
Less: Net financial assets denominated in the Group's functional currencies	-	-	-	(1,534,825)	(1,534,825)
Currency exposure	(216,583)	233,223	4,563	-	21,203

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

The Company does not have any transactions or balances denominated in foreign currency and hence, is not exposed to foreign currency risk.

Foreign Currency Risk Sensitivity Analysis

Any reasonably possible change in the foreign currency exchange rates at the end of the reporting period against the respective functional currencies of the entities within the Group does not have a material impact on the profit/(loss) after taxation and equity of the Group and of the Company and hence, no sensitivity analysis is presented.

(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 and the Company adopt a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk (Cont'd)

Interest rate risk sensitivity analysis

The interest rate profile of the Group's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting year was as follows:-

	The Group	
	2025 RM	2024 RM
Fixed Rate Instruments		
Deposits with financial institutions	4,570,735	3,675,489
Bankers' acceptances	-	(414,607)
Hire purchase payables	(2,560,575)	(2,983,344)
	2,010,160	277,538
Floating Rate Instrument		
Term loans	(23,048,075)	(33,395,916)

The following table details the sensitivity analysis to a reasonably possible change in the interest rates at the end of the reporting year, with all other variables held constant:-

	The Group	
	2025 RM	2024 RM
Effects on Profit After Taxation		
Increase of 100 basis points	(222,186)	(202,891)
Decrease of 100 basis points	222,186	202,891

There is no impact on the Group's equity.

The Company does not have any floating rate borrowings and hence, no sensitivity analysis is presented.

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(a) Market Risk (Cont'd)

(iii) Equity Price Risk

The Group and the Company do not have any quoted investments and hence, is not exposed to equity price risk.

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group manages its exposure to credit risk by the application of credit approvals, credit limits and monitoring procedures on an ongoing basis. For other financial assets (including quoted investments and cash and bank balances), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

(i) Credit Risk Concentration Profile

At the end of the reporting year, the Group's major concentration of credit risk were as follows:-

- Finance lease receivables: Amount owing by 1 (2024 - 1) customer which constituted approximately 96% (2024 - 93%) of its finance lease receivables; and
- Trade receivables and contract assets: Amounts owing by 3 (2024 - 3) customers which constituted approximately 83% (2024 - 64%) of its trade receivables and contract assets, net of loss allowance.

(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 statement of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(b) Credit Risk (Cont'd)

(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 and 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.

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 90 days past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more a lagging default criterion is more appropriate. The Group uses a more lagging past due criterion for certain trade receivables when it is more appropriate to reflect their loss patterns.

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Finance Lease Receivables, 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 finance lease receivables, 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. Finance lease receivables are assessed separately for impairment due to their distinct credit risk characteristics. 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 an individual basis.

Also, the Group considers any receivables having financial difficulty or with significant balances outstanding for more than a year, are deemed credit impaired and assesses for their risk of loss individually.

The expected loss rates are based on the payment profiles of sales over 13 (2024 - 13) 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. The Group has identified the inflation rate as the key macroeconomic factor of the forward-looking information.

For finance lease receivables, the Group assessed the expected credit loss of each receivable individually based on their financial information and past trends of payments as there are only a few receivables. All of these receivables, which include government-related entities have low risk of default as they have a strong capacity to meet their debts.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

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38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Finance Lease Receivables, Trade Receivables and Contract Assets (Cont'd)

Allowance for Impairment Losses

The reconciliations of allowance for impairment losses are as follows:-

	Non-credit Impaired RM	Credit Impaired RM	Total RM
The Group			
Trade Receivables			
Balance at 1.1.2024	689,800	1,098,419	1,788,219
Additions (Note 29)	329,440	-	329,440
Reversals (Note 29)	(387,240)	(1,098,419)	(1,485,659)
Balance at 31.12.2024/ 1.1.2025	632,000	-	632,000
Reversals (Note 29)	(207,000)	-	(207,000)
Balance at 31.12.2025	425,000	-	425,000
Contract Assets			
Balance at 1.1.2024	60,000	-	60,000
Additions (Note 29)	62,000	-	62,000
Reversals (Note 29)	(12,000)	-	(12,000)
Balance at 31.12.2024/2025	110,000	-	110,000

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Finance Lease Receivables, Trade Receivables and Contract Assets (Cont'd)

Allowance for Impairment Losses (Cont'd)

The information about the credit exposure to credit risk and the loss allowances recognised for trade receivables, finance lease receivables and contract assets are as follows:-

	Gross Amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
The Group 2025				
Current (not past due)	3,525,604	-	(2,000)	3,523,604
Past due:				
- 1 to 30 days	4,461,053	-	(7,000)	4,454,053
- 31 to 60 days	113,527	-	(2,000)	111,527
- 61 to 90 days	-	-	-	-
- more than 90 days	426,258	-	(414,000)	12,258
Trade receivables	8,526,442	-	(425,000)	8,101,442
Finance lease receivables	25,810,817	-	-	25,810,817
Contract assets	19,811,739	-	(110,000)	19,701,739
	54,148,998	-	(535,000)	53,613,998

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38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Finance Lease Receivables, Trade Receivables and Contract Assets (Cont'd)

Allowance for Impairment Losses (Cont'd)

The information about the credit exposure to credit risk and the loss allowances recognised for trade receivables, finance lease receivables and contract assets are as follows (Cont'd):-

	Gross Amount RM	Lifetime Individual Allowance RM	Lifetime Collective Allowance RM	Carrying Amount RM
The Group				
2024				
Current (not past due)	13,446,204	-	(322,000)	13,124,204
Past due:				
- 1 to 30 days	778,370	-	(25,000)	753,370
- 31 to 60 days	671	-	(296)	375
- 61 to 90 days	180,759	-	(132,759)	48,000
- more than 90 days	151,945	-	(151,945)	-
Trade receivables	14,557,949	-	(632,000)	13,925,949
Finance lease receivables	32,683,775	-	-	32,683,775
Contract assets	24,085,123	-	(110,000)	23,975,123
	71,326,847	-	(742,000)	70,584,847

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.

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 Financial Risk Management Policies (Cont'd)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables

The Group apply the 3-stage general approach to measuring expected credit losses for its other receivables.

Under this approach, 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.

Allowance for Impairment Losses

No expected credit loss is recognised on other receivables as it is negligible.

Deposits with Financial Institutions, Cash and Bank Balances

The Group and the Company consider the financial institutions 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.

(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.

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 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):-

	Effective Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	On Demand or Within 1 Year RM	1 - 5 Years RM	Over 5 Years RM
The Group						
2025						
Non-derivative Financial Liabilities						
Trade payables	-	11,677,647	11,677,647	11,677,647	-	-
Other payables and accruals	-	1,443,075	1,443,075	1,443,075	-	-
Amount owing to a related party	-	807,216	807,216	807,216	-	-
Lease liabilities	6.69 - 6.70	180,864	180,864	139,064	41,800	-
Term loans	3.90 - 5.00	23,048,075	25,301,493	8,270,412	15,149,325	1,881,756
Hire purchase payables	4.29 - 6.53	2,560,575	2,764,763	1,098,367	1,560,111	106,285
		39,717,452	42,175,058	23,435,781	16,751,236	1,988,041

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 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):-

	Effective Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	On Demand or Within 1 Year RM	1 - 5 Years RM	Over 5 Years RM
The Group						
2024						
Non-derivative Financial Liabilities						
Trade payables	-	19,877,829	19,877,829	19,877,829	-	-
Other payables and accruals	-	2,441,878	2,441,878	2,441,878	-	-
Amount owing to a related party	-	907,216	907,216	907,216	-	-
Lease liabilities	6.69 - 6.70	204,955	215,600	151,800	63,800	-
Term loans	4.02 - 8.70	33,395,916	37,963,805	9,014,963	26,286,869	2,661,973
Bankers' acceptances	5.68	414,607	414,607	414,607	-	-
Hire purchase payables	4.55 - 6.14	2,983,344	3,376,297	1,023,110	2,353,187	-
		60,225,745	65,197,232	33,831,403	28,703,856	2,661,973

38. FINANCIAL INSTRUMENTS (CONT'D)

38.1 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):-

	Effective Interest Rate %	Carrying Amount RM	Contractual Undiscounted Cash Flows RM	On Demand or Within 1 Year RM	1 - 5 Years RM	Over 5 Years RM
The Company						
2025						
Non-derivative Financial Liability						
Other payables and accruals	-	56,536	56,536	56,536	-	-
2024						
Non-derivative Financial Liabilities						
Other payables and accruals	-	158,233	158,233	158,233	-	-
Amount owing to a subsidiary	-	213,681	213,681	213,681	-	-
		371,914	371,914	371,914	-	-

38. FINANCIAL INSTRUMENTS (CONT'D)

38.2 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, loans and borrowings from financial institutions less cash and cash equivalents. Capital includes equity attributable to the owners of the parent and non-controlling interests.

The debt-to-equity ratio of the Group and of the Company at the end of the reporting period are as follows:-

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Term loans	23,048,075	33,395,916	-	-
Bankers' acceptances	-	414,607	-	-
Hire purchase payables	2,560,575	2,983,344	-	-
	25,608,650	36,793,867	-	-
Less: Cash and cash equivalents (Note 33(d))	(27,139,837)	(9,312,593)	(180,405)	(4,791)
(Net cash)/ Net debt	(1,531,187)	27,481,274	(180,405)	(4,791)
Total equity	71,559,576	38,359,911	52,716,470	31,713,387
Debt-to-equity ratio	*	0.72	*	*

Note:-
* Not applicable as the cash and cash equivalents exceed its borrowings.

There were no changes in the approach to capital management during the financial year.

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38. FINANCIAL INSTRUMENTS (CONT'D)

38.3 Classification of Financial Instruments

	The Group		The Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Financial Assets				
Fair Value Through Profit or Loss				
Short-term investments	12,525,726	-	12,525,726	-
Amortised Cost				
Trade receivables	8,101,442	13,925,949	-	-
Finance lease receivables	25,810,817	32,683,775	-	-
Other receivables	119,154	250,189	4,000,000	-
Deposits with financial institutions	6,612,385	5,404,312	-	-
Cash and bank balances	27,139,837	9,312,593	180,405	4,791
	67,783,635	61,576,818	4,180,405	4,791
Financial Liability				
Amortised Cost				
Trade payables	11,677,647	19,877,829	-	-
Other payables and accruals	1,443,075	2,441,878	56,536	158,233
Amount owing to a subsidiary	-	-	-	213,681
Amount owing to a related party	807,216	907,216	-	-
Term loans	23,048,075	33,395,916	-	-
Bankers' acceptances	-	414,607	-	-
Hire purchase payables	2,560,575	2,983,344	-	-
	39,536,588	60,020,790	56,536	371,914

38. FINANCIAL INSTRUMENTS (CONT'D)

38.4 Gains or Losses Arising from Financial Instruments

	The Group		The Company	
	1.1.2025 to 31.12.2025 RM	1.1.2024 to 31.12.2024 RM	1.1.2025 to 31.12.2025 RM	23.1.2024 (date of incorporation) to 31.12.2024 RM
Financial Assets				
Fair Value Through Profit or Loss				
Net gains recognised in profit or loss	684,312	117,288	229,387	-
Amortised Cost				
Net gains recognised in profit or loss	413,684	1,307,227	15,338	-
Financial Liability				
Amortised Cost				
Net losses recognised in profit or loss	(2,195,110)	(1,790,333)	-	-

38. FINANCIAL INSTRUMENTS (CONT'D)

38.5 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:-

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM	RM	RM
The Group								
2025								
Financial Assets								
Short-term investments	-	12,525,726	-	-	-	-	12,525,726	12,525,726
Finance lease receivables	-	-	-	-	-	25,810,817	25,810,817	25,810,817
Financial Liabilities								
Term loans:								
- Floating rate	-	-	-	-	23,048,075	-	23,048,075	23,048,075
Hire purchase payables								
- Fixed rate	-	-	-	-	2,560,575	-	2,560,575	2,560,575

38. FINANCIAL INSTRUMENTS (CONT'D)

38.5 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):-

	Fair Value of Financial Instruments Carried at Fair Value			Fair Value of Financial Instruments Not Carried at Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM	Level 2 RM	Level 3 RM	Level 1 RM	Level 2 RM	Level 3 RM	RM	RM
The Group								
2024								
Financial Asset								
Finance lease receivables	-	-	-	-	-	32,683,775	32,683,775	32,683,775
Financial Liabilities								
Term loans:								
- Floating rate	-	-	-	-	33,395,916	-	33,395,916	33,395,916
Hire purchase payables								
- Fixed rate	-	-	-	-	2,983,344	-	2,983,344	2,983,344
The Company								
2025								
Financial Asset								
Short-term investments	-	12,525,726	-	-	-	-	12,525,726	12,525,726

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

38. FINANCIAL INSTRUMENTS (CONT'D)

38.5 Fair Value Information (Cont'd)

(a) Fair Value of Financial Instruments Carried at Fair Value

(i) The fair value of money market funds is determined by reference to statement provided by the respective financial institution, with which the investment was entered into at the close of business at the end of the reporting period.

(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 Group's 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 finance lease receivables and hire purchase payables that carry fixed interest rate is 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:-

	The Group	
	2025 %	2024 %
Finance lease receivables	10.46 - 26.87	10.46 - 26.87
Hire purchase payables	4.29 - 6.53	4.55 - 6.14

There were no transfer between level 1 and level 2 during the financial year.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

39. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

(a) On 22 January 2025, the Company issued a prospectus in connection with the Initial Public Offering ("IPO") and the listing of shares ("Listing") of the Company on the ACE Market of Bursa Securities. The IPO and Listing involved the following events:-

(i) Public issue of 125,000,000 issue shares at IPO Price, representing 25% of the entire enlarged shares in the following manner:-

- 25,000,000 issue shares, representing 5% of the entire enlarged shares made available for application by the Malaysian Public;

- 25,000,000 issue shares, representing 5% of the entire enlarged shares made available for application by the eligible persons;

- 12,500,000 issue shares, representing 2.5% of the entire enlarged shares made available by way of private placement to selected investors; and

- 62,500,000 issue shares, representing 12.5% of the entire enlarged shares made available by way of private placement to identified Bumiputera investors approved by Ministry of Investment, Trade and Industry Malaysia.

(ii) Offer for sale of 25,000,000 offer shares, representing 5% of the entire enlarged shares made available at the IPO Price by way of private placement to selected investors.

(b) On 18 February 2025, the Company was successfully admitted to the Official List of Bursa Securities with the listing of and quotation for its entire enlarged issued share capital comprising 500,000,000 ordinary shares on the ACE Market of Bursa Securities.

(c) On 28 February 2025, TSM increased its issued and paid-up share capital from RM12,000,000 to RM20,000,000 by way of issuance of 8,000,000 new ordinary shares for a cash consideration of RM8,000,000. The new ordinary shares issued rank pari passu in all respects with the existing ordinary shares of the TSM.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

40. COMPARATIVE FIGURES

(a) The Group

The following figures have been reclassified to conform with the presentation of the current financial year:-

	As Previously Reported RM	As Restated RM
Statements of Financial Position (Extract):-		
Other receivables, deposits and prepayments	4,902,545	3,173,722
Deposits with financial institutions	3,675,489	5,404,312
Statements of Profit or Loss and Other Comprehensive Income (Extract):-		
Revenue	62,280,461	65,235,399
Other income	3,814,431	859,493
Statements of Cash Flows (Extract):-		
NET CASH FROM OPERATING ACTIVITIES	6,554,668	8,283,511
NET CASH FOR INVESTING ACTIVITIES	(2,484,336)	(4,213,159)

(b) The Company

The comparative figures covered for the financial period from 23 January 2024 (date of incorporation) to 31 December 2024. Consequently, the comparative figures for the statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows and their related notes are not comparable to that for the current 12-month period ended 31 December 2025.

LIST OF PROPERTIES

The following are the list of properties as at 31 December 2025

No.	Postal address/ Title details	Description of property/ Existing use/ Expiry of lease (if any)/ Category of land use (if any)	Land area/ Built-up area (square feet)	Date of Purchase	Age of building (years)	Audited net book value as at 31 December 2025 (RM'000)
1.	21 & 21-1, Jalan Suria Puchong 4, Pusat Perniagaan Suria Puchong, 47110 Puchong, Selangor/ H.S.(D) 314968, PT 82493, Mukim Petaling, Daerah Petaling, Negeri Selangor	Two-storey shop office/ Office/ 99-year leasehold expiring on 27 May 2097/ Building	2,002.1/ 3,746.0	24 November 2021	4	1,017
2.	22, 22-1 & 22-2, Jalan Suria Puchong 6, Pusat Perniagaan Suria Puchong, 47110 Puchong, Selangor/ H.S.(D) 314982, PT 82507, Mukim Petaling, Daerah Petaling, Negeri Selangor	Three-storey shop office/ Office/ 99-year leasehold expiring on 27 May 2097/ Building	2,787.9/ 5,826.0	15 November 2013	12	1,866
3.	22A, 22A-1 & 22A-2, Jalan Suria Puchong 6, Pusat Perniagaan Suria Puchong, 47110 Puchong, Selangor/ H.S.(D) 314981, PT 82506, Mukim Petaling, Daerah Petaling, Negeri Selangor	Three-storey shop office/ Office/ 99-year leasehold expiring on 27 May 2097/ Building	2,831.0/ 5,800.0	14 August 2025	1	1,878

ADDITIONAL COMPLIANCE INFORMATION

1. UTILISATION OF PROCEEDS FROM INITIAL PUBLIC OFFERING ("IPO")

The Company was listed on the ACE Market of Bursa Malaysia Securities Berhad on 18 February 2025 ("Listing"). In conjunction with the Listing, the Company issued its prospectus on 22 January 2025 and undertook a public issue of 125,000,000 new ordinary shares at an issue price of RM0.20 per share, raising total gross proceeds of RM25.00 million ("IPO Proceeds").

The status of utilisation of the IPO Proceeds raised as at 31 December 2025 is as follows:

Utilisation of proceeds	Proposed utilisation (RM'000)	Actual utilisation (RM'000)	Balance to be utilised (RM'000)	Estimated timeframe from utilisation from date of Listing
Working capital	11,480	978	10,502	Within 24 months
Repayment of bank borrowings	5,000	5,000	-	Within 6 months
Recruitment of business development personnel	2,718	235	2,483	Within 30 months
Capital expenditure	2,302	918	1,384	Within 24 months
Estimated listing expenses	3,500	3,500	-	Within 1 month
Total	**25,000**	**10,631**	**14,369**	

The utilisation of proceeds as disclosed above should read in conjunction with the Prospectus of the Company dated 22 January 2025.

2. AUDIT AND NON-AUDIT FEES

During the FYE 2025, the amount of audit and non-audit fees paid or payable to the external auditors' firm by the Company and the Group are as follows:

	Company RM	Group RM
Audit fees	58,000	144,000
Non-audit fees	21,500	21,500
Total	**79,500**	**165,500**

ADDITIONAL COMPLIANCE INFORMATION

3. MATERIAL CONTRACTS

During the FYE 2025, there was no material contracts entered into by the Group and its subsidiaries involving Directors' and major shareholders.

4. MATERIAL PROPERTIES

During the FYE 2025, the Group did not own any property of which its net book value is 5.0% or more of the consolidated total assets.

5. RECURRENT RELATED PARTY TRANSACTION OF A REVENUE OR TRADING NATURE

During the FYE 2025, there were no significant recurrent related party transactions of a revenue or trading nature which required shareholders' mandate.

6. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the AMLR, 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

		Group	
Total Income	**Remarks**	**2025 (RM)**	**2024 (RM)**
Revenue		73,333,466	65,235,399
Other income		1,180,086	859,493
Total		**74,513,552**	**66,094,892**
Total Assets		**114,123,327**	**100,479,592**

(b) Business Activities

		Group	
Shariah Non-Compliant Activities	**Remarks**	**2025 (RM)**	**2024 (RM)**
Interest income		146,263	112,787
Total		**146,263**	**112,787**

ADDITIONAL COMPLIANCE INFORMATION

(c) Component of Financial Position

(i) Cash Component

Islamic Account/ Instruments	Remarks	Group 2025 (RM)	Group 2024 (RM)
Cash at bank		580,480	379,319
Short-term deposits		2,318,627	1,761,073
Total Cash		**2,899,107**	**2,140,392**

Conventional Account/ Instruments	Remarks	2025 (RM)	2024 (RM)
Cash at bank		26,535,502	8,919,305
Short-term deposits		2,252,108	1,914,416
Other cash equivalents	Petty cash	23,855	13,969
Total Cash		**28,811,465**	**10,847,690**

(ii) Debt Component

Islamic Financing	Remarks	Group 2025 (RM)	Group 2024 (RM)
Current			
Term loans		7,303,466	7,288,933
Banker's acceptances		-	414,607
Hire purchase payables		885,806	810,179
Non-Current			
Term loans		15,744,609	25,441,538
Hire purchase payables		839,162	1,697,842
Total Financing		**24,773,043**	**35,653,099**

Conventional Borrowing	Remarks	Group 2025 (RM)	Group 2024 (RM)
Current			
Term loans		-	191,169
Hire purchase payables		120,331	61,813
Non-Current			
Term loans		-	474,276
Hire purchase payables		715,276	413,510
Total Debt		**835,607**	**1,140,768**

ANALYSIS OF SHAREHOLDINGS
AS AT 31 MARCH 2026

SHARE CAPITAL

Total number of issued shares	:	500,000,000
Class of shares	:	Ordinary shares
Voting rights	:	One (1) vote for each ordinary shares held

DISTRIBUTION OF SHAREHOLDINGS AS AT 31 MARCH 2026

Size of shareholdings	No. of shareholders	% of shareholders	No. of shares	% of shares
Less than 100	2	0.108	100	0.000
100 to 1,000	269	14.533	102,000	0.020
1,001 to 10,000	650	35.116	3,807,300	0.762
10,001 to 100,000	731	39.492	26,757,000	5,351
100,001 to less than 5.0% of issued shares	193	10.427	139,407,350	27.882
5.0% and above of issued shares	-	-	-	-
Director's shareholdings	6	0.324	329,926,250	65.985
	1,851	**100.000**	**500,000,000**	**100.000**

DIRECTORS' SHAREHOLDINGS

The Directors' Shareholdings based on the Register of Directors' Shareholdings of the Company as at 31 March 2026 are as follows:

	No. of shares held			
	Direct		Indirect	
Name of Directors	No. of shares	%	No. of shares	%
Dato' Ab Rahim bin Abu Bakar	100,000	0.02	-	-
Tan Hock Lim	279,854,750	55.97	1,005,000	0.20[1]
Mohd Fadzil bin Mohd Daud	50,000,000	10.00	-	-
Datin Shafinaz binti Abdul Rani	50,000	0.01	-	-
Yap Choo Cheng	200,000	0.04	-	-
Lim Su May	200,000	0.04	-	-

SUBSTANTIAL SHAREHOLDERS

The substantial shareholders (holding 5.0% or more of the issued capital) based on the Register of Substantial Shareholders of the Company as at 31 March 2026 and their shareholdings are as follows:

	No. of shares held			
	Direct		Indirect	
Name of substantial shareholders	No. of shares	%	No. of shares	%
Tan Hock Lim	279,854,750	55.97	1,005,000	0.20[1]
Mohd Fadzil bin Mohd Daud	50,000,000	10.00	-	-

[1] Deemed interested by virtue of his direct substantial shareholdings in Infinite Evolution Holdings Sdn Bhd and his spouse.

ANALYSIS OF SHAREHOLDINGS
AS AT 31 MARCH 2026

LIST OF TOP 30 LARGEST SECURITIES ACCOUNTS HOLDERS (ACCORDING TO THE REGISTER OF DEPOSITORS AS AT 31 MARCH 2026)

No.	Name of shareholders	No. of shares	%
1.	TAN HOCK LIM	279,376,250	55.875
2.	MOHD FADZIL BIN MOHD DAUD	50,000,000	10.000
3.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR HONG LEONG GROWTH FUND	10,765,600	2.153
4.	TAM WEE CHIANG	9,152,100	1.830
5.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD EXEMPT AN FOR AHAM ASSET MANAGEMENT BERHAD (TSTAC/CLNTT)	5,981,200	1.196
6.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (UOB)	5,000,000	1.000
7.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD(UOBESGSCEQ)	3,671,300	0.734
8.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YEK ZHU GYN @ STELLA YEK ANN ANN (MF00691)	3,000,000	0.600
9.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM ZEE PING	2,700,000	0.540
10.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEONG KIM FONG	2,500,000	0.500
11.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR JONATHAN LAI JUN FEI (MY4536)	2,300,000	0.460
12.	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD HONG LEONG ASSET MANAGEMENT BERHAD FOR YAYASAN SABAH (5045)	2,280,000	0.456
13.	OOI POH CHUAN	2,200,200	0.440
14.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM CHAI BENG	2,200,000	0.440
15.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB COMMERCE TRUSTEE BERHAD FOR TA DANA OPTIMIX	2,189,600	0.438
16.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WON WEI ZHANG (MY3382)	2,100,000	0.420
17.	KHOO SHAN-WA	2,088,500	0.418
18.	JANICE YAP SUI YEE	2,026,900	0.405
19.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM SIM TONG	2,000,000	0.400
20.	ONG ANN GEE	2,000,000	0.400
21.	WONG SIU CHUNG	1,911,000	0.382
22.	ONG BENG WEE	1,864,500	0.373
23.	CHONG SWEE KWAN	1,801,000	0.360
24.	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM ZEE PING	1,800,000	0.360
25.	CARTABAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR BARCLAYS CAPITAL SECURITIES LTD (SBL/PB)	1,748,900	0.350
26.	OBSEL PETR	1,690,000	0.338
27.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YOONG KAH YIN	1,600,000	0.320
28.	CHOW PENG LUN	1,511,000	0.302
29.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR PETER YU KERN ZHEN (MY4231)	1,300,000	0.260
30.	LIM SIEW SIEW	1,110,000	0.222
	Total	**409,868,050**	**81.972**

NOTICE OF THIRD ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Third Annual General Meeting ("**3rd AGM**") of TechStore Berhad will be held at Bungaraya Hall by Bespoke Hotel, A-2-1 & A-3-1 Block A Setiawalk, Persiaran Wawasan, Pusat Bandar Puchong, 47160 Puchong, Selangor on Wednesday, 10 June 2026 at 10.30 a.m. to transact the following business:

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 and the Reports of the Directors and Auditors thereon. ***Please refer to Explanatory Note (1)***

2. To approve the payment of Directors' fees and other benefits up to RM318,000 to the Non-Executive Directors for the period from the conclusion of the 3rd AGM of the Company until the conclusion of the next AGM of the Company. ***Ordinary Resolution 1***

3. To re-elect the following Directors who retire by rotation pursuant to Clause 106(1) of the Company's Constitution and being eligible, have offered themselves for re-election:

   (a) Mohd Fadzil bin Mohd Daud ***Ordinary Resolution 2***
   (b) Yap Choo Cheng ***Ordinary Resolution 3***

4. To re-appoint Messrs. Crowe Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. ***Ordinary Resolution 4***

SPECIAL BUSINESS
To consider and if thought fit, to pass, with or without modifications, the following resolutions:

5. **AUTHORITY TO ALLOT SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016** ***Ordinary Resolution 5***

   "THAT approval be and is hereby given to waive the statutory pre-emptive rights to be offered new shares ranking equally to the existing issued shares of the Company pursuant to Section 85 of the Companies Act 2016 ("the Act") read together with Clause 61 of the Company's Constitution.

   THAT pursuant to Sections 75 and 76 of the Act and subject to the approvals of the relevant governmental/ regulatory authorities, the Directors be and are hereby empowered to issue shares in the capital of the Company from time to time and upon such terms and conditions and for such purposes as the Directors, may in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10.00% of the total number of issued shares of the Company or such higher percentage as Bursa Malaysia Securities Berhad ("Bursa Securities") allowed for the time being and that the Directors be and are hereby also empowered to obtain approval from the Bursa Securities for the listing and quotation of the additional shares so issued AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company."

6. To transact any other business of which due notices shall have been given in accordance with the Act.

By order of the Board,

Tan Tong Lang (MAICSA 7045482/ SSM PC No. 202208000250)
Low Ven Sin (MAICSA 7076080/ SSM PC No. 202208000340)
Company Secretaries

W.P. Kuala Lumpur
Dated 30 April 2026

NOTICE OF THIRD ANNUAL GENERAL MEETING

Notes:

1. *A member entitled to attend and vote at the meeting is entitled to attend and vote in person or by proxy or by attorney or by duly authorised representative. A proxy or attorney or duly authorised representative may but need not be a member of the Company.*

2. *The power of attorney or an office copy or a notarially certified copy thereof or the instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing. If the appointor is a corporation, it must be executed under its common seal or in the manner authorised by its constitution.*

3. *Where a member of the Company is an exempt authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provision of subsection 25A(1) of the Central Depositories Act which holds ordinary shares in the Company for multiple beneficial owners in one Securities Account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.*

4. *If the Form of Proxy is returned without any indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.*

5. *Only members whose names appear in the Record of Depositors as at 29 May 2026 shall be entitled to attend and vote at the meeting or appoint a proxy or proxies to attend and vote on his/her behalf.*

6. *The instrument appointing a proxy together with the power of attorney (if any) under which it is signed or an office copy or a notarially certified copy of that power or authority, must be deposited with Aldpro Corporate Services Sdn. Bhd. ("Aldpro") not less than 48 hours before the time appointed for the taking of the poll or no later than Monday, 8 June 2026 at 10.30 a.m. The Form of Proxy can be submitted through either one of the following avenues:*

(i)	*Lodgement of Form of Proxy in hard copy*	*To be deposited at Aldpro's office at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia.*
(ii)	*Electronic lodgement of Form of Proxy*	*The Form of Proxy can be lodged electronically via email to admin@aldpro.com.my or fax to +603 2201 7774.*

Personal data privacy:-

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at this meeting, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for this meeting and the preparation and compilation of the attendance lists, minutes and other documents relating to this meeting, and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

EXPLANATORY NOTES: -

1. Audited Financial Statements for the financial year ended 31 December 2025

Agenda No. 1 is meant for discussion only as Section 340(1)(a) of the Act does not require formal approval of the shareholders. Hence, this Agenda item is not put forward for voting.

2. Ordinary Resolution 1 - Payment of Directors' Fees and other Benefits

Section 230(1) of the Act provides that the fees and any benefits payable to the Directors of the Company and its subsidiaries shall be approved at a general meeting.

Pursuant thereto, the estimated total amount of Director's benefit payable is calculated based on the number of scheduled meetings for the Board and Board's Committee and other benefits from the conclusion of the 3rd AGM until the conclusion of the next AGM of the Company.

In the event the proposed amount is insufficient (e.g. due to more meetings or enlarged board composition size), approval will be sought at the next AGM of the Company for additional fees to meet the shortfall.

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3. Ordinary Resolution 2 to 3 - Re-election of Directors under Clause 106(1) of the Company's Constitution

Clause 106(1) of the Company's Constitution provides that an election of Directors shall take place each year at the annual general meeting of the Company, where one-third (1/3) of the Directors for the time being, or if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election, PROVIDED ALWAYS that Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election. A retiring Director shall retain office until the closed of the meeting at which he retires.

For the purpose of determining the eligibility of the Director to stand for re-election at this AGM, the Board through its Nomination Committee had assessed the performance and contribution of each of the retiring Director. Based on the results of the respective Directors' performance evaluation conducted, the Board is satisfied with the Directors' performance and the level of contribution to the Board through their knowledge, skills and commitment as well as their abilities to act in the best interest of the Company.

The Board has therefore recommended Mohd Fadzil bin Mohd Daud and Yap Choo Cheng who are standing for re-election as Directors of the Company in accordance with Clause 106(1) of the Company's Constitution and being eligible, have offered themselves for re-election at the 3rd AGM of the Company. The profile of the retiring Directors are set out in the Directors' Profile of the Annual Report 2025.

4. Ordinary Resolution 4 - Re-appointment of Auditors

The Board, through the Audit and Risk Management Committee had reviewed and was satisfied with the performance and independence of Crowe Malaysia PLT during the financial year under review. The Board has therefore recommended the re-appointment of Crowe Malaysia PLT as external auditors of the Company for the financial year ending 31 December 2026.

5. Special Business - Ordinary Resolution 5
Authority to Allot Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

The proposed Ordinary Resolution 5, if passed, will empower the Directors of the Company to allot and issue new shares in the Company at any time, to such person or persons, upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit ("General Mandate"), provided that the number of shares issued pursuant to this General Mandate, when aggregated with the total number of any such shares issued during the preceding twelve (12) months, does not exceed 10.00% of the total number of issued shares of the Company at the time of issue. This General Mandate, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

As at the date of this Notice, no new shares were issued by the Company. With this General Mandate, the Company will be able to raise funds expeditiously for potential fund-raising exercises, including but not limited to the further placement of shares for the purposes of financing current and/or future investment projects, working capital, repayment of bank borrowings, acquisitions, and/or the issuance of shares as settlement of purchase consideration, without having to convene a general meeting to seek shareholders' approval when such opportunities or needs arise.

Pursuant to Section 85 of the Companies Act 2016 read together with Clause 61 of the Company's Constitution, 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 convertible securities.

Section 85(1) of the Companies Act 2016 provides as follows:
"85. Pre-emptive rights to new shares
(1) Subject to the constitution, where a company issue shares which rank equally to existing shares as to voting or distribution rights, those shares shall first be offered to the holders of existing shares in a manner which would, if the offer were accepted, maintain the relative voting and distribution rights of those shareholders."

NOTICE OF THIRD ANNUAL GENERAL MEETING

Clause 61 of the Company's Constitution provides as follows:
"Subject to any direction to the contrary that may be given by the Company in general meeting, all new shares or other convertible Securities shall, before they are issued, be offered to such persons as at the date of the offer are entitled to receive notices from the Company of general meetings in proportion, as nearly as the circumstances admit, to the amount of the existing shares or Securities to which they are entitled. The offer shall be made by notice specifying the number of shares or Securities offered, and limiting a time within which the offer, if not accepted, will be deemed to be declined, and, after the expiration of that time, or on the receipt of an intimation from the person to whom the offer is made that he declines to accept the shares or Securities offered, the Directors may dispose of those shares or Securities in such manner as they think most beneficial to the Company. The Directors may, likewise, also dispose of any new shares or Securities which (by reason of the ratio which the new shares or Securities bear to shares or Securities held by persons entitled to an offer of new shares or Securities) cannot, in the opinion of the Directors, be conveniently offered under this Clause. For the avoidance of doubt, where approval of the Members is obtained in a general meeting for any issuance of shares or convertible Securities, including approvals obtained under Sections 75 and 76 of the Act, such approval shall be deemed to be a direction to the contrary given in general meeting which will render the pre-emptive rights above inapplicable. In any case and in respect of any issuance of shares or convertible Securities, the pre-emptive rights of members are strictly as contained in the Constitution and accordingly, the provisions of Section 85 of the Act in respect of the pre-emptive rights to the new Shares shall not apply.

Subject to the Act and Listing Requirements the Board is authorised, without a resolution of the Company, to:
(a) allot shares or grant any rights to subscribe for shares, under an offer made to shareholders in proportion to the shareholders' shareholdings;
(b) allot shares or grant any rights to subscribe for shares on a bonus issue to shareholders in proportion to the shareholders' shareholdings; or
(c) allot shares or grant any rights where shares are to be issued as consideration or part consideration for the Company to acquire shares or assets. Shareholders must be notified of the intention to issue such shares at least fourteen (14) days before their issue."

The proposed Ordinary Resolution 5, if passed, will exclude your pre-emptive right to be offered new shares and/or convertible securities to be issued by the Company pursuant to the said Ordinary Resolution.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

1. As at the date of this notice, there are no individuals who are standing for election as Directors (excluding the above Directors who are standing for re-election) at the 3rd Annual General Meeting.

   The retiring Directors have confirmed that they do not have any existing or potential conflict of interest in the business or family that could affect the execution of their role as Directors.

2. Statement relating to general mandate for issue of securities in accordance with Rule 6.04 of the ACE Market of Listing Requirements of Bursa Securities.

   Details of the general mandate to allot shares in the Company pursuant to Sections 75 and 76 of the Act are set out in Explanatory Note of the Notice of the 3rd AGM.

TECHSTORE BERHAD
Registration No. 202401003419 (1549269-M)
(Incorporated in Malaysia)

Number of shares held	
CDS account no	

FORM OF PROXY

I/We* _____
(Full name in capital letters)

NRIC /Passport/Company Registration No.* _____

of _____
(Full address)

(Contact No. _____ and Email Address _____)

being a Member/Members* of **TECHSTORE BERHAD** [Registration No. 202401003419 (1549269-M)] hereby appoint(s):

Full Name (IN BLOCK LETTERS)	**NRIC/ Passport No.***	**% of shareholdings**
Contact No.	**Email address**	
Address		

and/or *

Full Name (IN BLOCK LETTERS)	**NRIC/ Passport No.***	**% of shareholdings**
Contact No.	**Email address**	
Address		

or* failing him/her*, the Chairman of the Meeting as my/our* proxy to vote for me/us* and on my/our* behalf at the Third Annual General Meeting ("3rd AGM") of TechStore Berhad to be held at Bungaraya Hall by Bespoke Hotel, A-2-1 & A-3-1 Block A Setiawalk, Persiaran Wawasan, Pusat Bandar Puchong, 47160 Puchong, Selangor on Wednesday, 10 June 2026 at 10.30 a.m. or at any adjournment thereof.

(Please indicate with an "X" or "√" in the space provided below on how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his/her discretion)

No.	Agendas	Resolution	FOR	AGAINST
1.	To approve the payment of Directors' fees and other benefits of up to an amount of RM318,000 to Non-Executive Directors for the period commencing from the conclusion of the 3rd AGM of the Company until the conclusion of the next AGM of the Company	Ordinary Resolution 1		
2.	Re-election of Mohd Fadzil bin Mohd Daud as Director pursuant to Clause 106(1) of the Company's Constitution	Ordinary Resolution 2		
3.	Re-election of Yap Choo Cheng as Director pursuant to Clause 106(1) of the Company's Constitution	Ordinary Resolution 3		
4.	Re-appointment of Messrs. Crowe Malaysia PLT as the Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration	Ordinary Resolution 4		
5.	**As Special Business:** Authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016	Ordinary Resolution 5		

Signed this on the _____ day of _____2026.

_____
Signature of Shareholder or Common Seal
(*Delete if not applicable)

Notes:

1. *A member entitled to attend and vote at the meeting is entitled to attend and vote in person or by proxy or by attorney or by duly authorised representative. A proxy or attorney or duly authorised representative may but need not be a member of the Company.*
2. *The power of attorney or an office copy or a notarially certified copy thereof or the instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing. If the appointor is a corporation, it must be executed under its common seal or in the manner authorised by its constitution.*
3. *Where a member of the Company is an exempt authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provision of subsection 25A(1) of the Central Depositories Act which holds ordinary shares in the Company for multiple beneficial owners in one Securities Account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.*
4. *If the Form of Proxy is returned without any indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy.*
5. *Only members whose names appear in the Record of Depositors as at 29 May 2026 shall be entitled to attend and vote at the meeting or appoint a proxy or proxies to attend and vote on his/her behalf.*
6. *The instrument appointing a proxy together with the power of attorney (if any) under which it is signed or an office copy or a notarially certified copy of that power or authority, must be deposited with Aldpro Corporate Services Sdn. Bhd. ("Aldpro") not less than 48 hours before the time appointed for the taking of the poll or no later than Monday, 8 June 2026 at 10.30 a.m. The Form of Proxy can be submitted through either one of the following avenues:*

(i) Lodgement of Form of Proxy in hard copy	*To be deposited at Aldpro's office at B-21-1, Level 21, Tower B, Northpoint Mid Valley City, No. 1, Medan Syed Putra Utara, 59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia.*
(ii) Electronic lodgement of Form of Proxy	*The Form of Proxy can be lodged electronically via email to admin@aldpro.com.my or fax to +603 2201 7774.*

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STAMP

The Share Registrar of
TECHSTORE BERHAD
Registration No. 202401003419 (1549269-M)
c/o **ALDPRO CORPORATE SERVICES SDN. BHD.**
B-21-1, Level 21, Tower B, Northpoint Mid Valley City
No. 1, Medan Syed Putra Utara
59200 Kuala Lumpur, Wilayah Persekutuan, Malaysia

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TECHSTORE BERHAD
(202401003419 (1549269-M))
(Incorporated in Malaysia)

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Pusat Perniagaan Suria Puchong,
47110 Puchong,
Selangor Darul Ehsan

Tel: +603-8940 6688
Fax: +603-8940 6699
Email: info@tech-store.com.my