

BRITE-TECH BERHAD
Registration No. 200101014455 (550212-U)

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ANNUAL REPORT 2025

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NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Fifth Annual General Meeting of **Brite-Tech Berhad** will be held at Tioman Room, Bukit Jalil Golf and Country Resort, Jalan Jalil Perkasa 3, Bukit Jalil, 57000 Kuala Lumpur on Tuesday, 9 June 2026 at 10.00 a.m. for the following purposes:

AGENDA

AS ORDINARY BUSINESS

- | | | |
|----|--|---|
| 1. | To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon. | Please refer to Explanatory Note 1 |
| 2. | To declare a final single tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2025. | (Resolution 1) |
| 3. | To approve the payment of Directors' fees of RM388,400.00 and benefits of RM39,600.00 for the financial year ended 31 December 2025. | (Resolution 2) |
| 4. | To approve the payment of Directors' fees and benefits up to RM650,000.00 from 1 January 2026 until the next Annual General Meeting. | (Resolution 3) |
| 5. | To re-elect the following Directors who are retiring by rotation, pursuant to Clause 104 of the Constitution of the Company, and being eligible, offer themselves for re-election: | |
| | a) Mr. Ng Kok Ann | (Resolution 4) |
| | b) Mr. Wee Swee Cheng | (Resolution 5) |
| | c) Ms. Lee See Bee | (Resolution 6) |
| | d) Ms. Tan Ching Shim | (Resolution 7) |
| 6. | To re-appoint Messrs CAS Malaysia PLT as auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. | (Resolution 8) |

AS SPECIAL BUSINESS

To consider and, if thought fit, pass with or without modification, the following resolutions: -

- | | | |
|----|--|-----------------------|
| 7. | ORDINARY RESOLUTION
AUTHORITY PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016
FOR THE DIRECTORS TO ISSUE SHARES | (Resolution 9) |
|----|--|-----------------------|

"THAT pursuant to Sections 75 and 76 of the Companies Act, 2016, the Directors be and are hereby authorised to allot and issue shares in the Company from time to time at such price, upon such terms and conditions, for such purposes and to such person or persons whomsoever as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued does not exceed 10% of the issued share capital of the Company for the time being, subject always to the approvals of all the relevant authorities being obtained for such allotment and issue and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company.

THAT pursuant to Section 85 of the Companies Act, 2016, read together with Clauses 3 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares of the Company arising from any issuance of new shares pursuant to Sections 75 & 76 of the Companies Act, 2016."

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

8. **ORDINARY RESOLUTION** **(Resolution 10)** **PROPOSED RENEWAL OF AUTHORITY FOR PURCHASE OF OWN SHARES BY THE COMPANY**

“THAT subject always to the provisions of the Companies Act 2016 (“Act”), the Constitution of the Company, the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) and other relevant statutory and/or regulatory requirements, the Company be authorised, to the fullest extent permitted by law, to buy-back such amount of Shares in the Company as may be determined by the Directors of the Company from time to time, through Bursa Securities, upon such terms and conditions as the Directors may deem fit and expedient in the interests of the Company, provided that:

- (i) the aggregate number of Shares bought-back does not exceed 10% of the total issued and paid-up ordinary share capital of the Company at any time;
- (ii) the maximum amount of funds to be allocated for the shares buy-back shall not exceed the Company’s audited retained earnings and/or share premium account at any point in time;
- (iii) the Shares purchased shall be treated in the following manner:
 - (a) the purchased Shares shall be cancelled; or
 - (b) the purchased Shares shall be retained as treasury shares for distribution as dividend to the shareholders and/or resale on Bursa Securities in accordance with the relevant rules of Bursa Securities and/or cancellation subsequently; or
 - (c) part of the purchased Shares shall be retained as treasury shares and the remainder shall be cancelled; or
 - (d) in such other manner as Bursa Securities and other relevant authorities may allow from time to time.
 - (e) any combination of (a), (b), (c) and (d) above.

AND THAT the authority conferred by this resolution shall commence upon the passing of this resolution until:

- (i) the conclusion of the next Annual General Meeting (“AGM”) of the Company following the general meeting at which such resolution was passed, at which time the authority will lapse unless renewed by ordinary resolution, either unconditionally or subject to conditions; or
- (ii) the expiration of the period within which the next AGM after that date is required by law to be held; or
- (iii) revoked or varied by resolution passed by the Company in general meeting;

whichever occurs first.

AND FURTHER THAT authority be and is hereby given to the Directors of the Company to take all such steps as may be necessary or expedient (including without limitation, the opening and maintaining of central depository account(s) under the Securities (Central Depository) Industry Act, 1991, and the entering into and execution of all agreements, arrangements and guarantees with any party or parties) to implement, finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities and with full power to do all such acts and things thereafter (including without limitation, the cancellation or retention as treasury shares of all or any part of the Shares bought-back) in accordance with the provisions of the Act, the Constitution of the Company, the ACE Market Listing Requirements of Bursa Securities and all other relevant statutory and/or regulatory requirements.”

- 9. To transact any other business of the Company of which due notice shall have been given in accordance with the Companies Act, 2016.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

NOTICE OF DIVIDEND ENTITLEMENT

NOTICE IS ALSO HEREBY GIVEN that the final single tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2025, if approved by the shareholders, will be paid on 13 July 2026 to shareholders whose names appear in the Register of Depositors at the close of business on 25 June 2026. A Depositor shall qualify for dividend entitlement only in respect of:

- a) Shares transferred into Depositor's Securities Account before 4.30 p.m. on 25 June 2026 in respect of ordinary transfers; and
- b) Shares bought on the Bursa Malaysia Securities Berhad ("Bursa Securities") on a cum entitlement basis according to the Rules of Bursa Securities.

By order of the Board

Wong Maw Chuan (MIA 7413) (SSM PC No. 202008003554)
Wong Youn Kim (f) (MAICSA 7018778) (SSM PC No. 201908000410)
Lee Chin Wen (f) (MAICSA 7061168) (SSM PC No. 202008001901)
Company Secretaries

Dated : 30 April 2026

Notes:

1. A member entitled to attend and vote at the Annual General Meeting is entitled to appoint more than two (2) proxies to attend and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
2. Where a member appoints two (2) or more proxies, the appointments shall be invalid unless he specifies the proportion of his holdings to be represented by each proxy.
3. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
4. The instrument of appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing or, if the appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised in writing in that behalf.
5. The instrument appointing a proxy must be deposited at the Registered Office at B-25-2, Block B, Jaya One, No. 72A, Jalan Prof Diraja Ungku Aziz, 46200 Petaling Jaya, Selangor Darul Ehsan, not less than forty-eight (48) hours before the time for holding the Meeting or adjourned Meeting at which the person named in the instrument proposes to vote, or in the case of a poll, not less than twenty-four hours before the time appointed for the taking of the poll.
6. Only a depositor whose name appears on the Record of Depositors as at 28 May 2026 shall be entitled to attend the said meeting and to appoint a proxy or proxies to attend, speak and/or vote on his/her behalf.
7. According to Clause 64 of the Constitution of the Company and pursuant to Paragraph 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to vote by way of poll.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

Explanatory Notes:

1. Item 1 of the Agenda

The Item 1 of the Agenda is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act, 2016 does not require a formal approval of shareholders for the Audited Financial Statements and hence, is not put forward for voting.

2. Item 7 of the Agenda – Ordinary Resolution 9

Authority pursuant to Sections 75 and 76 of the Companies Act, 2016 for the Directors to issue shares

The Ordinary Resolution 9 is proposed to seek for a renewal of the general mandate (“General Mandate”) pursuant to Sections 75 and 76 of the Companies Act, 2016, and if passed, will give the Directors of the Company authority to allot and issue ordinary shares of the Company up to an amount not exceeding in total, 10% of the issued share capital of the Company for such purposes as the Directors consider would be in the interest of the Company. This General Mandate, unless revoked or varied at a general meeting, will expire at the conclusion of the next Annual General Meeting of the Company.

THAT pursuant to Section 85 of the Companies Act, 2016, read together with Clauses 3 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares of the Company arising from any issuance of new shares pursuant to Sections 75 & 76 of the Companies Act, 2016.”

As at the date of this notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the Twenty-Fourth Annual General Meeting held on 3 June 2025 and which will lapse at the conclusion of the Twenty-Fifth Annual General Meeting.

The General Mandate sought will enable the Directors of the Company to allot and issue shares, including but not limited to further placing of shares, for the purpose of funding investment(s), working capital and/or acquisitions, from time to time at such price, upon such terms and conditions, to such person or persons whomsoever as the Directors may, in their absolute discretion deem fit. This would avoid any delay and costs involved in convening a general meeting to specifically approve such an issue of shares.

3. Item 8 of the Agenda – Ordinary Resolution 10

Proposed Renewal of Authority for Purchase of Own Shares by the Company

The proposed Ordinary Resolution 10 if passed, will empower the Company to purchase and/or hold up to ten per centum (10%) of the issued and paid-up share of the Company. This authority unless revoked or varied by the Company at a General Meeting will expire at the next Annual General Meeting.

Further information on the Proposed Renewal of Authority for Purchase of Own Shares by the Company is set out in the Share Buy-Back Statements to Shareholders of the Company can be downloaded from our Corporate Website at www.brite.tech.com.

PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and / or representative(s) to attend, speak and vote at the Company’s AGM and/or any adjournment thereof, a member of the Company:

- (i) consents to the collection, use and disclosure of the member’s personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the “**Purposes**”).
- (ii) warrants that where the member discloses the personal data of the member’s proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and
- (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member’s breach of warranty.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

a) Details of Individuals standing for election as Directors (excluding Directors standing for re-election)

As at the date of this Notice, there is no individual standing for election as a Director of the Company at the 25th AGM.

b) Statement relating to general mandate for issue of securities in accordance with Rule 6.04(3) of the ACE Market Listing Requirements

The Company is seeking shareholders' approval on the renewal of the general mandate for issue of securities pursuant to Sections 75 and 76 of the Companies Act, 2016. The details of the renewal of the general mandate for issue of securities are set out in Explanatory Note 2 to the Notice of AGM on page 5 of the Annual Report.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Pang Wee See
Executive Chairman

Tan Boon Kok
Executive Director

Kan King Choy
Executive Director

Ir. Koh Thong How
Non-Independent Non-Executive Director

Ng Kok Ann
Non-Independent Non-Executive Director

Wee Swee Cheng
Independent Non-Executive Director

Lee See Bee
Independent Non-Executive Director

Tan Ching Shim
Independent Non-Executive Director

Yee Oii Pah @ Yee Ooi Wah
Alternate Director to Pang Wee See

AUDIT COMMITTEE

Wee Swee Cheng (Chairman)
Ng Kok Ann
Lee See Bee
Tan Ching Shim

NOMINATION COMMITTEE

Wee Swee Cheng (Chairman)
Ng Kok Ann
Lee See Bee

REMUNERATION COMMITTEE

Wee Swee Cheng (Chairman)
Ng Kok Ann
Tan Ching Shim

COMPANY SECRETARIES

Wong Maw Chuan (MIA 7413)
(SSM PC No. 202008003554)

Wong Youn Kim (f)
(MAICSA 7018778)
(SSM PC No. 201908000410)

Lee Chin Wen (f)
(MAICSA 7061168)
(SSM PC No. 202008001901)

REGISTERED OFFICE

B-25-2, Block B, Jaya One,
No. 72A,
Jalan Prof Diraja Ungku Aziz,
46200 Petaling Jaya,
Selangor Darul Ehsan
Tel. : 03-7955 0955
Fax : 03-7955 0959
Email : info@niche.com.my

BUSINESS OFFICE

Lot 14, Jalan Pendamar 27/90
Seksyen 27, 40400 Shah Alam
Selangor Darul Ehsan
Tel. : 03-5192 8188/8288/8388
Fax : 03-5191 8188
Email : admin@brite-tech.com
Website : www.brite-tech.com

AUDITORS

CAS Malaysia PLT
B-5-1, IOI Boulevard,
Jalan Kenari 5,
Bandar Puchong Jaya,
47170 Puchong,
Selangor Darul Ehsan

SHARE REGISTRAR

Bina Management Sdn. Bhd.
Lot 10, The Highway Centre
Jalan 51/205, 46050 Petaling Jaya
Selangor Darul Ehsan
Tel. : 03-7784 3922
Fax. : 03-7784 1988
Email : binawin@binamg168.com

PRINCIPAL BANKERS

United Overseas Bank (Malaysia)
Berhad
Malayan Banking Berhad
Hong Leong Bank Berhad
Hong Leong Islamic Bank Berhad
Public Bank Berhad
CIMB Bank Berhad
Amfunds Management Berhad
United Overseas Bank Asset
Management (Malaysia) Berhad

STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia
Securities Berhad
Stock Name : BTECH
Stock Code : 0011

DIRECTORS' PROFILE

PANG WEE SEE

Executive Chairman

Malaysian

Male

74

25 May 2002

Pang Wee See, a Malaysian, male, aged 74, was appointed to the Board on 25 May 2002.

He graduated from University Sains Malaysia with a Bachelor of Applied Science (Hons) majoring in Polymer Science in 1977. He started his career with Asia Tape Corporation Bhd as Chemist in 1978 and later was promoted to the position of Chemist cum Factory Manager. He then moved to Federal Rubber Products Co. Sdn Bhd as Production Manager in 1979. Subsequent to this, he and three partners set up Brite-Tech Corporation Sdn Bhd in 1980. He left Federal Rubber Products in 1984 to manage Brite-Tech Corporation Sdn Bhd and later expanded to set up the Group.

As a founder of the Group, with his excellent entrepreneurial skills and more than 40 years of experience, he has steered the Group to become an established and acclaimed total solution provider in water and wastewater treatment and laboratory services. He sits on the Board of other private companies and also sits on the Board of Yayasan Maha Karuna, a charity organization. He does not hold directorship in any other public listed company.

He is the spouse of Madam Yee Oii Wah and brother-in-law of Ir. Koh Thong How, and he does not have any conflict of interest with the Company. He has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon him by any relevant regulatory bodies during the financial year.

He attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

TAN BOON KOK

Executive Director

Malaysian

Male

68

25 May 2002

Tan Boon Kok, a Malaysian, male, aged 68, was appointed to the Board on 25 May 2002.

Upon completion of his Form Six Level education in Tunku Abdul Rahman College in 1978, he joined Paloh Palm Oil Mill in 1979. The following year in 1980, he moved to Bukit Benut Palm Oil Mill and subsequently to Coronation Palm Oil Mill as Laboratory Conductor. He joined Brite-Tech Corporation Sdn Bhd in 1983 as Sales Executive and later was promoted to Sales Manager in 1986. He has been with the Group for more than 40 years.

He does not have any family relationship with other Directors and/or major shareholder of the Company, and he does not have any conflict of interest with the Company. He has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon him by any relevant regulatory bodies during the financial year. He does not hold directorship in any other public listed company.

He attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

KAN KING CHOY

Executive Director

Malaysian

Male

64

25 May 2002

Kan King Choy, a Malaysian, male, aged 64, was appointed to the Board on 25 May 2002.

He joined Spectrum Laboratories Sdn Bhd as a Manager of the laboratory in 1990 and has been with the Group for more than 30 years. He graduated from Tunku Abdul Rahman College with a Diploma in Science and a Bachelor of Science degree in Chemistry and Mathematics from Campbell University (U.S.A.) in 1985. After graduation, he joined Sailcos Laboratories Sdn. Bhd. in 1986 as a Chemist where he remained for 4 years, familiarising with the laboratory operations and the laboratory business in general. He was admitted as a Licentiate of the Institut Kimia Malaysia in 1988.

He does not have any family relationship with other Directors and/or major shareholder of the Company, and he does not have any conflict of interest with the Company. He has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon him by any relevant regulatory bodies during the financial year. He does not hold directorship in any other public listed company.

He attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

DIRECTORS' PROFILE (CONT'D)

IR. KOH THONG HOW

Non-Independent Non-Executive Director

Malaysian

Male

71

25 May 2002

Ir. Koh Thong How, a Malaysian, male, aged 71, was appointed to the Board on 25 May 2002.

He received a Technician Diploma from Singapore Polytechnic in 1977 and subsequently pursued his studies in United Kingdom to obtain a Bachelor of Science degree in Civil Engineering (Honours) from University of Dundee in 1980. He then furthered his studies in Asian Institute of Technology, Thailand to obtain his Master of Engineering degree in Structural Engineering and Construction in 1982. He started his career with Jurutera Konsultant (SEA) Sdn Bhd as Design Engineer in 1982 and later moved to S Chan Project Consultancy Services Sdn Bhd as Senior Engineer and was there until 1995. Thereafter he became the Technical Director (Civil and Structural) of Murray North (M) Sdn Bhd. In 1998, he left the company to venture into his own business, KP Perunding (Civil and Structural Consulting Engineers). He was admitted as a Corporate Member of the Institution of Engineers Malaysia ("IEM") in 1986 and was the Honorary Treasurer of IEM (Southern Branch) for 1988-89, 89-90 and 90-91 sessions and the Honorary Secretary of IEM (Southern Branch) for 1991-92, 92-93 and 93-94 sessions. He was registered as a Professional Engineer (Malaysia) in 1988.

He is the brother-in-law of Pang Wee See and he does not have any conflict of interest with the Company. He has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon him by any relevant regulatory bodies during the financial year. He does not hold directorship in any other public listed company.

He attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025.

NG KOK ANN

Non-Independent Non-Executive Director

Malaysian

Male

52

21 January 2009

Ng Kok Ann, a Malaysian, male, aged 52, was appointed to the Board on 21 January 2009.

He is a Fellow Member of the Association of Chartered Certified Accountants (ACCA), United Kingdom, and is a Chartered Accountant registered with the Malaysian Institute of Accountants (MIA). He obtained his ACCA qualification in 1999.

Mr. Ng commenced his career in professional practice with Ling Kam Hoong & Co. as an Audit Assistant in 1999, where he was involved in audit, taxation, accounting and advisory engagements for clients across a broad spectrum of industries. In 2003, he joined Terence Oh & Associates as Principal, before assuming the role of Branch Manager at Yee Choon Kong & Co. in 2014, a position he currently holds.

With over two decades of experience in the accounting profession, Mr. Ng is actively involved in corporate finance, tax planning, business advisory and corporate secretarial services, supporting both SMEs and corporate clients.

He does not have any family relationship with other Directors and/or major shareholder of the Company, and he does not have any conflict of interest with the Company. He has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon him by any relevant regulatory bodies during the financial year. He does not hold directorship in any other public listed company.

He attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025. He also serves as a member of the Audit Committee, Nomination Committee and Remuneration Committee of the Company.

DIRECTORS' PROFILE (CONT'D)

WEE SWEE CHENG

Independent Non-Executive Director

Malaysian

Male

70

28 May 2019

Wee Swee Cheng, a Malaysian, male, aged 70, was appointed to the Board on 28 May 2019.

Mr. Wee has a wide working experience in the finance services industry and has served in various senior capacities. He joined a local bank in 1977 and rose from the rank and file to serve as branch manager for several branches in the Klang Valley with lending exposures in varying industries such as agro & food, wood & furniture, wholesale & retail, plastics & rubber gloves and general services. He subsequently became the regional head in charge of credit administration & supervision, overseeing some 13 branches within the banking group. After his retirement from the bank in 2011, he joined another local bank as a branch manager on a contractual basis until 2013. He is currently self-employed as a freelance financial consultant for loan arrangement, loan restructuring and rescheduling, loan moratorium, hair-cut or debt settlement, negotiation of terms and conditions, due diligence study and any other issue of finance related.

Mr. Wee holds a diploma from the Malaysian Institute of Management (MIM) in 1987 and a diploma from Institut Bank Bank Malaysia (IBBM) in 1998.

He does not have any family relationship with other Directors and/or major shareholder of the Company, and he does not have any conflict of interest with the Company. He has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon him by any relevant regulatory bodies during the financial year. He does not hold directorship in any other public listed company.

He attended all five (5) Board meetings of the Company held during the financial year ended 31 December 2025. He also serves as the Chairman of Audit Committee, Nomination Committee and Remuneration Committee of the Company.

LEE SEE BEE

Independent Non-Executive Director

Malaysian

Female

55

18 April 2023

Madam Lee See Bee, a Malaysian, female, aged 55, was appointed to the Board on 18 April 2023.

Madam Lee graduated from University of Western Australia with a Bachelor of Commerce (Accounting & Finance) in 1994. She proceeded to gain her experience in Deloitte, Touche, Tohmatsu within the Audit as well as Training Department.

Her subsequent years were with Small and Medium Enterprises as well as Public Listed Companies. She served as Accountant and Finance Manager with companies specialising in Logistics, Retail, Manufacturing, Services and many others. Notably were with Malaysian Bulk Carriers Berhad, Global Soft (MSC) Bhd, Kelab Golf Negara Subang and Jardine Shipping Services (M) Sdn Bhd.

Madam Lee is a Certified Public Accountant with the Malaysia Institute of Accountants (MIA) and also a Suruhanjaya Syarikat Malaysia (SSM) Company Secretary.

In 2018, she joined Wesource Corporate Services Sdn Bhd as well as Wesource CFO Services Sdn Bhd as a business partner. The companies provide Company Secretarial & Corporate Advisory as well as Accountant and CFO Services.

She does not have any family relationship with other Directors and/or major shareholder of the Company, and she does not have any conflict of interest with the Company. She has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon her by any relevant regulatory bodies during the financial year. She does not hold directorship in any other public listed company.

She attended five (5) Board meetings of the Company held during the financial year ended 31 December 2025. She also serves as a member of the Audit Committee and Nomination Committee of the Company.

DIRECTORS' PROFILE (CONT'D)

TAN CHING SHIM

Independent Non-Executive Director

Malaysian

Female

60

18 April 2023

Madam Tan Ching Shim, a Malaysian, female, aged 60, was appointed to the Board on 18 April 2023.

Madam Tan received a Bachelor Science (Hons) in Computer Science from University Sains Malaysia in 1991 and subsequently obtained her Master of Business Administration (MBA) from Heriot-Watt University (UK) in 1998.

She started her career with Chong Hwa Picture Tube Sdn Bhd as Software Programmer and System Analyst in 1991 until 1995 and later joined Wing Tiek Steel Pipe Sdn Bhd as IT Department Manager in 1995 until 1997.

She obtained her dealer representative licence under Bursa capital market in 1997 and became a dealer representative/remisier with BBMB Securities Sdn Bhd, and later with Hwang-DBS Securities Sdn Bhd from 1997 to 2004.

Thereafter she obtained her Bursa Derivative Dealing licence and joined Kenanga Investment Bank Bhd as a Local and Futures Dealer representative/remisier on 2005 until today. Her main function with the company is dealing local and foreign shares for clients in capital market, and also dealing index futures contract and commodities futures contract for clients under Malaysia derivative market.

During 2016 to 2018 she has joined as a volunteer worker in iCycle Sdn Bhd to promote green environment in Malaysia. Later she became their system development advisor for software design and system operation.

She does not have any family relationship with other Directors and/or major shareholder of the Company, and she does not have any conflict of interest with the Company. She has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon her by any relevant regulatory bodies during the financial year. She does not hold directorship in any other public listed company.

She attended five (5) Board meetings of the Company held during the financial year ended 31 December 2025. She also serves as a member of the Audit Committee and Remuneration Committee of the Company.

MADAM YEE OII PAH

@ YEE OOI WAH

Alternate Director to Pang Wee See

Malaysian

Female

73

25 May 2002

Yee Oii Pah @ Yee Ooi Wah, a Malaysian, female, aged 73, was appointed as an alternate Director to Pang Wee See on 25 May 2002.

She obtained her Bachelor degree in Pharmacy (Hons) from Universiti Sains Malaysia in 1978. She is a registered pharmacist with the Malaysian Pharmacy Board and also a member of the Malaysian Pharmaceutical Society. Upon graduation, she underwent one year of pupillage training. In 1979, she joined Mediko Farmasi Sdn Bhd as a pharmacist. She has since accumulated over 20 years of professional experience and exposure in the pharmaceutical industry. She also sits on the Board of another private company. She does not hold directorship in any other public listed company.

Madam Yee is the spouse of Pang Wee See and she does not have any conflict of interest with the Company. She has not been convicted for any offences in the past five (5) years (other than traffic offences, if any), and there was no public sanction or penalty imposed upon her by any relevant regulatory bodies during the financial year.

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW OF THE GROUP'S BUSINESS AND OPERATIONS

Brite-Tech Group is an integrated water purification and wastewater treatment solutions provider and the Group's business activities comprises of the following business segments:

Environmental products and services

To provide a complete range of services and products in the field of water treatment as well as engineered and formulated chemical products for water and wastewater treatment; and to provide analytical laboratory and environmental monitoring services.

System equipment and ancillary products

To provide consultation, engineering design, construction, installation and commissioning of water purification, water recycling and wastewater treatment systems; and to provide rental of portable ion-exchange resin columns as well as supply of chemicals and consumer products.

Investments

Investments, rental of properties, management and other operations which are not sizeable to be reported separately.

FIVE YEAR FINANCIAL HIGHLIGHTS

Financial year ended ("FYE")	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Revenue	25,323	25,663	25,109	28,798	30,587
Profit before tax	10,474	9,714	9,477	11,667	13,371
Profit after tax	8,622	7,409	7,235	9,281	10,636
Profit after tax attributable to owners of the Company	8,571	7,455	6,967	9,272	10,658
Share capital	25,200	25,200	25,200	25,200	25,200
Total Assets	120,160	130,982	147,735	163,170	176,789
Total Liabilities	42,578	47,274	58,472	66,788	71,705
Basic earnings per share attributable to owners of the Company (sen)	3.40	2.96	2.76	3.68	4.23
Gross Dividends per share (sen)	0.80	0.80	1.00	1.00	1.00*

* The Board of Directors is proposing a final single tier dividend of 1.00 sen per share in respect of the financial year ended 31 December 2025 for the approval of shareholders at the forthcoming Annual General Meeting.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

FINANCIAL PERFORMANCE REVIEW

Financial Result	FYE 31 December 2025 RM'000	FYE 31 December 2024 RM'000	Variance	
			RM'000	%
Revenue	30,587	28,798	1,789	6.21
Profit before tax	13,371	11,667	1,704	14.61
Profit after tax	10,636	9,281	1,355	14.60
Profit after tax attributable to owners of the Company	10,658	9,272	1,386	14.95

The Group's revenue for the financial year ended 31 December 2025 ("FYE 2025") increased by 6.21% to RM30.587 million as compared to RM28.798 million for the previous financial year ended 31 December 2024 ("FYE 2024").

The Group's profit before tax for the FYE 2025 increased by 14.61% to RM13.371 million as compared to RM11.667 million for the FYE 2024 while the Group's profit after tax for the FYE 2025 increased by 14.60% to RM10.636 million as compared to RM9.281 million for the FYE 2024.

The increase in the Group's profit before tax and profit after tax for the FYE 2025 was due to higher gain on fair value adjustment of investment properties.

The environmental products and services segment is the main contributor to the Group's revenue, contributing 74.21% or RM22.699 million while the system equipment and ancillary products segment contributed 10.68% or RM3.267 million and the investments segment contributed 15.11% or RM4.621 million.

ANTICIPATED OR KNOWN RISKS

Competition Risk

We are faced with competition from a large number of companies in the environmental products and services sector. Our Group will continuously focus on retaining existing customers, securing new customers based on quality, range of services, price competitiveness of services, timeliness in delivery, accessibility of sales personnel and the ability to meet customers' requirements.

Dependence on Key Personnel

The Group believes that its continued success will depend upon the abilities and continued efforts of its existing key management and technical personnel. The loss of any key member of the Group's management and technical personnel could adversely affect the Group's business and operations.

The Group will periodically review and revise its remuneration scheme to attract and retain the key management personnel who are essential in the support of the Group's operations by providing employees benefits and incentives to ensure long term commitment of the key management personnel to the Group.

Economic and Regulatory Risks

The Group, like any other company in the environmental products and services sector, is exposed to the risks brought upon by changes in the economic and regulatory environment, which may adversely impact the Group's business and operations. In the past few years, the COVID-19 pandemic had temporarily impacted on the economic conditions as well as the environmental products and services sector in which the Group is involved. The Group will strive to ensure compliance with all applicable regulations and policies as well as to stay abreast of any changes in regulations and policies.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

ECONOMIC OUTLOOK

Overview and outlook of the Malaysian economy

Malaysia's economy remains strong, having grown by a steady 4.4% in the first six months of the year. Growth is projected to continue within the range of 4% – 4.8% in 2025 and 4% – 4.5% in 2026. These projections are consistent with the International Monetary Fund (IMF) in the World Economic Outlook Update, July 2025, which forecasts Malaysia's growth at 4.5% for 2025 and 4% for 2026.

The growth will mainly be underpinned by strong domestic demand, moderate inflation, favourable labour market and proactive policies undertaken by the Government. The performance will also be supported by the ASEAN-Malaysia Chairmanship 2025 and Visit Malaysia 2026 (VM2026). The economy continues to be steered by the Ekonomi MADANI framework and the Government remains committed to positioning Malaysia as an attractive destination for quality investments. At the same time, ongoing improvements in the wage-setting mechanism and rising business efficiency are expected to strengthen the wage structure, thus contributing to a higher labour income share.

The services sector grew by 5% in the first half of 2025 and is expected to expand by 5.1% in the second half, underpinned by resilient household spending and higher visitor arrivals leading to robust domestic tourism activities. Overall, the sector is estimated to grow 5.1%, with all subsectors registering positive growth.

The wholesale and retail trade subsector grew by 4.3% in the first half of 2025, with sustained performance observed, particularly in the wholesale and retail trade segments. The subsector is anticipated to expand by 4.4% in the second half of the year, driven by retail trade segment attributed to higher domestic consumption and visitor spending. Meanwhile, steady income growth, expansion of initiatives under Payung Rahmah as well as the Penghargaan Sumbangan Asas Rahmah (SARA) RM100 One-off, will further spur household spending. Meanwhile, the motor vehicles segment is estimated to experience a marginal contraction due to normalisation of total industry volume (TIV) for new vehicle sales following all-time high sales of 817,955 units recorded in 2024.

Despite the slowing down in sales, the demand for national cars remains sizeable and orders for electric vehicles (EVs) continues to rise. Therefore, in line with continuation of high order books for the whole year, the automotive industry is expected to support the performance of the segment. Overall, the subsector is forecast to maintain growth of 4.4% in 2025.

The transportation and storage subsector expanded by 9% in the first half of 2025, attributed to vibrant trade, business and leisure activities, as reflected by the increase in various segments, mainly the land and air transport segments, as well as supporting activities related to highway and airport operations. The subsector is expected to grow by 7.7% in the second half of 2025 supported by positive growth in all segments. Under the land transport segment, growth in traffic volumes on toll highways and ridership of rail transport will be driven by additional extended weekends. The air transport segment is expected to expand with new direct flight services to various destinations in Malaysia by several international carriers, including from China and Sri Lanka. The water transport segment is anticipated to grow amid trade uncertainties which might affect trade flows and shipping services. Overall, the subsector is estimated to expand by 8.4% in 2025.

The real estate and business services subsector increased by 8.8% in the first half of 2025 supported by strong professional, scientific & technical activities under the business services segment. This growth was underpinned by construction-related activities, particularly from the increasing demand for data centre and renewable energy-related projects. The subsector is expected to grow by 5.8% in the second half of the year attributed to continued demand for professional services. The housing incentives given under Budget 2025 and reduction of the Overnight Policy Rate (OPR) are also expected to stimulate demand for properties, thereby supporting the subsector's growth. For the year, the subsector is forecast to grow by 7.3%.

(Source: Economic Outlook 2026, Ministry of Finance Malaysia)

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROSPECTS

The business outlook is expected to remain challenging due to on-going macroeconomic uncertainties, volatile exchange rates, geopolitical conflicts, recent U.S tariffs adjustments and the escalation of conflicts in the Middle East.

Amidst these challenging times, the Group is cautiously optimistic to maintain a reasonably level of business with the resources the Group has and efforts taken by the Group. The Group looks forward to increase its business activities which are expected to contribute to better revenue for the Group.

The Group maintains a positive outlook for the business activities that the Group are involved in. The Group will continue to focus on its existing business activities and concentrate on its core competencies while at the same time, improve its operational efficiency and cost management. The Group will continue to implement various cost saving measures and stringent cost control to counter the challenges ahead and to enhance the Group's competitiveness in the Group's industry.

The Group will continue to explore and assess other viable business and investment opportunities within the same or complementary sectors and also outside the Group's industry domain for opportunities which can bring financial stability to the Group.

Barring any unforeseen circumstances, the Board of Directors is optimistic that the performance of the existing business of the Group is likely to remain satisfactory for the coming year.

DIVIDENDS

We are always grateful for the support of our shareholders and we remained committed to paying steady dividend as recognition of your continuous support.

The Board of Directors is pleased to recommend a final single tier dividend of 1.00 sen per share for the approval of shareholders at the forthcoming Annual General Meeting.

Currently, the Company does not have any formal dividend policy. Any declaration of interim dividends and recommendation of final dividends are at the discretion of the Board of Directors, subject to various factors, such as operating cash flow, capital expenditure requirements, financial performance and commitments.

ACKNOWLEDGEMENT AND APPRECIATION

On behalf of the Board of Directors, I would like to take this opportunity to express our sincere appreciation to the management and staff for their hard work and contribution to the Group; our valued shareholders, all regulatory authorities, bankers, customers and business associates for their co-operation and support.

Finally, I would like to express my sincere appreciation and gratitude to my fellow directors for their invaluable contributions and support.

Pang Wee See
Executive Chairman

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“Board”) of the Company recognizes the importance of good corporate governance and is committed to promote the highest standards of corporate governance within the Group by supporting and implementing the principles and best practices as outlined in the Malaysian Code on Corporate Governance (“MCCG”) and the relevant provisions of the Bursa Securities Listing Requirements for ACE Market.

The Board strives to ensure that high standards of corporate governance are practiced throughout the Group as a fundamental part of discharging its responsibilities to protect and enhance shareholders’ value and the financial performance of the Company.

The Board is pleased to set out below our Corporate Governance Overview Statement which describes how the Group has applied the principles of the MCCG and the extent to which it has complied with the best practices set out in the MCCG during the financial year ended 31 December 2025. This statement also serves as a compliance with Rule 15.25 of the Bursa Securities Listing Requirements for ACE Market. The detailed explanation on the application of the corporate governance practices are reported in the Corporate Governance Report announced to Bursa Malaysia and published in the Company’s website at www.brite-tech.com.my.

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS

1. Establish Clear Roles and Responsibilities

1.1 Responsibilities of the Board

The Board has overall responsibility for the performance of the Group and its responsibilities include the following:-

- reviewing and adopting a strategic plan for the Group;
- overseeing the conduct of the Group’s business to evaluate whether the business is being properly managed;
- identifying principal risks and ensuring the implementation of appropriate systems to manage these risks;
- succession planning, including appointing, training, fixing the compensation of and where appropriate, replacing senior management;
- developing and implementing an investor relations programme or shareholder communications policy for the Group; and
- reviewing the adequacy and the integrity of the Group’s internal control systems and management information systems, including system for compliance with applicable laws, regulations, rules, directives and guidelines.

1.2 Composition of the Board

The Board currently consists of eight (8) members, comprising an Executive Chairman, two (2) Executive Directors, two (2) Non-Independent Non-Executive Director and three (3) Independent Non-Executive Directors. This composition complies with Rule 15.02(1) of the Bursa Securities Listing Requirements for ACE Market which requires that at least two directors or one-third of the Board, whichever is the higher, comprises of independent directors. In the event of any vacancy in the Board, resulting in the non-compliance with Rule 15.02(1), the Company must fill the vacancy within three (3) months.

The Company considers that its complement of non-executive directors provides an effective Board with a mix of industry-specific knowledge and broad business and commercial experience. The balance enables the Board to provide clear and effective leadership of the Company and to bring informed and independent judgment to many aspects of the Company’s strategy and performance so as to ensure the highest standards of conduct and integrity are maintained throughout the Group.

No individual or group of individuals dominates the Board’s decision making and the number of directors fairly reflects the investment of the shareholders.

The Board has a formal schedule of matters specifically reserved to it for decision to ensure that the direction and control of the Company is firmly in its hands

The Board acknowledges the need for gender diversity for good governance practices and to enhance the efficient functioning of the Board. The Board believes that the evaluation of any candidate’s suitability is guided by the skills, experience, competency and knowledge of the individual candidate and it shall review any potential candidate wherever reasonably possible. The Company currently has two (2) female representation in the Board. The Board will remain mindful of the need for gender diversity and will consider to appoint more women directors to the Board when suitable candidates are identified.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

1. Establish Clear Roles and Responsibilities (Cont'd)

1.3 Access to Information and Advice

All Directors receive appropriate and timely information which includes an agenda prior to the Board meetings to enable the Board to discharge its duties.

The Board receives information that is not just historical and bottom line and financial-oriented but information that is beyond assessing the quantitative performance of the Group and looks at other performance factors such as customer satisfaction, product and service quality, market share, market reaction, environmental performance. This enables the Board to deal with any item on the agenda to facilitate informed decision-making and thus enable the Board to discharge its duties effectively.

All Directors have full access to information pertaining to all matters for the purpose of making decisions. There is an agreed procedure for the Directors to take independent professional advice at the Company's expense, if necessary.

All Directors have access to the advice and services of the Company Secretary who ensures compliance with statutory obligations, Bursa Securities Listing Requirements for ACE Market or other regulatory requirements.

1.4 Company Secretaries

The Board recognizes that the Company Secretary should be suitably qualified and capable to carry out the duties required. The Company Secretaries of the Company, who are members of professional bodies, assist the Board to ensure that Board meetings procedures are followed and the applicable statutory and regulatory requirements are complied with. The Board is satisfied with the service and support rendered by the Company Secretaries to the Board in the discharge of their roles and responsibilities. The removal of the Company Secretary shall be a matter for the Board as a whole.

1.5 Board Charter

The Board has adopted a Board Charter which sets out of the role, functions, authority, compositions and responsibilities of the Board to ensure that all Board members acting on behalf of the Company are aware of their duties and responsibilities. The Board Charter serves as a source of reference and primary literature to provide insight to existing and prospective Board members in their performance and discharge of their fiduciary duties and responsibilities.

The Board Charter is available for reference on the Company's website at www.brite-tech.com.

1.6 Directors' Code of Conduct

The Board has adopted the Code of Ethics for Company Directors established by the Companies Commission of Malaysia in discharging its role effectively. The Code of Ethics requires all Directors to observe high ethical business standards and to apply these values to all aspects of the Group's business and professional practices and to act in good faith in the best interest of the Group and its shareholders.

The Directors' Code of Conduct is available for reference on the Company's website at www.brite-tech.com.

1.7 Whistleblowing Policy

The Board has established the Whistleblowing Policy to enable the stakeholders to report on any suspected and/or known misconduct, wrong doings, corruption, fraud and possible improprieties in financial reporting.

The Whistleblowing Policy is available for reference on the Company's website at www.brite-tech.com.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

1. Establish Clear Roles and Responsibilities (Cont'd)

1.8 Anti-Bribery and Anti-Corruption Policy

The Board has established its Anti-Bribery and Anti-Corruption Policy which outlines the relevant guiding principles and mitigating controls to ensure compliance with Section 17A of the Malaysian Anti-Corruption Commission Act.

The Anti-Bribery and Anti-Corruption Policy is available for reference on the Company's website at www.brite-tech.com.

1.9 Fit and Proper Policy

The Board has adopted the Fit and Proper Policy to guide the Nomination Committee and the Board in their review and assessment of potential candidates for appointment as Directors to the Board as well as Directors who are seeking for re-election.

This Policy will enhance the governance of the Company in relation to the Board's quality and integrity, as well as to ensure that each of its Directors has the character, experience, integrity, competence, time and commitment to effective discharge his/her role as a Director of the Company.

The Fit and Proper Policy is available for reference on the Company's website at www.brite-tech.com.

1.10 Strategies Promoting Sustainability

The Board recognizes the need for the Company strategies to promote sustainability and regularly reviews the strategic direction of the Group as well as the progress of the Group's operations. The Board will take into consideration the environmental, social and governance aspects when developing the Company's strategies.

2. Strengthen composition

To assist the Board in the discharge of its duties effectively, the Board has delegated certain responsibilities to the Board Committees, namely Audit Committee, Remuneration Committee and Nomination Committee, which operate within clearly defined terms of reference.

2.1 Audit Committee

The composition and the terms of reference of the Audit Committee are set out in the Audit Committee Report on Page 25 of this Annual Report.

2.2 Remuneration Committee

The present members of the Remuneration Committee are as follows:

Chairman: Wee Swee Cheng	(Independent Non-Executive Director)
Members: Ng Kok Ann	(Non-Independent Non-Executive Director)
Tan Ching Shim	(Independent Non-Executive Director)

The Committee's roles include making recommendations to the Board on the remuneration framework for Directors and senior management of the Group as well as reviewing and recommending annual remuneration adjustments of the Directors and senior management, where necessary, with the emphasis being placed on performance and comparability with market practises and the performance of the Group.

The Board, as a whole, determines the remuneration of the Executive and Non-Executive Directors and the individual Director is required to abstain from discussing his own remuneration.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

2. Strengthen composition (Cont'd)

2.3 Directors' Remuneration

The Group's remuneration scheme for Executive Directors is linked to performance, seniority, experience and scope of responsibility and is benchmarked to market/industry practises. For Non-Executive Directors, the level of remuneration reflects the level of responsibilities undertaken by them.

Details of the aggregate remuneration received/receivable by the Directors of the Company from the Company and the Group for the financial year ending 31 December 2025 are as follows:

Received/receivable from the Company

	Fees RM	Salaries and other emoluments RM	Bonus RM	Benefit- in-kind RM	Total RM
Pang Wee See	92,800	372,000	100,500	-	565,300
Tan Boon Kok	92,800	257,600	69,700	-	420,100
Kan King Choy	92,800	257,600	69,700	-	420,100
Ir. Koh Thong How	22,000	-	-	-	22,000
Ng Kok Ann	22,000	-	-	-	22,000
Wee Swee Cheng	22,000	-	-	-	22,000
Lee See Bee	22,000	-	-	-	22,000
Tan Ching Shim	22,000	-	-	-	22,000

Received/receivable from the Group

	Fees RM	Salaries and other emoluments RM	Bonus RM	Benefit- in-kind RM	Total RM
Pang Wee See	92,800	372,000	100,500	17,400	582,700
Tan Boon Kok	92,800	257,600	69,700	11,100	431,200
Kan King Choy	92,800	257,600	69,700	11,100	431,200
Ir. Koh Thong How	22,000	-	-	-	22,000
Ng Kok Ann	22,000	-	-	-	22,000
Wee Swee Cheng	22,000	-	-	-	22,000
Lee See Bee	22,000	-	-	-	22,000
Tan Ching Shim	22,000	-	-	-	22,000

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

2. Strengthen composition (Cont'd)

2.4 Nomination Committee

The Nomination Committee's role includes review and recommending of candidates to the Board for directorships and seats of Board committees. The Committee is also responsible for assessing the effectiveness of the Board and the various committees of the Board as a whole, and contribution of all members of the Board. It also reviews the appropriate Board balance and size, and that the Board has the required mix of expertise, skills, independence and experience.

The present members of the Nomination Committee are as follows:

Chairman: Wee Swee Cheng	(Independent Non-Executive Director)
Members: Ng Kok Ann	(Non-Independent Non-Executive Director)
Lee See Bee	(Independent Non-Executive Director)

The Nomination Committee, upon a recent annual assessment carried out, is satisfied that the current balance, size and composition of the Board, Board Committees, and its directors are adequately appropriate for its current purpose. The assessment of the Board and Board Committees are carried out by way of questionnaires.

The effectiveness of the Board was assessed in the areas of the Board's roles and responsibilities, composition, meeting process, operation and conduct, interaction and communication with management and stakeholders, and the Board engagement as well as the effectiveness of the Chairman. The effectiveness of the Board Committees was assessed in terms of structure and processes, accountabilities and responsibilities as well as its effectiveness.

An assessment was also conducted on the individual directors. The criteria used in the evaluation involved the assessment of fit and properness, contribution and performance, calibre and personality as well as exercise of independent judgement.

The Terms of Reference of the Nomination Committee is available for reference on the Company's website at www.brite-tech.com.

2.5 Retirement and Re-election of Directors

In accordance with the Company's Constitution, at least one third of the Directors shall retire by rotation from office at least once in every three (3) years but shall be eligible for re-election.

All Directors who are appointed by the Board shall subject themselves for re-election by shareholders at the next Annual General Meeting immediately after their appointment.

3. Reinforce Independence

The Board takes note that the MCCG recommends that the tenure of an independent director should not exceed a cumulative term of nine (9) years and upon completion of the nine years, an independent director may continue to serve on the Board subject to the director's re-designation as a non-independent director. In the event the director is to remain designated as an independent director, the Board shall first provide justification and seek shareholders' approval through a two-tier voting process as prescribed under MCCG.

The MCCG recommends that the Chairman of the Board is a Non-Executive member of the Board and the Board must comprise a majority of independent directors where the Chairman of the Board is not an independent director. Though the Company deviates from the recommendation of the MCCG, the Board believes that the interests of shareholders are best served by the Executive Chairman who is sanctioned by the shareholders and, who will act and safeguard the interests of shareholders as a whole. As the Executive Chairman is the major shareholder of the Company, he is well placed to act on behalf of the shareholders and in their best interests. The Board is of the view that the independent directors are able to exercise strong independent judgement and provide independent views and advice in all Board deliberations. The Board believes that the Executive Chairman is competent to act on behalf of the shareholders in their best interests and does not recommend the necessity of nominating an Independent Non-Executive Chairman at this juncture. The Board will look into identifying suitable candidates as independent directors but the process will be executed with due care and careful assessment to ensure that the suitable candidates are able to provide meaningful contribution to the effectiveness of the Board as a whole.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

4. Foster Commitment

4.1 Board Meetings

The Board ordinarily meets at least four (4) times a year at quarterly interval with additional meetings convened when urgent and important decisions need to be taken between the scheduled meetings. There were five (5) meetings held during the financial year ended 31 December 2025.

Details of the attendance of Directors at the Board meetings are as follows:-

Name	Designation	Attendance
Pang Wee See	Executive Chairman	5/5
Tan Boon Kok	Executive Director	5/5
Kan King Choy	Executive Director	5/5
Ir. Koh Thong How	Non-Independent Non-Executive Director	5/5
Ng Kok Ann	Non-Independent Non-Executive Director	5/5
Wee Swee Cheng	Independent Non-Executive Director	5/5
Lee See Bee	Independent Non-Executive Director	5/5
Tan Ching Shim	Independent Non-Executive Director	5/5

Based on the above, all Directors have complied with the minimum 50% attendance requirement in respect of Board meetings as stipulated in Rule 15.05 of the Bursa Securities Listing Requirements for ACE Market.

The Board is satisfied with the level of time commitment given by the Directors of the Company towards fulfilling their duties and responsibilities. This is evidenced by the attendance record of the Directors as set out herein above.

4.2 Directors' Training

All the Directors have attended and successfully completed the Mandatory Accreditation Programme (MAP) Part I and Part II in accordance to Bursa Securities Listing Requirements for ACE Market.

The Directors are encouraged to attend relevant training programmes, seminars and courses to keep abreast with development in the business environment as well as with the new regulatory and statutory requirements. The Board will assess the training needs of the Directors and encourages the Directors to attend any relevant programme to further enhance their knowledge to enable them to discharge their responsibilities more effectively.

During the financial year ended 31 December 2025, the seminars and training courses attended by the Directors are as follows:

Directors	Seminar/Training Course Attended
Pang Wee See	Understanding of ISO/IEC 17025:2017 Laboratory Management System Requirements
Kan King Choy	Bursa Malaysia's Centralised Sustainability Intelligence (CSI) Webinar
	Understanding of ISO/IEC 17025:2017 Laboratory Management System Requirements
Ir. Koh Thong How	The Role of Insulated Sandwich Panels and Single Ply Membrane Roofing in Modern Construction
	Engineering Excellence in High-Strength Cold-Formed Steel
Ng Kok Ann	Train-The-Trainer
	2026 Budget Seminar
	E-Invoice and Its Impact to SMEs

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

4. Foster Commitment (Cont'd)

4.2 Directors' Training (Cont'd)

During the financial year ended 31 December 2025, the seminars and training courses attended by the Directors are as follows (Cont'd):

Directors	Seminar/Training Course Attended
Wee Swee Cheng	Deep Dive into the Technology Value Chain in Malaysia
	The IPO Essentials - Your Comprehensive Guide
	Cash Flow Analysis - Finding Financially Robust Companies
	RON95, Rates & Risks : How Policy & Interest Rates Shifts Impact Your Portfolio
	Aligning Your Portfolio With Purpose: ESG Investing through ETF
Lee See Bee	SSM x BN : Roles and Responsibilities of Company Secretaries as Compliance Officers under AMLA 2001
	Practical Beneficial Ownership Reporting
Tan Ching Shim	Anti-Money Laundering, Counter Financing of Terrorism and Counter Proliferation Financing in Capital Markets
	The Anatomy of a Financial Crisis – Distilling Lessons from the Past for the Future

Other than as disclosed above, the Directors have kept themselves abreast on the financial and business matters through readings to enable them to contribute to the Board. The Directors are mindful that they shall continue to participate in relevant training programmes to keep abreast with new regulatory developments and on corporate governance matters, from time to time.

In addition, the Directors were briefed at Board meetings and Audit Committee meetings on any updates or changes to the relevant guidelines on the regulatory and statutory requirements by the Company Secretary, Internal Auditors and External Auditors.

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

1. Audit Committee

The Board of Directors aims to provide and present a balanced and understandable assessment of the Group's financial performance and prospects through the annual financial statements, quarterly announcements to shareholders as well as Chairman's Statement and Financial Review in the Annual Report. In this respect, the Audit Committee assists the Board by overseeing the Group's financial reporting processes, the quality of the financial reporting and that the financial statements comply with applicable reporting standards.

The composition and the terms of reference of the Audit Committee are set out in the Audit Committee Report on Page 25 of this Annual Report

2. Relationship with the Auditors

The Board has established a transparent and independent relationship with the external auditors through the Audit Committee, which has been accorded the power to communicate directly with the external auditors, towards ensuring compliance with the accounting standards and other related regulatory requirements.

The Audit Committee will convene meetings with the external auditors without the presence of management as and when necessary. The Audit Committee also assesses and reviews the appointment, independence, performance and remuneration as well as the re-appointment of the external auditors before recommending to the Board for approval and subsequently to the shareholders for their re-appointment during the Annual General Meeting.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

3. Risk Management and Internal Control

The Board acknowledges its responsibility for the Group's system of risk management and internal controls that is designed to identify and manage the risks to which the Group is exposed. However, the Board recognizes that such system is structured to manage rather than eliminate possibility of encountering risk of failure to achieve corporate objectives.

The Group's overall internal controls system includes :-

- clearly established policies and procedures;
- regular review and update of policies and procedures to meet business needs;
- clearly defined job responsibilities and appropriate segregation of duties;
- regular internal audits to monitor compliance with policies, procedures, external regulations and assess integrity of financial information.

The internal audit function has been outsourced to an external independent internal audit service provider to advise and assist the Audit Committee in the internal audit functions of the Group.

These are covered in more detail in the "Statement on Risk Management and Internal Control" in Pages 28 to 30.

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

1. Communications with Stakeholders

The Board maintains an effective and timely communications policy that enables both the Board and the management to communicate effectively with its shareholders, stakeholders and the public. The policy effectively interprets the operations of the Group to the shareholders and accommodates feedback from shareholders, which are factored into the Group's business decisions.

The Board communicates information on the operations, activities and performance of the Group to the shareholders, stakeholders and the public through the following:-

- a) the Annual Report, which contains the financial and operational review of the Group's business, corporate information, financial statements, and information on Audit Committee and Board of Directors. The Notice of Annual General Meeting ("AGM") together with the Annual Report is dispatched to shareholders at least twenty eight (28) days prior to the AGM date;
- b) various announcements made to the Bursa Securities, which includes announcement on quarterly results;

The Company maintains a website at www.brite-tech.com that allows all shareholders and investors to gain access information about the Group to encourage effective communication and proactive engagements with shareholders. The Company has yet to identify a senior independent non-executive director to whom concerns may be conveyed by shareholders and the general public. However, any enquiry regarding the Company and the Group may be conveyed to Mr. Kan King Choy, Executive Director, at kc_kan@brite-tech.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

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

2. Conduct of General Meetings

In addition to the timely communications policy mentioned above, the AGM provides an opportunity for the shareholders to seek and clarify any matter pertaining to the business and financial performance of the Group. The Board encourage shareholders to attend and participate in the AGM held annually.

The Company's forthcoming AGM will be conducted fully virtual on our Online Meeting Platform, as the safety of our members, Directors, staff and other stakeholders who will attend the AGM is of paramount importance to us. This is in line with the recommendation by the MCCG to consider leveraging technology to facilitate electronic voting and remote shareholding participation to facilitate greater shareholders' participation.

Pursuant to Paragraph 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, any resolution set out in the notice of any general meeting, or in any resolution which may properly be moved and is intended to be moved at any general meeting, is voted by poll. An announcement of the detailed results will be made showing the number of votes cast for and against each resolution.

STATEMENT OF COMPLIANCE

Except for the explanations provided above on any departures from the best practices of the MCCG, the Board believes that the Company has, in all material aspects, complied with the best practices of the MCCG during the financial year.

This Corporate Governance Overview Statement was approved by the Board on 15 April 2026.

AUDIT COMMITTEE REPORT

1. Introduction

The Audit Committee was established on 2002 and currently comprises the following committee members:

Chairman:	Wee Swee Cheng	Independent Non-Executive Director
Members:	Ng Kok Ann	Non-Independent Non-Executive Director
	Lee See Bee	Independent Non-Executive Director
	Tan Ching Shim	Independent Non-Executive Director

2. Terms of Reference

a) Composition of Audit Committee

The Audit Committee shall be appointed by the Board of Directors from amongst their members and shall comprise no fewer than three (3) members, the majority of whom shall be independent and all members should be non-executive directors. At least one (1) member must be a member of the Malaysian Institute of Accountants or possess such other qualifications and/or experience approved by the Bursa Securities.

No alternate director of the Board shall be appointed as a member of the Audit Committee and no former key audit partner shall be appointed as a member of the Audit Committee unless the said former key audit partner has observed a cooling-off period of at least three (3) years before being appointed as a member of the Audit Committee.

In the event of any vacancy in the Audit Committee resulting in non-compliance of Rules 15.09(1) and 15.10 of the ACE Market Listing Requirements, the Board shall fill the vacancy within three (3) months.

The members of the Audit Committee shall elect a Chairman from amongst its members who shall be an Independent Non-Executive Director. The Nomination Committee shall review the term of office and performance of the Audit Committee and each of its members annually to determine whether the Audit Committee has carried out their duties according with their terms of reference.

b) Meetings

The Audit Committee shall meet not less than four (4) times per year and as and when necessary. The quorum of each meeting shall be a minimum of two (2) members of which the majority must be Independent Non-Executive Directors. The presence of external auditors can be requested if required while other members of the Board and employees may attend the meeting upon the invitation of the Committee. The secretary to the Audit Committee shall be the Company Secretary and minutes of each meeting shall be distributed to each member of the Board. The Chairman of the Audit Committee shall report on each meeting to the Board.

c) Authority

The Audit Committee is authorised by the Board to investigate any activity of the Company and its subsidiaries within its terms of reference. The Committee shall have unrestricted access to information, records, properties and personnel of the Company and has direct communication channels with the external auditors and person(s) carrying out the internal audit function. The Audit Committee shall have all the resources it needs to perform its duties at the cost of the Company including the right to appoint independent professionals to advise the Audit Committee.

Notwithstanding the above, the Audit Committee does not have executive powers, and shall report to the Board on matters considered and its recommendations thereon, pertaining to the Company.

AUDIT COMMITTEE REPORT (CONT'D)

2. Terms of Reference (Cont'd)

d) Duties and Responsibility

The duties and responsibilities of the Audit Committee shall include the following:

- (i) To consider the appointment of the external auditor, the audit fee and any questions of resignation or dismissal;
- (ii) To discuss with the external auditor before the audit commences, the nature and scope of the audit, and ensure co-ordination where more than one audit firm is involved;
- (iii) To discuss with the external auditor on the evaluation of the system of internal controls and the assistance given by the employees to the external auditors.
- (iv) To review and report to the Board if there is reason (supported by grounds) to believe that the external auditor is not suitable for reappointment.
- (v) To review the quarterly and year-end financial statements of the Board, focusing particularly on:
 - any changes in the accounting policies and practices;
 - significant adjustments arising from the audit;
 - the going concern assumptions; and
 - compliance with accounting standards and other legal requirements.
- (vi) To discuss problems and reservations arising from the interim and final audits, and any matter the auditors may wish to discuss (in the absence of the management where necessary);
- (vii) To review the external auditor's management letter and the management's response;
- (viii) To do the following where the internal audit function is outsourced:
 - review the adequacy of the scope, functions and resources of the internal audit function, and that it has the necessary authority to carry out its work;
 - review the internal audit programme and results of the internal audit process and where necessary ensure that appropriate action is taken on the recommendations of the internal audit function;
 - review any appraisal or assessment of the performance of members of the internal audit function;
 - approve any appointment or termination of the internal audit function; and
 - inform itself of resignation of the internal audit function and provide the resigning internal audit function an opportunity to submit their reasons for resigning.
- (ix) To consider any related party transactions and conflicts of interest situation that arise, persist or may arise within the Company or the Group including any transaction, procedure or course of conduct that raises questions of management integrity and the measures taken to resolve, eliminate, or mitigate the conflicts of interest;
- (x) To consider the major findings of internal investigations and the management's response;
- (xi) To consider other topics as defined by the Board from time to time.

AUDIT COMMITTEE REPORT (CONT'D)

3. Summary of Activities

The Audit Committee held five (5) meetings during the financial year ended 31 December 2025. The details of their meetings are as follows:

Audit Committee Members	Attendance
Wee Swee Cheng	5/5
Ng Kok Ann	5/5
Lee See Bee	5/5
Tan Ching Shim	5/5

The activities of the Audit Committee during the financial year ended 31 December 2025 include the following:-

- (i) Reviewed the Group's quarterly unaudited financial statements prior to submission to the Board for consideration and approval for release to Bursa Securities;
- (ii) Reviewed the Group's year end audited financial statements prior to submission to the Board for consideration and approval;
- (iii) Reviewed the scope of work and audit planning memorandum of the external auditors;
- (iv) Reviewed the scope of work and audit plan of the internal auditors. Thereafter discussed with internal auditors and management on the management's response to the findings and recommendations highlighted in the internal audit reports;
- (v) Reviewed the Corporate Governance Overview Statement, Audit Committee Report and Statement on Risk Management and Internal Control, and recommended the same to the Board for approval and disclosure in the Company's Annual report;
- (vi) Held discussions with external auditors without the presence of management;
- (vii) Reviewed related party transactions and any conflicts of interest situation that may arise within the Group. During the financial year under review, no conflicts of interest or potential conflicts of interest situation was identified and/or disclosed to the Audit Committee;
- (viii) Reviewed the effectiveness of the Group's system of internal control;
- (ix) Considered and recommended to the Board for approval the audit fees payable to external auditors.
- (x) Reviewed the performance of the external auditors and made recommendation to the Board for their re-appointment.

4. Internal Audit Function

The Group has outsourced its Internal Audit function to an external independent internal audit service provider, IA Essential Sdn Bhd, to advise and assist the Audit Committee in the Internal Audit functions of the Group within the framework as directed by the Audit Committee and is reporting directly to the Audit Committee.

The engagement director/GEO of the outsourced internal audit function, Mr. Chong Kian Soon, is a member of Chartered Accountants Australia & New Zealand, Certified Public Accountant of the Malaysian Institute of Certified Public Accountants as well as a Chartered Member and Certified QAR Assessor of the Institute of Internal Auditors Malaysia. He was assisted by an audit team comprising a manager and executives in the internal audit carried out during the financial year under review.

The internal audit engagement team members are independent of the activities of the Group and are free from any relationships or conflicts of interest which may threaten their ability to carry out responsibility in an unbiased manner or which may impair their objectivity.

The internal audit activities during the financial year covered amongst others, areas such as Conflict of Interest and Sustainability.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (“Board”) of Brite-Tech Berhad is pleased to present its Statement on Risk Management and Internal Control (“SORMIC”) of the company and its subsidiaries (“the Group”) for the financial year ending 31 December 2025. The disclosure in this Statement is required under paragraph 15.26(b) of the ACE Market Listing Requirements, and it is prepared with reference to the SORMIC Guide 2025 and address Part II of Principle B, Intended Outcome 10.0, Practices 10.1 and 10.2, read together with Guidance 10.1 and 10.2 as set out in Malaysian Code on Corporate Governance (“MCCG”), which relate to risk management and internal control framework.

BOARD RESPONSIBILITIES

The Board acknowledges its overall responsibility for maintaining a sound system of risk management and internal control to safeguard shareholders’ investments and the Group’s assets. In discharging this responsibility, the Board is supported by the Audit Committee (“AC”), which comprises non-executive Directors, the majority of whom are independent, in overseeing the adequacy and effectiveness of the Group’s risk management framework and internal control systems.

The Board, together with the AC, continuously reviews and monitors the Group’s key business risks to ensure that appropriate measures are in place to manage them at acceptable levels. This includes ensuring that the systems of risk management and internal control are properly designed, consistently applied, and remain responsive to the evolving business environment.

During the financial year, the Board and the AC have undertaken, among others, the following key oversight activities to assess the adequacy and effectiveness of the Group’s risk management and internal control systems:

- Reviewing the quarterly financial results, annual report, and audited financial statements, in consultation with Management, to ensure the integrity and reliability of financial reporting;
- Deliberating with Management on the Group’s business, financial, and operational performance, including key risk areas and mitigation measures;
- Reviewing audit findings and recommendations reported by both Internal and External Auditors, and monitoring Management’s responses to address identified control weaknesses and improve processes; and
- Obtaining assurance from Management that the Group’s risk management and internal control systems are adequate and effective in all material respects.

RISK MANAGEMENT

The principal risk of the Group remains the same as follows:

i. Workforce Challenge

As an integrated water purification and wastewater treatment solutions provider, the Group is supported by a workforce with expertise in engineering, environmental science, and advanced water treatment technologies. However, the Group acknowledges the ongoing industry-wide challenge of attracting and retaining specialised talent in a competitive landscape.

To manage this risk, the Group endeavours to maintain its competitiveness by periodically reviewing its remuneration structures and incentive schemes. The management remains focused on aligning these offerings with prevailing market trends, where feasible, to support the Group’s long-term talent retention objectives.

ii. Workplace Safety

The nature of the Group’s operations, encompassing laboratory testing, field sampling, and environmental monitoring, involves inherent occupational hazards. As such, promoting a safe and controlled working environment is a key focus area for the Group’s operational management.

To mitigate associated risks, the Group maintains safety protocols, which include the recommended use of appropriate personal protective equipment (“PPE”) in relevant operational areas. Furthermore, the Group regularly facilitates safety awareness initiatives and training programmes designed to reinforce the importance of standard operating procedures. These initiatives are intended to foster a proactive safety awareness and culture, and reduce the likelihood of workplace incidents.

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

RISK MANAGEMENT (CONT'D)

The principal risk of the Group remains the same as follows: (Cont'd)

iii. Competition and Cost

The Group operates in a competitive industry landscape characterised by pricing pressures and rising customer expectations for quality and reliability. As such, maintaining cost efficiency while delivering consistent service quality remains an ongoing challenge.

In response, the Group upholds its professional standards, implements quality control measures, and continuously monitors its cost structures to ensure operational efficiency. The adoption of ISO/IEC 17025:2017 further reinforces the Group's commitment to quality and regulatory compliance, particularly for testing and calibration processes, including water sample handling and analysis. Collectively, these measures support the Group in maintaining service credibility, strengthening customer confidence, and sustaining its competitive position in the market.

INTERNAL CONTROLS

In addition to the Board's risk management oversight, the Group has put in place the following control procedures:

- i. Annual Group Budget estimating the revenue and expenditures of the Group, which is used as a yardstick to control and identify performance deviations;
- ii. Management organisation structure defining the level of accountability and authority of the management functions;
- iii. Monthly Management review meeting monitoring the Group's performance. These meetings are attended by the Departmental Heads and Executive Directors;
- iv. Documented standard operating procedures covering sales, collection, payment, credit assessment, provision of bad debts & doubtful debts;
- v. Insurance policies protecting the Group's assets and interests and minimising its financial exposure;
- vi. Implementation of MS ISO/IEC 17025, ensuring the competency, reliability, and accuracy of the Group's laboratory analytics and compliance with the international testing and calibration standards; and
- vii. Establishment of the Anti-Corruption Policy and Whistleblowing Policy guiding the employees and other stakeholders on the corruption and bribery prevention, and the reporting procedures of improper conduct.

MANAGEMENT RESPONSIBILITIES AND ASSURANCE

In accordance with Bursa Securities Guidelines, Management is responsible for identifying risks, implementing and maintaining sound systems of risk management and internal control, and monitoring and reporting to the Board on significant control deficiencies and changes in risks that could materially affect the Group's achievement of its objectives and performance.

The Executive Chairman and the Management represented to the Board that, to the best of his knowledge, the Group's risk management and internal control systems have operated adequately and effectively in all material aspects during the financial year under review and up to the date of approval of this statement for inclusion in the annual report.

BOARD ASSURANCE AND LIMITATION

The Board recognises that risk management and internal control systems should be continuously improved in line with the evolving business and operating environment. Nonetheless, it should be noted that all risk management and internal control systems can only manage, rather than eliminate, the risk of failing to achieve business objectives. Therefore, the Group's risk management and internal control systems can only provide reasonable, not absolute, assurance against material misstatements, fraud, and losses.

During the financial year, there were no weaknesses in the internal control that resulted in significant material loss. The Group has no joint ventures or associates which shall be included in the SORMIC disclosure. The Board is satisfied that the Group's existing risk management and internal control systems are adequate and effective in all material aspects.

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

REVIEW BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in the Audit and Assurance Practice Guide (“AAPG”) 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysia Institute of Accountants (“MIA”) for inclusion in the Annual Report of the Group for the year ended 31 December 2025, and reported to the Board that nothing has come to their attention that caused them to believe that the statement intended to be included in the Annual Report of the Group, in all material respects:

- a. has not been prepared in accordance with the disclosure required by Section 7 of the SORMIC Guide 2025, or
- b. is factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Directors’ Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group’s risk management and internal control system, including the assessment and opinion by the Board of Directors and Management thereon. The Auditors are also not required to consider whether the processes described to address material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy those problems.

This Statement was reviewed and approved by the Board on 15 April 2026.

OTHER COMPLIANCE INFORMATION

1. Utilisation of Proceeds

There were no proceeds raised by the Company from any corporate proposal during the financial year.

2. Audit and Non-Audit Fees

During the financial year, the total audit and non-audit fees paid to the external auditors by the Company and the Group is disclosed in Note 26 to the financial statements.

3. Material Contracts

There were no material contracts entered into by the Company and its subsidiaries which involved the directors and substantial shareholders' interest during the financial year ended 31 December 2025.

4. Recurrent Related Party Transaction of Revenue Nature

The Company does not have any recurrent related party transaction of revenue nature during the financial year.

5. Corporate Social Responsibility

Apart from giving some token donations to certain charity organization, the Group did not undertake any corporate social responsibility activities during the financial year ended 31 December 2025.

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The Directors are responsible in the preparation of financial statements prepared for each financial year to give a true and fair view of the state of affairs of the Group and the Company and of the results and cash flow of the Group and the Company for the financial year then ended.

The Directors are satisfied that in ensuring the preparation of these financial statements, the Group and the Company have:-

- adopted suitable accounting policies and applied them consistently;
- made judgments and estimates that are reasonable and prudent; and
- ensured that applicable approved accounting standards have been complied with.

The Directors are responsible for ensuring that proper accounting and other records are kept which disclose with reasonable accuracy at any time the financial position of the Group and the Company and ensuring that the financial statements comply with the applicable Accounting Standards of Malaysia, the Companies Act, 2016 and Bursa Securities Listing Requirements for ACE Market.

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

SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

This Sustainability Statement (“Statement”) outlines the sustainability management, approach, and disclosures of Brite-Tech Berhad and its subsidiaries (“the Group”) for the financial year ended 31 December 2025. The Board recognises that effective sustainability management supports the Group’s long-term resilience, accountability to stakeholders and compliance with regulatory requirements.

Scope and Basis of Scope	<p>This Statement covers the sustainability performance of the three key subsidiaries of the Group under Spectrum Laboratories, being the Group’s principal operating activity, comprising:</p> <ul style="list-style-type: none"> • Spectrum Laboratories Sdn. Bhd. • Spectrum Laboratories (Penang) Sdn. Bhd. • Spectrum Laboratories (Johore) Sdn. Bhd. <p>hereinafter collectively referred to as “SL Entities”.</p>
Reporting Period	<p>The reporting period for this Statement is from 1 January 2025 to 31 December 2025 (“FYE 2025”).</p>
Basis of Preparation	<p>This is the Group’s first year reporting quantitative sustainability performance data, in addition to electricity and water consumption, which have been reported previously. Accordingly, performance data is disclosed progressively as systems and processes are being established and strengthened, and no formal sustainability targets were set for FYE 2025.</p> <p>The Group acknowledges that these approaches may not fully reflect actual performance and aims to enhance data accuracy and completeness in future reporting periods as internal data collection and management processes mature.</p> <p>Methodologies and calculation bases for specific indicators are disclosed alongside the respective data tables, where applicable.</p>
Reporting Frameworks and Standards	<p>This Statement is prepared in accordance with Paragraph 4.0 of Guidance Note 11A under Bursa Malaysia’s ACE Market Listing Requirements. In preparing this Statement, the Group also referred to the following frameworks to guide structure and content, where appropriate:</p> <ul style="list-style-type: none"> • Bursa Malaysia’s Sustainability Reporting Guide (3rd Edition) • Sustainability Accounting Standards Board (“SASB”) Standards (Professional & Commercial Services) <p>In line with Bursa Malaysia’s transitional approach, the Group expects to adopt the International Sustainability Standards Board (ISSB) standards (IFRS S1 and S2) by the financial year ending on 31 December 2027.</p>
Statement of Assurance	<p>This Statement has been internally reviewed by Management prior to submission to the Board for consideration and approval</p>

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY APPROACH

The Group's sustainability approach is anchored on governance oversight, structured stakeholder engagement, and a materiality assessment process that identifies and prioritises sustainability matters relevant to its business and stakeholders. These elements collectively guide the integration of sustainability considerations into the Group's strategy, operations and disclosures.





Sustainability Governance

Board Oversight	<p>The Board of Directors has overall responsibility for overseeing the Group's management of material sustainability matters. This includes integrating sustainability considerations into business strategy, risk management and governance processes, as well as ensuring compliance with applicable sustainability reporting requirements.</p> <p>Sustainability-related matters are discussed at the Board level as part of broader governance, risk and operational deliberations.</p>
Management Oversight	<p>Management supports the Board in implementing sustainability-related initiatives and managing sustainability performance within their respective functions.</p> <p>A Sustainability Management Committee ("SMC") has been established as part of the Group's sustainability governance framework, comprising the Executive Directors and Senior Management representatives from all subsidiaries. The Terms of Reference for the SMC were adopted in the subsequent financial year.</p>



Stakeholder Engagement

The Group is committed to safeguarding the interests of its shareholders while addressing the expectations of key stakeholders, including employees, customers, suppliers, regulators and the community. Engagement with stakeholders enables the Group to better understand sustainability-related concerns and expectations relevant to its business.

The Group addresses the concerns of its stakeholders through a range of formal and informal engagement channels provided below:

	 Shareholders	 Employees
Concerns / Interests	<ul style="list-style-type: none"> • Business sustainability and profitability • Prospects and strategies • Investment risks and returns • Corporate governance 	<ul style="list-style-type: none"> • Career development • Workplace health and safety • Remuneration, welfare and benefits • Rewards and recognition for performance
Type of engagement	<ul style="list-style-type: none"> • Annual report • Annual General Meeting • Bursa announcements • Company website 	<ul style="list-style-type: none"> • Regular meetings/briefings • Employee activities and events • Annual performance review • Training programmes
	 Customers	 Suppliers
Concerns / Interests	<ul style="list-style-type: none"> • Competitive pricing • Quality of service • On time delivery 	<ul style="list-style-type: none"> • Fair procurement process and payment terms • Products and services quality and reliability
Type of engagement	<ul style="list-style-type: none"> • Customer visits and regular meetings • Customer feedback survey 	<ul style="list-style-type: none"> • Regular communication and constant engagement • Supplier evaluation

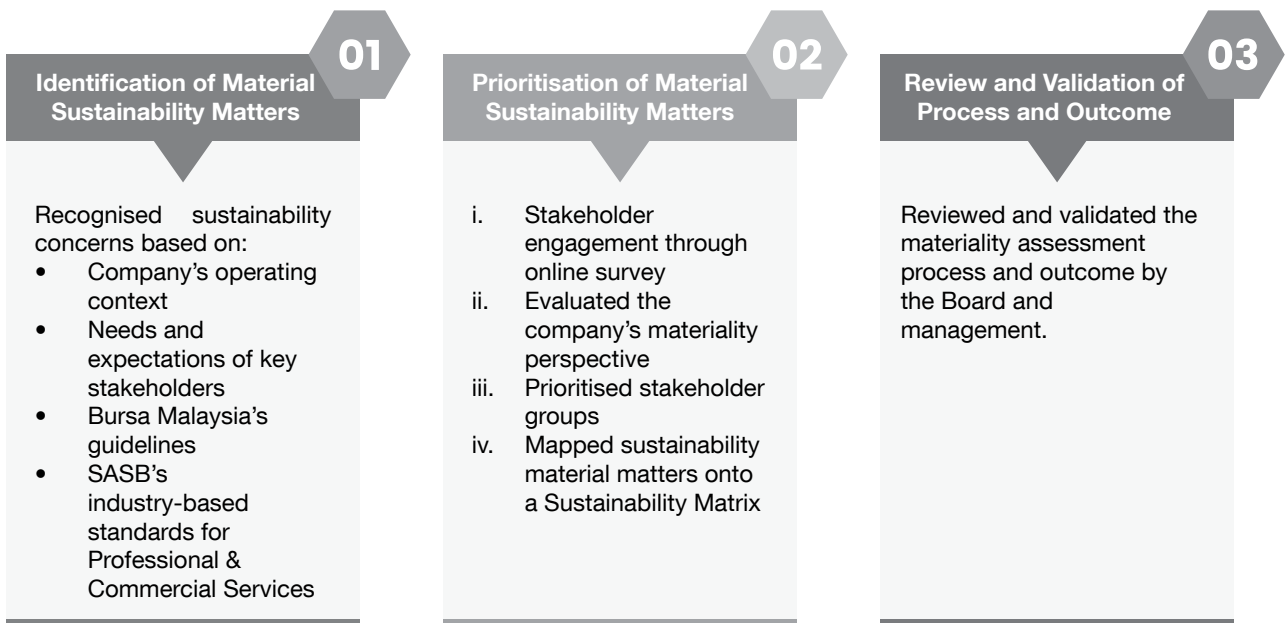
SUSTAINABILITY STATEMENT (CONT'D)

	 Government and local authorities	 Community
Concerns / Interests	<ul style="list-style-type: none"> Regulation and compliance with the relevant law, regulations and standards Permits and licences 	<ul style="list-style-type: none"> Social and environmental concerns
Type of engagement	<ul style="list-style-type: none"> Compliance with the relevant laws and regulations Corporate governance practices 	<ul style="list-style-type: none"> Provision of jobs and internship programmes Donations

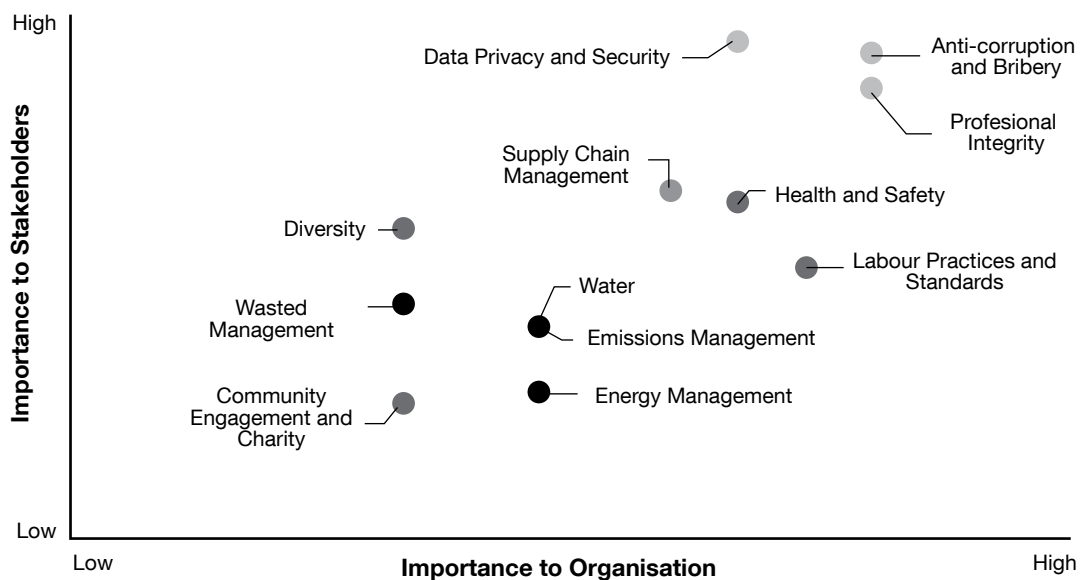
Materiality Assessment

The Group previously conducted a materiality assessment for the SL Entities in FYE 2024 to identify sustainability matters that are most relevant to its operations and stakeholders.

The materiality assessment process comprised:



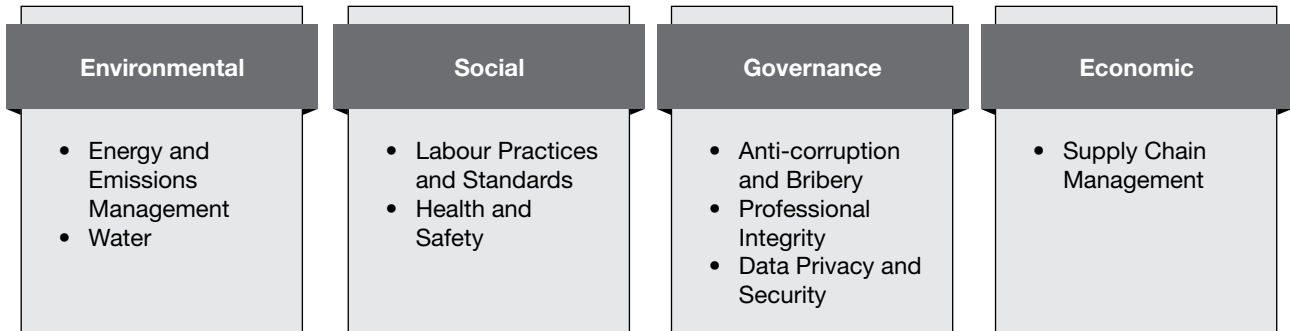
Spectrum Laboratories’ Sustainability Matrix



SUSTAINABILITY STATEMENT (CONT'D)

Of the twelve identified sustainability matters, five were high priority, four medium, and three low. The management focuses on the high and medium-priority matters, which are (1) Anti-corruption and Bribery, (2) Professional Integrity, (3) Labour Practices and Standards, (4) Data Privacy and Security, (5) Health and Safety, (6) Supply Chain Management, (7) Emissions Management, (8) Water, and (9) Energy Management.

The identified sustainability matters are categorised under four pillars: Environmental, Social, Governance, and Economic.



For FYE 2025, the Group considered that the key sustainability matters identified in the prior reporting period remain relevant to the SL Entities' business operations and stakeholder expectations. Accordingly, the Group continued to adopt the same set of material sustainability matters as the basis for sustainability management and data collection during FYE 2025. The Group's disclosures in the following sections are aligned with the identified material sustainability matters.

Management continues to focus on matters assessed as high- and medium-priority, while monitoring lower-priority matters, namely Diversity, Waste Management, and Community Engagement & Charity, for emerging risks or changes in stakeholder expectations. However, detailed disclosures are not provided for FYE 2025, in line with the current focus on higher-priority areas. The Group will review the scope of disclosures and initiatives in these areas as its sustainability practices evolve.

MANAGEMENT OF KEY SUSTAINABILITY MATTERS

The following outlines the Group's approach to managing its key sustainability matters, as identified through the materiality assessment, as well as the Group's first-year reporting of sustainability performance data for FYE 2025.

ENVIRONMENT



Energy and Emissions Management

Efficient management of energy use and emissions enables the Group to reduce costs, meet regulatory requirements, and minimise environmental impact. The Group continuously optimises resource use, recognising that improved efficiency and reduced consumption enhance overall sustainability performance. Employees are encouraged to adopt energy-saving practices, such as switching off unused lights and air-conditioning. The Group also promotes digital communication with customers to reduce paper usage.

The Group implements energy-efficiency and emissions-reduction measures through LED lighting upgrades, with most offices having substantially completed the transition. Additional measures include reduced paper usage, operational controls such as switching off equipment during non-operational periods, improving process efficiency through automation, enforcing no-idling practices for vehicles, and installing pollution control systems to minimise environmental impact.

SUSTAINABILITY STATEMENT (CONT'D)

The total energy consumption in FYE 2025 across the three subsidiaries was 3,622 gigajoules (GJ). The breakdown by energy type is provided in the table below.

Energy Consumption	FYE2025	FYE2024
Total petrol consumption (GJ) ¹	1,455	-
Total diesel consumption (GJ) ¹	1,179	-
Total electricity consumption (GJ)	988	1,113

The total greenhouse gas emissions ("GHG"), comprising Scope 1 and Scope 2 emissions, amounted to 394 tonnes carbon dioxide equivalent (tCO₂e).

GHG Emissions	FYE2025
Scope 1 emissions (tCO ₂ e) ²	191
Scope 2 emissions (tCO ₂ e) ³	203

Notes:

1. Conversion of fuel from litres to megajoules (MJ) is based on the Carbon Development Project ("CDP") Technical Note: Conversion of fuel data to MWh (Version 3.4).
2. Scope 1 emission factors are sourced from the UK Government GHG Conversion Factors for Company Reporting Version 1.0 (2025), published by the UK Department for Environment, Food & Rural Affairs ("DEFRA").
3. Scope 2 emission factor is sourced from MY Energy Commission 2024 Grid Emission Factor ("GEF") in Malaysia, published on 23 Feb 2026.



Water

Given the nature of the Group's operations, which are not water-intensive, overall direct water consumption is relatively low. Water use is mainly limited to operational and domestic purposes. Nevertheless, responsible water use helps conserve resources, reduce operational risks, and support long-term sustainability.

Water efficiency is improved through process optimisation and operational practices. At the subsidiary level, testing processes are progressively enhanced through automation to optimise water usage and reduce excessive rinsing. Water recycling initiatives have been implemented, including capturing and reusing condensate water from the distilled water system for non-production applications such as toilet flushing. In addition, operational practices such as returning used sample bottles to clients help minimise water use associated with cleaning and washing.

The Group recorded total water consumption of 2.94 megalitres in FYE 2025, representing a marginal increase of approximately 2.4% compared to FYE 2024. The slight increase in water consumption was not attributable to any specific operational change and may reflect normal operational fluctuations. The Group will continue to enhance monitoring to better understand consumption patterns in future reporting periods.

Water Consumption	FYE2025	FYE2024
Total water consumption (megalitres)	2.94	2.87

SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL



Labour Practices and Standards

Fair and ethical labour practices support a safe and inclusive work environment and help the Group attract and retain a skilled workforce. The Group provides equal opportunities for career development and advancement, recognising employees' contributions to its operations. All employees are treated fairly in matters relating to promotion, bonuses, and incentives, regardless of race. Performance appraisals are conducted by Heads of Department and reviewed by senior management to ensure transparency, consistency, and fairness in employee evaluation.

Employees are given opportunities to attend relevant training programmes, workshops, and seminars to enhance their technical knowledge and skills. The Group also recruits interns from universities to provide practical training and hands-on experience.

Labour Practices and Standards		FYE2025
Number of employees	Full-time	109
	Part-time	0
	Temporary / Contract	2
Voluntary turnover rate (e.g. resignation and retirement) ¹		10%
Total hours of training by employee category	Key Senior Management	16.00
	Middle Management	53.25
	Executive	100.75
	Non-Executive	149.75
Number of substantiated complaints concerning human rights violations		0

Note:

1. Turnover rate is calculated based on the number of turnovers during the year over the average number of employees.



Health and Safety

Employee safety and well-being are prioritised. A strong health and safety culture helps minimise workplace risks, protect employees, and support operational continuity. The Group implements measures such as providing appropriate protective equipment, including face masks, gloves, and safety shoes, and ensures employees are trained in their proper use in line with safety standards.

Safety management in the Group is supported through practices such as appointing in-house Occupational Safety and Health coordinators, holding quarterly safety and health meetings, and providing internal training, including chemical-handling courses. The Group also conducts relevant inspections, including Local Exhaust Ventilation inspections, and plans further assessments such as Chemical Health Risk Assessment, Noise Risk Assessment, and Chemical Exposure Monitoring.

During FYE 2025, the Group recorded two lost time incidents, one involving a single employee and another involving two employees, resulting in a total of three lost time injury cases. Internal investigations were conducted to identify root causes, after which corrective actions were implemented, including repairs and strengthening of workplace infrastructure, reinforcement of safety procedures, stricter enforcement of PPE use, and additional safety training to prevent recurrence. The LTIR of 1.73 indicates that approximately 2 employees experienced injuries requiring time off work per 200,000 hours worked.

Health and Safety Performance	FYE2025
Number of work-related fatalities	0
Number of work-related injuries (cases)	3
Number of lost time incidents	2
Lost time incident rate (LTIR) ^{1,2}	1.73
Number of employees trained on health and safety standards	40

Notes:

1. LTIR is calculated as the number of lost time incidents multiplied by 200,000 and divided by the total manhours worked.
2. Total manhours worked are estimated based on standard weekly working hours (40.5 hours), multiplied by the number of weeks in the financial year and the average number of employees.

SUSTAINABILITY STATEMENT (CONT'D)

GOVERNANCE



Anti-Corruption and Bribery

The Group conducts its business with integrity, transparency, and accountability to maintain stakeholder trust. A zero-tolerance approach is adopted towards bribery and corruption, with all business activities carried out in accordance with applicable laws and regulations, including the Malaysian Anti-Corruption Commission (MACC) Act 2009.

To support this, the Group has implemented an Anti-Corruption Policy, a Code of Conduct and Ethics, and a Whistleblowing Policy, all of which are available on its corporate website. These policies set clear standards to prevent unethical practices and guide employee conduct. The Group also requires its suppliers and service providers to sign an Anti-Bribery and Corruption Agreement, outlining expectations on ethical business conduct. Secure reporting channels are also in place to facilitate the reporting of misconduct.

Following FYE 2025, the Group conducted anti-corruption training in early 2026 to raise employee awareness. A corruption risk survey was also conducted to understand employees' perceptions of potential exposure to corruption within the Group. The survey results indicated no immediate concerns regarding corruption and bribery risks within the SL entities. Based on these findings, the Group will consider a comprehensive corruption risk assessment across its operations in the future.

Anti-Corruption Practices and Performance		FYE2025
Percentage of employees who have received training on anti-corruption by employee category	Key Senior Management	0
	Middle Management	0
	Executive	0
	Non-Executive	0
Percentage of operations assessed for corruption-related risks		0
Number of confirmed incidents of corruption		0



Professional Integrity

The Group upholds professional integrity in its business operations, promoting ethical practices, service quality, and strong stakeholder relationships, particularly with customers. Acting with integrity strengthens credibility, supports stakeholder confidence, and contributes to sustainable business growth. The Group aims to deliver services that meet established quality standards and customer expectations, with transparency, fairness, and accountability guiding its interactions with customers.

The SL Entities are accredited by Skim Akreditasi Makmal Malaysia and comply with the MS ISO/IEC 17025 standard for testing and calibration competence. This accreditation, aligned with international ISO/IEC 17025 requirements, reflects the Group's commitment to accuracy, reliability, and technical competence in laboratory operations.

Customer satisfaction is recognised as important to long-term sustainability. The Group seeks feedback to enhance service quality and reliability, engaging customers through formal and informal meetings to address concerns and strengthen relationships. An annual customer feedback survey is also conducted to support ongoing performance improvement.

Professional Integrity	FYE2025
Total amount of monetary losses as a result of legal proceedings associated with professional integrity (MYR)	0

SUSTAINABILITY STATEMENT (CONT'D)



Data Privacy and Security

The Group manages sensitive information with due care to support regulatory compliance and maintain stakeholder confidence. Confidentiality of customer and business information is maintained through contractual arrangements, including provisions requiring such information to be treated as confidential.

Awareness of data security is reinforced through periodic briefings, supporting employees in handling confidential information appropriately. The Group also reviews its data protection measures to ensure they remain relevant in addressing evolving risks.

Data Privacy and Security Incidents	FYE2025
Number of data breaches	0
Percentage of data breaches involving customers' confidential business information or personally identifiable information	0
Number of customers affected by data breaches	0

ECONOMIC



Supply Chain Management

The Group collaborates with dependable and responsible suppliers to uphold operational quality and mitigate supply chain risks. Procurement practices follow established criteria to ensure consistency and cost-effectiveness. To promote fairness in supplier selection, a minimum of three quotations is required. All suppliers are reviewed annually based on pricing, delivery performance, service quality, responsiveness, and other relevant factors to support transparent sourcing and reliable supply chain management. The outcomes of this evaluation will influence supplier retention.

Spending on Local Suppliers	FYE2025
Proportion of spending on local suppliers (%)	100

SUSTAINABILITY STATEMENT (CONT'D)

PRESCRIBED TABLE

Date & Time: 2026-04-24_16:28:06
FYE 31/12/2025

Brite-Tech Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Energy and Emissions Management	Total energy consumption	Gigajoules	3,622	-	No assurance
Energy and Emissions Management	Scope 1 emissions	Tonnes CO2e	191	-	No assurance
Energy and Emissions Management	Scope 2 emissions	Tonnes CO2e	203	-	No assurance
Water	Total water consumption	Megalitres	2.94	-	No assurance
Labour Practices and Standards	Number of employees – Full-time	Number	109	-	No assurance
Labour Practices and Standards	Number of employees – Part-time	Number	0	-	No assurance
Labour Practices and Standards	Number of employees – Temporary / Contract	Number	2	-	No assurance
Labour Practices and Standards	Voluntary turnover rate	Percentage	10	-	No assurance
Labour Practices and Standards	Total hours of training by employee category – Key Senior Management	Hours	16.00	-	No assurance
Labour Practices and Standards	Total hours of training by employee category – Middle Management	Hours	53.25	-	No assurance
Labour Practices and Standards	Total hours of training by employee category – Executive	Hours	100.75	-	No assurance
Labour Practices and Standards	Total hours of training by employee category – Non-Executive	Hours	149.75	-	No assurance
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	0	-	No assurance
Health and Safety	Number of work-related fatalities	Number	0	-	No assurance
Health and Safety	Number of work-related injuries (cases)	Number	3	-	No assurance
Health and Safety	Number of lost time incidents	Number	2	-	No assurance
Health and Safety	Lost time incident rate	Rate	1.73	-	No assurance

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SUSTAINABILITY STATEMENT (CONT'D)

Date & Time: 2026-04-24_16:28:06
FYE 31/12/2025

Brite-Tech Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Health and Safety	Number of employees trained on health and safety standards	Number	40	-	No assurance
Anti-Corruption and Bribery	Percentage of employees who have received training on anti-corruption by employee category – Key Senior Management	Percentage	0	-	No assurance
Anti-Corruption and Bribery	Percentage of employees who have received training on anti-corruption by employee category – Middle Management	Percentage	0	-	No assurance
Anti-Corruption and Bribery	Percentage of employees who have received training on anti-corruption by employee category – Executive	Percentage	0	-	No assurance
Anti-Corruption and Bribery	Percentage of employees who have received training on anti-corruption by employee category – Non-Executive	Percentage	0	-	No assurance
Anti-Corruption and Bribery	Percentage of operations assessed for corruption-related risks	Percentage	0	-	No assurance
Anti-Corruption and Bribery	Number of confirmed incidents of corruption	Number	0	-	No assurance
Professional Integrity	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	MYR	0	-	No assurance
Data Privacy and Security	Number of data breaches	Number	0	-	No assurance
Data Privacy and Security	Percentage of data breaches involving customers' confidential business information or personally identifiable information	Percentage	0	-	No assurance
Data Privacy and Security	Number of customers affected by data breaches	Number	0	-	No assurance

SUSTAINABILITY STATEMENT (CONT'D)

Brite-Tech Berhad
BMLR Transition Period

Date & Time: 2026-04-24_16:28:06
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Supply Chain Management	Proportion of spending on local suppliers	Percentage	100	-	No assurance

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FINANCIAL STATEMENTS

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DIRECTORS' REPORT

DIRECTORS' REPORT

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

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and provision of management services to subsidiary companies.

The information on the name, place of incorporation, principal activities and percentage of issued and paid-up share capital held by the holding company in each subsidiary is as disclosed in Note 8 to the financial statements.

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

FINANCIAL RESULTS

	Group 2025 RM	Company 2025 RM
Profit for the financial year	<u>10,636,190</u>	<u>6,626,040</u>
Attributable to:		
Owners of the Company	10,658,496	6,626,040
Non-controlling interest	<u>(22,306)</u>	-
	<u>10,636,190</u>	<u>6,626,040</u>

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature other than those as disclosed in the notes to the financial statements.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves and provisions during the financial year except as disclosed in the financial statements.

DIRECTORS' REPORT (CONT'D)

DIVIDENDS

The amount of dividend paid by the Company since 31 December 2024 as follows:

	RM
In respect of the financial year ended 31 December 2024:	
Final dividend of 1.00 sen per ordinary share declared on 3 June 2025 and paid on 9 July 2025	<u>2,520,000</u>

The final ordinary dividend recommended by the Directors in respect of the financial year ended 31 December 2025 is 1.00 sen per ordinary share totalling RM2,520,000, is subject to shareholders' approval at the forth coming Annual General Meeting of the Company. The financial statements for the current financial year do not reflect this proposed dividend. Such dividend, if approved by the shareholders, will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2026.

SHARES AND DEBENTURES

There were no changes in the issued and paid up capital of the Company during the financial year.

There were no debentures issued during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year.

DIRECTORS

The name of the Directors of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

Pang Wee See
 Tan Boon Kok
 Kan King Choy
 Ir. Koh Thong How
 Ng Kok Ann
 Wee Swee Cheng
 Yee Oii Pah @ Yee Ooi Wah (f)
(Alternate Director to Pang Wee See)
 Lee See Bee (f)
 Tan Ching Shim (f)

DIRECTORS' REPORT (CONT'D)

DIRECTORS (continued)

The names of the directors of the subsidiaries of the Company during the financial year and during the period from the end of the financial year to the date of this report, not including those directors listed above are:

Tan Wei Zhi
Sim Siok Peck (f)
Chiu Siew Fun (f)
Lim Sim Sim (f)
Erik Jessen Jurgensen

DIRECTORS' INTERESTS

According to the register of Directors' shareholdings, the interests of Directors in office at the end of the financial year in the ordinary shares of the Company during the financial year were as follows:

Shareholdings in the name of directors	Number of ordinary shares			As at 31.12.2025
	As at 01.01.2025	Acquired	Sold	
<u>Direct interest</u>				
Pang Wee See	113,152,861	-	-	113,152,861
Tan Boon Kok	24,821,963	-	-	24,821,963
Kan King Choy	10,215,841	-	-	10,215,841
Ir. Koh Thong How	337,200	-	-	337,200
Yee Oii Pah @ Yee Ooi Wah (f) <i>(Alternate Director to Pang Wee See)</i>	8,024,320	-	-	8,024,320
<u>Indirect interest</u>				
Pang Wee See *	8,361,520	-	-	8,361,520
Tan Boon Kok **	2,825,800	-	-	2,825,800
Kan King Choy #	90,552	-	-	90,552
Ir. Koh Thong How +	113,152,861	-	-	113,152,861
Yee Oii Pah @ Yee Ooi Wah (f) ^ <i>(Alternate Director to Pang Wee See)</i>	113,152,861	-	-	113,152,861

* Deemed interest by virtue of the shareholdings of his spouse, Yee Oii Pah @ Yee Ooi Wah and brother-in-law, Ir. Koh Thong How

** Deemed interest by virtue of the shareholdings of his spouse, Liong Mee Mee and his son, Tan Shern Tzer

Deemed interest by virtue of the shareholdings of his spouse, Lee Kim Peng

+ Deemed interest by virtue of the shareholdings of his brother-in-law, Pang Wee See

^ Deemed interest by virtue of the shareholdings of her spouse, Pang Wee See

DIRECTORS' REPORT (CONT'D)

DIRECTORS' INTERESTS (continued)

By virtue of their interests in the shares of the Company, all the above Directors are also deemed to have interests in the shares of the subsidiary companies to the extent the Company has its interest.

Other than disclosed above, the other Directors in office at the end of the financial year did not have any interest in the shares of the Company or its related corporations during the financial year.

DIRECTORS' REMUNERATIONS

The details of the directors' remuneration paid or payable to the directors of the Group and of the Company during the financial year are disclosed in Note 29 to the financial statements.

The details of the other benefits otherwise than in cash received or receivable from the Group and the Company by the Directors of the Group and of the Company during the financial year are disclosed in Note 29 to the financial statements.

No payment has been paid to or payable to any third party in respect of the services provided to the Group and the Company by the Directors of the Group and of the Company during the financial year.

INDEMNITY AND INSURANCE COSTS

No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been the director, officer or auditor of the Company.

DIRECTORS' BENEFITS

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, with the objects of enabling directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any body corporate.

Since the end of the previous financial year, none of the directors of the Company has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of remuneration received or due and receivable by the directors shown in the financial statements or the fixed salary of a full-time employee of the Company as shown in Note 29 to the financial statements) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

DIRECTORS' REPORT (CONT'D)

DIRECTORS' BENEFITS (continued)

During the financial year, the fees and other benefits received and receivables by the directors of the Group and of the Company are as follows:

	Group 2025 RM	Company 2025 RM
Directors of the Company		
<u>Executive Directors:</u>		
Remuneration	887,200	887,200
Defined contribution plans and social security costs	137,930	137,930
Bonus	239,900	239,900
Fees	278,400	278,400
 <u>Non-Executive Directors:</u>		
Fees	110,000	110,000
	<u>1,653,430</u>	<u>1,653,430</u>
 Directors of the subsidiary companies		
<u>Executive Directors:</u>		
Remuneration	86,701	-
Defined contribution plans and social security costs	11,185	-
Fees	12,000	-
	<u>109,886</u>	<u>-</u>

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were prepared, the directors took reasonable steps:

- (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and have satisfied themselves that no known bad debts had been written off and that adequate provision had been made for doubtful debts; and
- (ii) to ensure that any current assets which were unlikely to be realised at their book values in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company had been written down to an amount which the current assets might be expected so to realise.

DIRECTORS' REPORT (CONT'D)

OTHER STATUTORY INFORMATION (continued)

At the date of this report, the directors are not aware of any circumstances:

- (i) which would render it necessary to write off for any bad debts or the amount of the provision for doubtful debts inadequate to any substantial extent in respect of the financial statements of the Group and of the Company; or
- (ii) which would render the values attributed to the current assets in the financial statements of the Group and of the Company misleading; or
- (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or
- (iv) not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

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

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

No contingent or other liability 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 its obligations as and when they fall due.

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

SIGNIFICANT EVENTS DURING AND SUBSEQUENT TO THE FINANCIAL YEAR

Significant events during and subsequent to the financial year is disclosed in Note 39 to the financial statements.

**DIRECTORS' REPORT
(CONT'D)****AUDITORS**

The auditors, CAS Malaysia PLT, Chartered Accountants have indicated their willingness to continue in office.

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

	Group RM	Company RM
Statutory audit:		
- CAS Malaysia PLT	114,800	40,000
- other auditors	7,000	-
Non-statutory audit	15,000	15,000
	<u>136,800</u>	<u>55,000</u>

Signed on behalf of the Board of Directors in accordance with a resolution of the directors dated 23 April 2026.

PANG WEE SEE
Director

KAN KING CHOY
Director

STATEMENT BY DIRECTORS

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

We, PANG WEE SEE and KAN KING CHOY, being two of the directors of BRITE-TECH BERHAD, do hereby state that, in the opinion of the directors, the accompanying financial statements as set out on pages 60 to 149 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the directors dated 23 April 2026.

PANG WEE SEE
Director

KAN KING CHOY
Director

STATUTORY DECLARATION

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

I, PANG WEE SEE, being the director primarily responsible for the accounting records and financial management of BRITE-TECH BERHAD, do solemnly and sincerely declare that the accompanying financial statements set out on pages 60 to 149 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by)	
PANG WEE SEE)	
at Puchong in the state of Selangor Darul Ehsan)	
on 23 April 2026)	PANG WEE SEE

Before me,

Commissioner for Oath

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF BRITE-TECH BERHAD

[REGISTRATION NO. 200101014455 (550212-U)] (INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of BRITE-TECH BERHAD, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and 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 a summary of material accounting policies, as set out on pages 60 to 149.

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, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis of 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"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

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

We have determined that there are not key audit matters to communicate for the Company's standalone financial statement.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF BRITE-TECH BERHAD (CONT'D)
 [REGISTRATION NO. 200101014455 (550212-U)] (INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements (continued)

Key Audit Matters (continued)

The key audit matters identified for Group financial statements are as follows:

Key audit matters	How the matter was addressed in the audit
<p>1. Valuation of properties</p> <p><i>Refer to Note 4.1 – Significant Accounting Judgements, Estimates and Assumptions, Note 5 – Property, Plant and Equipment, Note 6 – Leases and Note 7 – Investment Properties.</i></p> <p>The Group holds properties which are significant to the Group as these represent approximately RM136.3 million represented 77% of the total assets. These properties are classified as land and buildings, right-of-use assets and investment properties as disclosed in Note 5, Note 6 and Note 7 to the financial statements respectively and are measured at fair value, unless otherwise stated.</p> <p>Valuations for each class of land and buildings are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.</p>	<p>Our audit procedures include:</p> <ul style="list-style-type: none"> (i) evaluated the independent external valuers' competency, capabilities and objectivity which included consideration of their qualifications and experiences; (ii) reviewed the valuation reports and discussed with the independent valuers on the valuation approach and the significant judgement, including the selection of comparable properties and adjustments for differences in key attributes made to the transacted value of comparable properties; (iii) obtained understanding on the scope and purpose of the valuation and assessed their independence; and (iv) assessed the appropriateness of the disclosures on the fair values of land and buildings and investment properties in the financial statements.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF BRITE-TECH BERHAD (CONT'D)
 [REGISTRATION NO. 200101014455 (550212-U)] (INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements (continued)

Key Audit Matters (continued)

The key audit matters identified for Group financial statements are as follows: (continued)

Key audit matters	How the matter was addressed in the audit
<p>1. Valuation of properties (continued)</p> <p>The Group has engaged an independent valuer in December 2025 to carry out a formal valuation of these assets. When estimating the fair value of the land and buildings, right-of-use assets and investment properties, the objective is to estimate the price that would be received from the sale of land and buildings, right-of-use assets and investment properties in an orderly transaction between market participants under the current market condition.</p> <p>We considered this as key audit matter due to the significance of land and buildings, right-of-use assets and investment properties to the Group's financial statements and the determination of the fair values involves significant judgement and estimation.</p>	

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.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF BRITE-TECH BERHAD (CONT'D)
[REGISTRATION NO. 200101014455 (550212-U)] (INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements (continued)

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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:

- (i) 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.
- (ii) 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 of the Company's internal control.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF BRITE-TECH BERHAD (CONT'D)
[REGISTRATION NO. 200101014455 (550212-U)] (INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements (continued)

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

- (iii) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- (iv) 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.
- (v) 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.
- (vi) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF BRITE-TECH BERHAD (CONT'D)
[REGISTRATION NO. 200101014455 (550212-U)] (INCORPORATED IN MALAYSIA)**

Report on the Audit of the Financial Statements (continued)

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 8 to the financial statements.

Other Matters

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

CAS MALAYSIA PLT

[201606003206 (LLP0009918-LCA) & (AF1476)]

Chartered Accountants

CHEN VOON HANN

[No. 02453/07/2027(J)]

Chartered Accountant

Date: 23 April 2026

Puchong

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
NON-CURRENT ASSETS					
Property, plant and equipment	5	22,936,411	22,414,146	51,102	41,566
Right-of-use assets	6	1,091,225	1,107,532	-	-
Investment properties	7	117,151,940	108,100,230	-	-
Investment in subsidiary companies	8	-	-	25,293,482	21,293,482
Goodwill	9	-	-	-	-
		<u>141,179,576</u>	<u>131,621,908</u>	<u>25,344,584</u>	<u>21,335,048</u>
CURRENT ASSETS					
Inventories	10	866,292	754,972	-	-
Trade receivables	11	7,464,844	7,314,347	1,450,371	877,776
Other receivables	12	611,852	435,973	2,565,400	2,545,800
Amount due from a subsidiary company	13	-	-	7,500	788,361
Tax recoverable		103,564	159,785	-	78,760
Short-term investments	14	20,705,463	18,323,599	90,544	1,075,450
Fixed deposits with licensed banks	15	1,742,065	1,491,302	-	-
Cash and bank balances		4,115,493	3,067,971	1,152,808	218,378
		<u>35,609,573</u>	<u>31,547,949</u>	<u>5,266,623</u>	<u>5,584,525</u>
TOTAL ASSETS		<u>176,789,149</u>	<u>163,169,857</u>	<u>30,611,207</u>	<u>26,919,573</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

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

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
EQUITY AND LIABILITIES					
EQUITY					
Share capital	16	25,200,000	25,200,000	25,200,000	25,200,000
Revaluation reserve	17	26,799,063	26,255,040	-	-
Retained earnings	18	52,155,170	44,016,674	5,199,129	1,093,089
Total equity attributable to owners of the Company		104,154,233	95,471,714	30,399,129	26,293,089
Non-controlling interest	8	930,135	910,391	-	-
TOTAL EQUITY		105,084,368	96,382,105	30,399,129	26,293,089
NON-CURRENT LIABILITIES					
Deferred taxation	19	5,913,877	5,472,704	2,078	1,386
Lease liabilities	6	117,141	185,429	-	-
Loan and borrowings	20	56,575,439	53,734,285	-	-
		62,606,457	59,392,418	2,078	1,386
CURRENT LIABILITIES					
Trade payables	21	957,649	810,356	-	-
Other payables	21	5,029,925	3,533,429	192,332	167,063
Amount due to directors	22	2,109	8,554	2,109	8,035
Amount due to a subsidiary company	13	-	-	-	450,000
Lease liabilities	6	116,651	179,861	-	-
Loan and borrowings	20	2,456,734	2,262,154	-	-
Provision for taxation		535,256	600,980	15,559	-
		9,098,324	7,395,334	210,000	625,098
TOTAL LIABILITIES		71,704,781	66,787,752	212,078	626,484
TOTAL EQUITY AND LIABILITIES		176,789,149	163,169,857	30,611,207	26,919,573

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Revenue	23	30,587,154	28,798,091	9,004,521	4,714,508
Cost of sales		<u>(11,318,438)</u>	<u>(11,379,089)</u>	-	-
GROSS PROFIT		19,268,716	17,419,002	9,004,521	4,714,508
Other operating income		4,107,986	3,358,858	-	-
Administrative expenses		(7,585,051)	(6,818,428)	(2,352,226)	(1,998,542)
Net impairment losses on trade and other receivables	11, 12	(195,815)	(76,482)	-	-
Other operating expenses		<u>(431,071)</u>	<u>(416,921)</u>	<u>(2,524)</u>	<u>(224,072)</u>
OPERATING PROFIT		15,164,765	13,466,029	6,649,771	2,491,894
Finance income	24	743,826	662,076	15,579	45,647
Finance costs	25	<u>(2,537,130)</u>	<u>(2,461,078)</u>	-	-
PROFIT BEFORE TAXATION	26	13,371,461	11,667,027	6,665,350	2,537,541
Taxation	27	<u>(2,735,271)</u>	<u>(2,386,197)</u>	<u>(39,310)</u>	<u>(97,630)</u>
PROFIT AFTER TAXATION		10,636,190	9,280,830	6,626,040	2,439,911
Other comprehensive income					
<i>Item that will not be reclassified subsequently to profit or loss in subsequent periods (net of tax):</i>					
Revaluation of properties	17	<u>586,073</u>	<u>457,996</u>	-	-
TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR		<u>11,222,263</u>	<u>9,738,826</u>	<u>6,626,040</u>	<u>2,439,911</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

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

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
PROFIT AFTER TAXATION					
ATTRIBUTABLE TO:					
Owners of the Company		10,658,496	9,272,417	6,626,040	2,439,911
Non-controlling interest		(22,306)	8,413	-	-
		<u>10,636,190</u>	<u>9,280,830</u>	<u>6,626,040</u>	<u>2,439,911</u>
TOTAL COMPREHENSIVE INCOME					
ATTRIBUTABLE TO:					
Owners of the Company		11,202,519	9,730,413	6,626,040	2,439,911
Non-controlling interest		19,744	8,413	-	-
		<u>11,222,263</u>	<u>9,738,826</u>	<u>6,626,040</u>	<u>2,439,911</u>
Basic earnings per share					
attributable to owners of the Company (sen)	30	<u>4.23</u>	<u>3.68</u>		
Diluted earnings per ordinary share					
attributable to owners of the Company (sen)	30	<u>4.23</u>	<u>3.68</u>		

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Group	Attributable to owners of the Company						
	2025	Non-distributable			Distributable		Total equity RM
		Share capital RM	Revaluation reserve RM	Retained earnings RM	Total RM	Non-controlling interest RM	
As at 1 January 2025	25,200,000	26,255,040	44,016,674	95,471,714	910,391	96,382,105	
Profit for the financial year	-	-	10,658,496	10,658,496	(22,306)	10,636,190	
Other comprehensive income, net of tax	-	544,023	-	544,023	42,050	586,073	
Total comprehensive income for the financial year	-	544,023	10,658,496	11,202,519	19,744	11,222,263	
Dividends paid to owners of the Company	-	-	(2,520,000)	(2,520,000)	-	(2,520,000)	
As at 31 December 2025	25,200,000	26,799,063	52,155,170	104,154,233	930,135	105,084,368	

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

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

Group	Attributable to owners of the Company					
	Non-distributable			Distributable		
	Share capital RM	Revaluation reserve RM	Retained earnings RM	Total RM	Non- controlling interest RM	Total equity RM
2024						
As at 1 January 2024	25,200,000	25,797,044	37,264,257	88,261,301	1,001,978	89,263,279
Transactions with owners:						
Profit for the financial year	-	-	9,272,417	9,272,417	8,413	9,280,830
Other comprehensive income, net of tax	-	457,996	-	457,996	-	457,996
Total comprehensive income for the financial year	-	457,996	9,272,417	9,730,413	8,413	9,738,826
Dividends paid to owners of the company	-	-	(2,520,000)	(2,520,000)	-	(2,520,000)
Dividends paid to non-controlling interest	-	-	-	-	(100,000)	(100,000)
As at 31 December 2024	25,200,000	26,255,040	44,016,674	95,471,714	910,391	96,382,105

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Company	Note	Share capital RM	Retained earnings RM	Total RM
As at 1 January 2024		25,200,000	1,173,178	26,373,178
Total comprehensive income for the financial year		-	2,439,911	2,439,911
Dividend paid	31	-	(2,520,000)	(2,520,000)
As at 31 December 2024		25,200,000	1,093,089	26,293,089
Total comprehensive income for the financial year		-	6,626,040	6,626,040
Dividend paid	31	-	(2,520,000)	(2,520,000)
As at 31 December 2025		<u>25,200,000</u>	<u>5,199,129</u>	<u>30,399,129</u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before taxation		13,371,461	11,667,027	6,665,350	2,537,541
Adjustments for:					
Depreciation of property, plant and equipment	5	1,418,659	1,363,715	2,524	1,993
Depreciation of right-of-use assets	6	84,756	113,418	-	-
Dividend income	23	-	-	(6,532,000)	(2,672,000)
Fair value gain on investment properties	7	(4,090,644)	(2,728,807)	-	-
Finance income	24	(743,826)	(662,076)	(15,579)	(45,647)
Finance costs	25	2,537,130	2,461,078	-	-
Gain on derecognition of lease	26	(308)	(169)	-	-
Impairment losses on:					
- investment in subsidiary companies	8	-	-	-	222,079
- trade receivables	11	234,235	134,302	-	-
- other receivables	12	-	10,000	-	-
Gain on disposal of:					
- other property, plant and equipment	26	-	(10,000)	-	-
Property, plant and equipment written off	26	12,244	1,127	-	-
Reversal for impairment losses on:					
- trade receivables	11	(28,420)	(54,220)	-	-
- other receivables	12	(10,000)	(13,600)	-	-
Unrealised gain on foreign exchange	26	-	2,039	-	-
Operating profit before working capital changes		12,785,287	12,283,834	120,295	43,966

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

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

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES (continued)					
(Increase)/Decrease in inventories		(111,320)	59,426	-	-
Increase in receivables		(522,190)	(1,260,658)	(592,195)	(86,478)
Increase/(Decrease) in payables		1,643,789	(4,954)	25,269	(9,486)
Cash generated from/ (used in) operations		13,795,566	11,077,648	(446,631)	(51,998)
Interest received	24	743,826	662,076	15,579	45,647
Interest paid	25	(2,537,130)	(2,461,078)	-	-
Income tax (paid)/refund		(2,442,174)	(2,173,873)	55,701	(24,536)
Net cash generated from/(used in) operating activities		9,560,088	7,104,773	(375,351)	(30,887)
CASH FLOWS FROM INVESTING ACTIVITIES					
Purchase of property, plant and equipment, right-of-use assets and investment properties (Placement)/Withdrawal of short-term investments	32	(1,298,082)	(1,864,196)	(12,060)	-
Acquisition of additional shares in a subsidiary company	8	-	-	(4,000,000)	-
Proceeds from disposal of property, plant and equipment		-	10,000	-	-
Dividends received	23	-	-	6,532,000	2,672,000
Net cash (used in)/generated from investing activities		(3,679,946)	(5,857,487)	3,504,846	1,596,553

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

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

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM FINANCING ACTIVITIES					
(Repayment to)/Advance from directors		(6,445)	6,837	(5,926)	6,318
Repayment from subsidiary companies		-	-	330,861	864,303
(Repayment)/drawing of loan and borrowings		(1,897,085)	1,237,508	-	-
Repayment of lease liabilities	6	(130,080)	(138,654)	-	-
Withdrawal of fixed deposits with maturity of more than 3 months		25	-	-	-
Dividend paid to owners of the Company	31	(2,520,000)	(2,520,000)	(2,520,000)	(2,520,000)
Dividend paid to non-controlling interests		-	(100,000)	-	-
Net cash used in financing activities		<u>(4,553,585)</u>	<u>(1,514,309)</u>	<u>(2,195,065)</u>	<u>(1,649,379)</u>
Net increase/(decrease) in cash and cash equivalents		<u>1,326,557</u>	<u>(267,023)</u>	<u>934,430</u>	<u>(83,713)</u>
Cash and cash equivalents as at beginning of the financial year		<u>3,431,333</u>	<u>3,698,356</u>	<u>218,378</u>	<u>302,091</u>
Cash and cash equivalents as at end of the financial year		<u><u>4,757,890</u></u>	<u><u>3,431,333</u></u>	<u><u>1,152,808</u></u>	<u><u>218,378</u></u>
Cash and cash equivalents comprise of:					
Fixed deposits with licensed banks		1,742,065	1,491,302	-	-
Cash and bank balances		4,115,493	3,067,971	1,152,808	218,378
Bank overdrafts	20	(99,693)	(127,940)	-	-
		<u>5,757,865</u>	<u>4,431,333</u>	<u>1,152,808</u>	<u>218,378</u>
Fixed deposits with maturity of more than 3 months		(999,975)	(1,000,000)	-	-
		<u><u>4,757,890</u></u>	<u><u>3,431,333</u></u>	<u><u>1,152,808</u></u>	<u><u>218,378</u></u>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

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

2025

	Note	At 1 January 2025 RM	Net changes from financing activities RM	Drawdown of loan and borrowings and lease liabilities RM	Other changes RM	At 31 December 2025 RM
Term loans	20	55,868,499	(1,897,085)	4,961,066	-	58,932,480
Lease liability	6	365,290	(130,080)	9,904	(11,322)	233,792
		56,233,789	(2,027,165)	4,970,970	(11,322)	59,166,272

2024

	Note	At 1 January 2024 RM	Net changes from financing activities RM	Drawdown of loan and borrowings and lease liabilities RM	Other changes RM	At 31 December 2024 RM
Term loans	20	47,379,964	1,237,508	7,251,027		55,868,499
Lease liability	6	369,117	(138,654)	139,264	(4,437)	365,290
		47,749,081	1,098,854	7,390,291	(4,437)	56,233,789

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the ACE Market of Bursa Malaysia Securities Berhad.

The Company's registered office is located at B-25-2, Block B, Jaya One, No. 72A, Jalan Prof Diraja Ungku Aziz, 46200 Petaling Jaya, Selangor Darul Ehsan.

The principal place of business of the Company is located at Lot 14, Jalan Pendamar 27/90, Seksyen 27, 40400 Shah Alam, Selangor Darul Ehsan.

The consolidated financial statements of the Company as at and for the financial year ended 31 December 2025 comprise the Company and its subsidiaries (together referred to as the "Group"). The financial statements of the Company as at and for the financial year ended 31 December 2025 do not include other entities.

The principal activities of the Company are investment holding and provision of management services to subsidiary companies.

The information on the name, place of incorporation, principal activities and percentage of issued and paid-up share capital held by the holding company in each subsidiaries are as disclosed in Note 8 to the financial statements.

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

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 23 April 2026.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS

2.1 Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), International Financial Reporting Standards ("IFRS") and the requirements of the Companies Act 2016 ("CA 2016") in Malaysia.

The accounting policies adopted by the Group and the Company are consistent with those adopted in the previous year.

2.2 Adoption of Amendments to MFRSs and Annual Improvements

At the beginning of the financial year, the Group and the Company have adopted the following Amendments to MFRSs and Annual Improvements which are mandatory for the financial periods beginning on or after 1 January 2025:

Amendments to MFRS 121	The Effects of Changes in Foreign Exchange Rates - <i>Lack of Exchangeability</i>
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The adoption of the above new and amended MFRSs, interpretations and annual improvements did not have any significant effect on the financial statements of the Group and of the Company.

2.3 Standards issued but not yet effective

The Group and the Company have not adopted the following Standards, Amendments and Annual Improvements that have been issued but are not yet effective by the Malaysian Accounting Standards Board ("MASB").

Effective for financial periods beginning on or after 1 January 2026

Amendments to MFRS 1	First-time Adoption of Malaysian Financial Reporting Standards - <i>Hedge accounting by a first-time adopter</i>
Amendments to MFRS 7	Financial Instruments - Disclosures - <i>Gain or loss on derecognition</i>
Amendments to Guidance on implementing MFRS 7	Financial Instruments - Disclosures - <i>Introduction and Disclosure of deferred difference between fair value and transaction price and credit risk disclosures</i>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS (continued)

2.3 Standards issued but not yet effective (continued)

Effective for financial periods beginning on or after 1 January 2026 (continued)

Amendments to MFRS 9	Financial Instruments - <i>Derecognition of lease liabilities and Transaction price</i>
Amendments to MFRS 10	Consolidated Financial Statements - <i>Determination of a 'de facto agent'</i>
Amendments to MFRS 107	Statement of Cash Flows - <i>Cost method</i>

Amendments that are part of Annual Improvements - Volume 11

Amendments to MFRS 7	Financial Instruments - Disclosures - <i>Contracts referencing nature-dependent electricity and Classification and Measurement of Financial Instruments</i>
Amendments to MFRS 9	Financial Instruments - <i>Contracts referencing nature-dependent electricity and Classification and Measurement of Financial Instruments</i>

Effective for financial periods beginning on or after 1 January 2027

MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19	Subsidiaries without Public Accountability Disclosures
Amendments to MFRS 121	The Effects of Changes in Foreign Exchange Rates: Translation to a Hyperinflationary Presentation Currency

Effective date to be determined by Malaysian Accounting Standards Board

Amendments to MFRS 10 and MFRS 128	Consolidated Financial Statement and Investment in Associates and Joint Ventures - <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>
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The Group and the Company will adopt the above mentioned standards, amendments or interpretations, if applicable, when they become effective in respective financial periods. The Directors do not expect any material impact to the financial statements upon adoption of the above pronouncements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

2. BASIS OF PREPARATION OF FINANCIAL STATEMENTS (continued)

2.4 Basis of measurement

The financial statements of the Group and of the Company have been prepared on the historical cost basis except as disclosed in the financial statements.

2.5 Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional currency. All financial information are presented in RM, unless otherwise stated.

2.6 Going concern

The Group's and the Company's management have made an assessment of its ability to continue as a going concern and is satisfied that it has the resources to continue in business for the foreseeable future. Furthermore, management is not aware of any material uncertainties that may cast significant doubt upon the Group's and the Company's ability to continue as a going concern. Therefore, the financial statements continue to be prepared on the going concern basis.

3. MATERIAL ACCOUNTING POLICIES

Unless otherwise stated, the following accounting policies have been applied consistently to all the financial year presented in the financial statements of the Group and of the Company.

3.1 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 31 December 2025.

The financial statements of the Company's subsidiaries are prepared for the same reporting date as the Company, using consistent accounting policies to like transactions and events in similar circumstances.

3.1.1 Subsidiaries and business combination

Subsidiaries are consolidated using the acquisition method of accounting. Under the acquisition method of accounting, subsidiaries are fully consolidated from the date on which control is transferred to the Group and de-consolidated from the date that control ceases. The consideration is measured at the fair value of the assets given, equity instruments issued and liabilities incurred at the date of exchange.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (continued)

3.1 Basis of consolidation (continued)

3.1.1 Subsidiaries and business combination (continued)

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at fair value on the date of acquisition and the amount of any non-controlling interests in the acquiree.

3.1.2 Non-controlling interests

Non-controlling interests ("NCI") represent the portion of profit or loss and net assets in subsidiaries not owned, directly and indirectly by the Company. NCI are presented separately in the consolidated statements of profit or loss and other comprehensive income and within equity in the consolidated statements of financial position, but separate from parent shareholders' equity. Total comprehensive income is allocated against the interest of NCI, even if this results in a deficit balance. Changes in the Company owners' ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the parent.

3.1.3 Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions are eliminated in preparing the consolidated financial statements.

3.2 Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

For goodwill, the recoverable amount is estimated at each financial year end or more frequently when indicators of impairment are identified.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (continued)

3.2 Impairment of non-financial assets (continued)

An asset's recoverable amount is the higher of its fair value less costs to sell and its value in use. For the purpose of impairment test, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of non-financial assets or cash-generating units ("CGU").

In assessing value in use, the estimated future cash flows expected to be generated by the assets are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the assets. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

The Group and the Company recognised impairment losses in profit or loss. Impairment losses in respect of goodwill are not reversed.

3.3. Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand, demand deposits, and short term, highly liquid investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value with original maturities of three months or less, and are used by the Group and the Company in management of their short term funding requirements. These also include bank overdrafts that form an integral part of the Group's cash management.

3.4 Financial assets

3.4.1 Classification

Financial assets are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instruments.

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), and fair value through profit or loss ("FVTPL").

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (continued)

3.4 Financial assets (continued)

3.4.2 Initial recognition and measurement

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient, the Group and the Company initially measure a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group and the Company have applied the practical expedient are measured at the transaction price determined under MFRS 15.

The Group's and the Company's business model for managing financial assets refer to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

3.4.3 Subsequent measurement

For the purpose of subsequent measurement under MFRS 9, financial assets are classified as follows:

(i) Financial assets at amortised cost

Financial assets shall be measured at amortised cost if both of the following conditions are met:

- (a) the financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (continued)

3.4 Financial assets (continued)

3.4.3 Subsequent measurement (continued)

(i) Financial assets at amortised cost (continued)

Financial assets at amortised cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's and the Company's financial assets at amortised cost include trade receivables, other receivables, amount due from subsidiary companies, fixed deposits with a licensed bank, and cash and bank balances.

(ii) Financial assets at FVTPL

Financial assets at FVTPL include financial assets held for trading, financial assets designated upon initial recognition at FVTPL, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at FVTPL, irrespective of the business model.

Financial assets categorised as fair value through profit or loss are measured in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

The Group's and the Company's financial assets at FVTPL include short-term investments.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (continued)

3.5 Impairment of financial assets

The Group and the Company recognise an allowance for expected credit losses (“ECL”) for all financial assets measured at amortised cost, debt instruments measured at fair value through other comprehensive income, contract assets and lease receivables. ECL are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate.

The Group and the Company measure loss allowance at an amount equal to lifetime ECL, except for debt securities that are determined to have low credit risk at the reporting date, cash and bank balances and other debt securities for which credit risk has not increased significantly since initial recognition, which are measured at 12-month ECL. For trade receivables, contract assets and lease receivables, loss allowances are measured based on lifetime ECL at each reporting date. The Group and the Company estimate the ECL on trade receivables using a provision matrix with reference to historical credit loss experience, adjusted for forward looking factor specific to the debtors and the economic environment.

Lifetime ECL are the ECL that result from all possible default events over the expected life of the asset, while the 12-month ECL are the portion of the ECL that result from default events that are possible within the 12 months after the reporting date.

In determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Group and the Company consider reasonable and supportable information that is relevant and available without undue cost or effort.

An impairment loss in respect of the financial assets measured at amortised cost and debt investments measured at fair value through other comprehensive income are recognised in profit or loss. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows of the financial asset.

At each reporting date, the Group and the Company assess whether the financial assets carried at amortised cost and debt securities carried at fair value through other comprehensive income are credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

3.5.1 Simplified approach for trade receivables

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (continued)

3.5 Impairment of financial assets (continued)

3.5.1 Simplified approach for trade receivables (continued)

Significant increase in credit risk

The Group considers the probability of default upon initial recognition of the asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. The assessment considers available, reasonable and supportable forward-looking information such as:

- internal credit rating/assessment;
- external credit rating (as far as available);
- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligations;
- actual or expected significant changes in the operating results of the debtor (where available);
- significant increases in credit risk on other financial instruments of the same debtor;
- significant changes in the value of the collateral supporting the obligation or in the quality of third-party guarantees or credit enhancements; and
- significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtor in the Group and changes in the operating results of the debtor.

The Group considers a receivable as credit impaired when one or more events that have a detrimental impact on the estimated cash flow have occurred. These instances include adverse changes in the financial capability of the debtor and default or significant delay in payments. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off to profit or loss when there is no reasonable expectation of recovering the contractual cash flows.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (continued)

3.5 Impairment of financial assets (continued)

3.5.1 Simplified approach for trade receivables (continued)

Grouping of instruments for ECL measured on collective basis

Collective assessment

To measure ECL, trade receivables are grouped into categories. The categories are differentiated by the different business risks and are subject to different credit assessments. 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. The Group considers the expected loss rates for trade receivables as a reasonable approximation of the loss rates for contract assets with similar risk characteristics.

Individual assessment

Trade receivables which are in default or credit-impaired are assessed individually.

Note 11 sets out the measurement details of ECL.

3.5.2 General 3-stages approach for other receivables and advances to subsidiaries

At each reporting date, the Group and the Company measure ECL through loss allowance at an amount equal to 12-month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition. For all other financial instruments, a loss allowance at an amount equal to lifetime ECL is required.

For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

Note 12 sets out the measurement details of ECL.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (continued)

3.6 Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability.

3.6.1 Amortised cost

The Group's and the Company's financial liabilities are measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

3.6.2 Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued are initially measured at fair value. Subsequently, they are measured at higher of:

- (a) the amount of the loss allowance; and
- (b) the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15, Revenue from Contracts with Customers.

Liabilities arising from financial guarantees are presented together with other provisions.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of financial statements in conformity with MFRSs requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of the revenue and expenses during the reporting period. It also requires directors to exercise their judgement in the process of applying the Group's and the Company's accounting policies. Although these estimates and judgement are based on the directors' best knowledge of current events and actions, actual results may differ.

The areas involving a higher degree of judgement or complexity that have the most significant effect on the Group's and the Company's financial statements, or areas where assumptions and estimates that have a significant risk of resulting in a material adjustment to the Group's and the Company's financial statements within the next financial year are disclosed as follows:

4.1 Revaluation of properties

The Group carries its properties at fair value, with changes in fair value being recognised in the statement of profit or loss and other comprehensive income. The Group engaged an independent valuation specialist to assess fair value as at 31 December 2025 for all properties. A valuation methodology based on comparison method of valuation (open market value) was used, which entails comparing recorded transaction of similar properties in the vicinity and/or investment method of valuation, which entails the capitalisation of net income of the properties.

4.2 Depreciation of property, plant and equipment

The cost of property, plant and equipment is depreciated on a straight-line basis over the asset's estimated economic useful lives. Management estimates the useful lives of these property, plant and equipment to be within a range of 4 to 100 years. These are common life expectancies applied in this industry.

Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets and therefore future depreciation charges could be revised. The carrying amount of the Group's and of the Company's property, plant and equipment at the reporting date are disclosed in Note 5.

4.3 Classification between investment properties and owner-occupied properties

The Group determines whether a property is qualified as an investment property, and has developed a criteria in making that judgement. Investment property is a property held to earn rentals or for capital appreciation or both. Therefore, the Group considers whether a property generates cash flows largely independent of the other assets held by the Group.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

4.3 Classification between investment properties and owner-occupied properties (continued)

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portion could can be sold separately (or leased out separately under a finance lease), the Group accounts for the portions separately. If the portion could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply goods or services or for administrative purposes.

Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as investment property.

4.4 Provision for expected credit losses of trade receivables and other receivables

The Group uses a provision matrix to calculate ECLs for trade and other receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by geographical region, product type, customer type and rating).

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's trade receivables and other receivables are disclosed in Note 11 and Note 12.

4.5 Income tax

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognised tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provisions in the year in which such determination is made.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)**

5. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land and buildings (at valuation) RM	Leasehold buildings (at valuation) RM	Motor vehicles RM	Furniture and fittings, laboratory, signboard, demo, store, office, equipment and machinery RM	Electrical fittings RM	Renovation RM	Total RM
2025							
At cost, unless otherwise stated							
Balance as at 1 January 2025	17,304,842	449,999	3,019,468	17,926,284	278,181	781,139	39,759,913
Additions (Note 32)	405,852	-	-	871,505	20,725	-	1,298,082
Revaluation surplus (Note 17)	563,489	-	-	-	-	-	563,489
Written off/Disposal	-	-	-	(191,920)	-	-	(191,920)
Balance as at 31 December 2025	<u>18,274,183</u>	<u>449,999</u>	<u>3,019,468</u>	<u>18,605,869</u>	<u>298,906</u>	<u>781,139</u>	<u>41,429,564</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Freehold land and buildings (at valuation) RM	Leasehold buildings (at valuation) RM	Motor vehicles RM	Furniture and fittings, laboratory, signboard, demo, store, office, equipment and machinery RM	Electrical fittings RM	Renovation RM	Total RM
2025							
Accumulated depreciation							
Balance as at 1 January 2025	485,144	18,000	2,550,593	13,303,717	210,999	777,314	17,345,767
Charge for the financial year	145,060	9,000	109,275	1,143,321	8,178	3,825	1,418,659
Elimination of accumulated depreciation (Note 17)	(91,597)	-	-	-	-	-	(91,597)
Written off/Disposal	-	-	-	(179,676)	-	-	(179,676)
Balance as at 31 December 2025	538,607	27,000	2,659,868	14,267,362	219,177	781,139	18,493,153
Net carrying amounts							
Balance as at 31 December 2025	17,735,576	422,999	359,600	4,338,507	79,729	-	22,936,411

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Freehold land and buildings (at valuation) RM	Leasehold buildings (at valuation) RM	Motor vehicles RM	Furniture and fittings, laboratory, signboard, demo, store, office, equipment and machinery RM	Electrical fittings RM	Renovation RM	Total RM
2024							
At cost, unless otherwise stated							
Balance as at 1 January 2024	15,530,127	449,999	2,808,939	17,332,394	278,181	781,139	37,180,779
Additions (Note 32)	1,260,000	-	-	604,196	-	-	1,864,196
Revaluation surplus (Note 17)	514,715	-	-	-	-	-	514,715
Written off/Disposal	-	-	(90,606)	(10,306)	-	-	(100,912)
Reclassification from right-of-use assets (Note 6)	-	-	301,135	-	-	-	301,135
Balance as at 31 December 2024	<u>17,304,842</u>	<u>449,999</u>	<u>3,019,468</u>	<u>17,926,284</u>	<u>278,181</u>	<u>781,139</u>	<u>39,759,913</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Freehold land and buildings (at valuation) RM	Leasehold buildings (at valuation) RM	Motor vehicles RM	Furniture and fittings, laboratory, signboard, demo, store, office, equipment and machinery RM	Electrical fittings RM	Renovation RM	Total RM
2024							
Accumulated depreciation							
Balance as at 1 January 2024	411,621	9,000	2,328,704	12,243,829	203,320	753,816	15,950,290
Charge for the financial year	137,118	9,000	117,353	1,069,067	7,679	23,498	1,363,715
Elimination of accumulated depreciation (Note 17)	(63,595)	-	-	-	-	-	(63,595)
Written off/Disposal	-	-	(90,606)	(9,179)	-	-	(99,785)
Reclassification from right-of-use assets (Note 6)	-	-	195,142	-	-	-	195,142
Balance as at 31 December 2024	485,144	18,000	2,550,593	13,303,717	210,999	777,314	17,345,767
Net carrying amounts							
Balance as at 31 December 2024	16,819,698	431,999	468,875	4,622,567	67,182	3,825	22,414,146

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)**

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Company	Motor vehicles RM	Furniture and fittings, and office equipments RM	Renovation RM	Total RM
2025				
Cost				
Balance as at 1 January 2025	28,300	68,769	64,382	161,451
Additions	-	12,060	-	12,060
Balance as at 31 December 2025	<u>28,300</u>	<u>80,829</u>	<u>64,382</u>	<u>173,511</u>
Accumulated depreciation				
Balance as at 1 January 2025	-	55,506	64,379	119,885
Charge for the financial year	-	2,524	-	2,524
Balance as at 31 December 2025	<u>-</u>	<u>58,030</u>	<u>64,379</u>	<u>122,409</u>
2024				
Cost				
Balance as at 1 January 2024	28,300	68,769	64,382	161,451
Balance as at 31 December 2024	<u>28,300</u>	<u>68,769</u>	<u>64,382</u>	<u>161,451</u>
Accumulated depreciation				
Balance as at 1 January 2024	-	53,513	64,379	117,892
Charge for the financial year	-	1,993	-	1,993
Balance as at 31 December 2024	<u>-</u>	<u>55,506</u>	<u>64,379</u>	<u>119,885</u>
Net carrying amounts				
Balance as at 31 December 2025	<u>28,300</u>	<u>22,799</u>	<u>3</u>	<u>51,102</u>
Balance as at 31 December 2024	<u>28,300</u>	<u>13,263</u>	<u>3</u>	<u>41,566</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

The Group has pledged the following property, plant and equipment to licensed banks to secure banking facilities granted to the Group as referred to in Note 20:

	2025 RM	2024 RM
Net carrying value		
Freehold land and buildings	3,759,500	3,650,000
Leasehold land and buildings	478,950	431,999

Revaluation of land and buildings

On 31 December 2025, the entire land and buildings of the Group were revalued by an independent qualified valuer, Ziyad Property Consultants (Kelantan) Sdn Bhd, registered with Board of Valuers, Appraisers, Estate Agents and Property Managers, Malaysia. The valuation was arrived at based on the Comparison Method of Valuation. A revaluation surplus of RM485,760 (2024: RM457,996) (net of deferred taxation) had been recognised as other comprehensive income.

Had the revalued properties been carried at cost less accumulated depreciation, the carrying amount of the properties would have been RM6,124,698 (2024: RM6,217,662).

Material accounting policies

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The cost of an item of property, plant and equipment initially recognised includes its purchase price, any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management and costs of dismantling and removing the items and restoring the site on which they are located.

When an asset is revalued, the accumulated depreciation is eliminated against the gross carrying amount of the asset. The net amount is then restated to the revalued amount of the asset. When an asset's carrying amount is increased as a result of a revaluation, the increase is recognised in other comprehensive income as a revaluation surplus reserve. When the asset's carrying amount is decreased as a result of a revaluation, the decrease is recognised in profit or loss. However, the decrease is recognised in other comprehensive income to the extent of any credit balance existing in the revaluation surplus reserve of that asset.

Freehold land and buildings and leasehold buildings are stated at their revalued amount, being its fair value at the date of revaluation, less subsequent accumulated depreciation and subsequent impairment losses, if any. Revaluation is made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

5. PROPERTY, PLANT AND EQUIPMENT (continued)

Material accounting policies (continued)

Except for freehold land, depreciation on the property, plant and equipment are calculated so as to write off the cost or valuation of the assets to their residual values on a straight line basis over the expected useful lives of the assets, summarised as follows:

Freehold buildings	50 - 100 years
Leasehold buildings	Over the period of lease (65 - 93 years)
Motor vehicles	5 - 10 years
Furniture and fittings, laboratory, signboard, demo, store, office equipment and machinery	4 - 20 years
Electrical fittings	10 - 20 years
Renovation	5 - 10 years

Depreciation of an asset begins when it is ready for its intended use.

Freehold land is not depreciated as it has an infinite life.

Residual values and useful lives of assets are reviewed, and adjusted if appropriate, at each reporting date.

6. LEASES

Group as lessee

Right-of-use assets

2025	Leasehold Land (at valuation) RM	Building RM	Motor Vehicles RM	Total RM
At cost				
Balance as at 1 January 2025	550,000	16,522	757,749	1,324,271
Revaluation surplus (Note 17)	52,550	-	-	52,550
Derecognition of lease	-	(6,618)	-	(6,618)
Balance as at 31 December 2025	<u>602,550</u>	<u>9,904</u>	<u>757,749</u>	<u>1,370,203</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

6. LEASES (continued)

Group as lessee (continued)

Right-of-use assets (continued)

2025	Leasehold Land (at valuation) RM	Building RM	Motor Vehicles RM	Total RM
Less: Accumulated depreciation				
Balance as at 1 January 2025	11,340	5,507	199,892	216,739
Charge for the financial year	5,670	5,659	73,427	84,756
Derecognition of lease	-	(5,507)	-	(5,507)
Elimination of accumulated depreciation (Note 17)	(17,010)	-	-	(17,010)
Balance as at 31 December 2025	-	5,659	273,319	278,978
2024				
At cost				
Balance as at 1 January 2024	550,000	17,070	936,142	1,503,212
Additions	-	16,522	122,742	139,264
Disposal	-	(17,070)	-	(17,070)
Reclassification to property, plant and equipment (Note 5)	-	-	(301,135)	(301,135)
Balance as at 31 December 2024	550,000	16,522	757,749	1,324,271
Less: Accumulated depreciation				
Balance as at 1 January 2024	5,670	12,802	292,793	311,265
Charge for the financial year	5,670	5,507	102,241	113,418
Disposal	-	(12,802)	-	(12,802)
Reclassification to property, plant and equipment (Note 5)	-	-	(195,142)	(195,142)
Balance as at 31 December 2024	11,340	5,507	199,892	216,739
Net carrying amount				
Balance as at 31 December 2025	602,550	4,245	484,430	1,091,225
Balance as at 31 December 2024	538,660	11,015	557,857	1,107,532

The Group leases office building that run for period of three (3) years.

The motor vehicles are acquired under finance lease arrangement.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

6. LEASES (continued)

Group as lessee (continued)

The Group has pledged its leasehold land to licensed bank to secure banking facilities granted to the Group as referred to in Note 20.

On 31 December 2025, the leasehold land of the Group was revalued by an independent qualified valuer, Ziyad Property Consultants (Kelantan) Sdn Bhd, registered with Board of Valuers, Appraisers, Estate Agents and Property Managers, Malaysia. The valuation was arrived at based on the Comparison Method of Valuation. A revaluation surplus of RM58,263 (2024: Nil) (net of deferred taxation) had been recognised as other comprehensive income.

Lease liabilities

2025	Building RM	Motor Vehicles RM	Total RM
Carrying amount			
Balance as at 1 January 2025	11,322	353,968	365,290
New lease entered during the financial year	9,904	-	9,904
Derecognition of lease	(11,322)	-	(11,322)
Lease payment	(6,000)	(140,625)	(146,625)
Interest expense (Note 25)	477	16,068	16,545
Balance as at 31 December 2025	<u>4,381</u>	<u>229,411</u>	<u>233,792</u>
2024			
Carrying amount			
Balance as at 1 January 2024	4,437	364,680	369,117
New lease entered during the financial year	16,522	122,742	139,264
Derecognition of lease	(4,437)	-	(4,437)
Lease payment	(6,000)	(154,596)	(160,596)
Interest expense (Note 25)	800	21,142	21,942
Balance as at 31 December 2024	<u>11,322</u>	<u>353,968</u>	<u>365,290</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

6. LEASES (continued)

Group as lessee (continued)

Lease liabilities (continued)

	2025 RM	2024 RM
Represented by:		
Current liabilities		
- Secured	112,270	174,360
- Unsecured	4,381	5,501
	<u>116,651</u>	<u>179,861</u>
Non-current liabilities		
- Secured	117,141	179,607
- Unsecured	-	5,822
	<u>117,141</u>	<u>185,429</u>
Total lease liabilities		
- Secured	229,411	353,967
- Unsecured	4,381	11,323
	<u>233,792</u>	<u>365,290</u>
Rates of interest charged per annum:		
	2025 %	2024 %
Lease liabilities owing to financial institutions	2.12 - 3.38	2.12 - 3.43
Lease liabilities owing to non-financial institutions	<u>6.45</u>	<u>5.56</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)**

6. LEASES (continued)

Group as lessee (continued)

Lease liabilities (continued)

	2025	2024
	RM	RM
Minimum lease payment		
- Not later than one year	123,971	145,668
- Later than one year and not later than five years	125,063	251,260
	<u>249,034</u>	<u>396,928</u>
Future finance charges on lease liabilities	(15,242)	(31,638)
Present value of finance lease liabilities	<u>233,792</u>	<u>365,290</u>

Present value of lease is analysed as follows:

	2025	2024
	RM	RM
Current liabilities		
- Not later than one year	116,651	179,861
Non-current liabilities		
- Later than one year and not later than five years	117,141	185,429
	<u>233,792</u>	<u>365,290</u>

(a) The Group has certain low value leases of office equipment of RM20,000 and below. The Group applies the "lease of low-value assets" exemptions for these leases.

(b) The following are the amounts recognised in profit or loss:

	2025	2024
	RM	RM
Depreciation of right-of-use assets (included in other operating expenses)	84,756	113,418
Interest on lease liabilities (included in finance costs)	16,545	21,942
Expense relating to lease of low-value assets (included in cost of sales and administrative expenses)	20,617	17,688
Gain on derecognition of lease	(308)	(169)
	<u>121,610</u>	<u>152,879</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

6. LEASES (continued)

Group as lessee (continued)

- (c) At the end of the financial year, the Group had total cash outflow for leases of RM146,625 (2024: RM160,596).
- (d) At the end of the financial year, the Group had total cash outflow for lease of low value assets of RM20,617 (2024: RM17,688).
- (e) In cases in which the Group is not reasonably certain to exercise extension and termination options, payments associated with the optional period are not included within lease liabilities.

Group as lessor

The Group has entered into non-cancellable lease agreements on certain properties for terms between two to three years and renewable at the end of the lease period subject to an increase clause. The monthly rental consists of a fixed base rent.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

	2025 RM	2024 RM
Within one year	2,859,332	2,178,459
One to two years	649,151	2,938,013
	<u>3,508,483</u>	<u>5,116,472</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

6. LEASES (continued)

Material accounting policies

The Group and the Company present right-of-use assets and lease liabilities as separate lines in the statement of financial position.

(a) Group as a lessee

Right-Of-Use Assets

The Group and the Company recognise right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less accumulated depreciation and impairment losses, and adjusted for any remeasurement of the lease liabilities except for leasehold land. Leasehold land are stated at their revalued amount, being the fair value at the date of revaluation, less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any, consistent with the accounting policy for property, plant and equipment as stated in Note 3.2. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Leasehold land	96 years
Building	2 years
Motor vehicles	5 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease Liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group and the Company use its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

6. LEASES (continued)

Material accounting policies (continued)

(a) Group as a lessee (continued)

Lease Liabilities (continued)

Short-term leases and leases of low-value assets

The Group and the Company elected to apply exemption to those short term leases in which the lease term is 12 months or less from the commencement date and without purchase option. Besides, exemption is also applied for the lease of low value assets. The lease payments incurred on the exempted leases are recognised as expenses on a straight-line basis over the lease term.

Lease term

The lease term includes non-cancellable period of a lease together with periods covered by:

- (a) an option to extend if the Group and the Company are reasonably certain to exercise the option.
- (b) an option to terminate if the Group and the Company are reasonably certain not to exercise the option.

Under some of the leases, the Group and the Company are offered with the option to extend the lease term for additional one to three years. The Group and the Company apply judgement in considering all relevant facts and circumstances that create an economic incentive to exercise the extension option or not to exercise the termination option, to evaluate whether it is reasonably certain that the option will be exercised. After the commencement date, the Group and the Company reassess the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise the option to renew or not to terminate.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

6. LEASES (continued)

Material accounting policies (continued)

(b) Group as a lessor

As a lessor, the Group determines whether a lease is finance lease or operating lease. The assessments are based on if the lease transfers substantially all the risks and rewards incidental to ownership of an underlying asset to them. Examples of indicators for finance lease are:-

- (a) Ownership is transferred at the end of lease term;
- (b) Purchase option is offered at a price that is expected to be sufficiently lower than the fair value at the date the option becomes exercisable;
- (c) The lease term is for the major part of the economic life of the underlying asset;
- (d) The present value of the lease payments amounts to at least substantially all of the fair value of the underlying asset; and
- (e) The underlying asset is of such a specialised nature that only the Group can use it.

Operating lease

Lease payments from operating lease are recognised as income by the Group on straight-line basis over the lease term of the lease. Initial direct costs incurred in obtaining the assets that are leased out are included in the carrying amount of the underlying assets, and the subsequent costs incurred is recognised as expense for the period of earning the income. Assets leased out under operating leases are presented on the statement of financial position according to the nature of the assets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

7. INVESTMENT PROPERTIES

Group

2025	Note	Freehold	Leasehold	Under construction		Total
		land and buildings (at valuation)	land and buildings (at valuation)	Building (at valuation)	Land (at valuation)	
		RM	RM	RM	RM	RM
As at 1 January 2025		78,243,295	8,770,000	7,251,027	13,835,908	108,100,230
Additions		-	-	-	4,961,066	4,961,066
Reclassification	(a)	8,751,097	-	(7,251,027)	(1,500,070)	-
Fair value measurement		3,093,548	294,000	-	703,096	4,090,644
As at 31 December 2025		90,087,940	9,064,000	-	18,000,000	117,151,940
2024						
As at 1 January 2024		75,764,488	8,520,000	-	13,835,908	98,120,396
Additions		-	-	7,251,027	-	7,251,027
Fair value measurement		2,478,807	250,000	-	-	2,728,807
As at 31 December 2024		78,243,295	8,770,000	7,251,027	13,835,908	108,100,230

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

7. INVESTMENT PROPERTIES (continued)

During the financial year, the following income/(expenses) were recognised in profit or loss for investment properties:

	Group	
	2025	2024
	RM	RM
Rental income	4,614,915	4,565,499
Direct operating expenses that generated rental income	(187,494)	(185,808)
	4,427,421	4,379,691

The Group has pledged investment properties with carrying amount of RM109,282,000 (2024: RM88,937,600) to licensed banks to secure banking facilities granted to the Group as referred to Note 20.

Investment properties of the Group are measured at fair value except for investment properties under construction which are measured at cost until either the fair value becomes reliably determinable or when construction is completed, whichever is earlier.

Revaluation of investment properties

On 31 December 2025, the investment properties of the Group were revalued by an independent qualified valuer, Ziyad Property Consultants (Kelantan) Sdn Bhd, registered with Board of Valuers, Appraisers, Estate Agents and Property Managers, Malaysia. The valuation was arrived at based on the Comparison Method of Valuation.

Fair value hierarchy information

	Group			
	Level 1	Level 2	Level 3	Total
2025	RM	RM	RM	RM
Land	-	74,602,733	-	74,602,733
Building	-	42,549,207	-	42,549,207
	-	117,151,940	-	117,151,940
2024				
Land	-	55,256,408	-	55,256,408
Building	-	52,843,822	-	52,843,822
	-	108,100,230	-	108,100,230

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

7. INVESTMENT PROPERTIES (continued)

Policy on transfer between levels

The fair value of an asset to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

Level 1 fair value

Level 1 fair value is derived from quoted price (unadjusted) in active markets for identical investment properties that the entity can assess at the measurement date.

Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the investment properties, either directly or indirectly.

Level 2 fair values of land and buildings have been generally derived using the sales comparison approach. Sales price of comparable properties in close proximity are adjusted for the differences in key attributes such as property size. The most significant input into this valuation approach is price per square foot of comparable properties.

Level 3 fair value

Level 3 fair value is estimated using unobservable inputs for the investment properties.

Material accounting policies

Investment properties are properties which are owned or held under a leasehold interest to earn rental income or for capital appreciation or both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment properties are initially measured at cost, including transaction costs and subsequently at fair value, representing open market value determined annually by external valuers or assessed by the Directors. Fair value is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific assets. If this information is not available, the Group will use alternative valuation method such as recent prices on less active markets or discounted cash flow projections. Changes in fair values are recognised in profit or loss for the period in which they arise.

Investment properties of the Group are measured at fair value except for investment properties under construction which are measured at cost until either the fair value becomes reliably determinable or when construction is completed, whichever is earlier.

The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

7. INVESTMENT PROPERTIES (continued)

Material accounting policies (continued)

Transfers are made to or from investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. For a transfer from owner-occupied property to investment property, the property is accounted for in accordance with the accounting policy for property, plant and equipment up to the date of change in use.

When an item of property, plant and equipment is transferred to investment property following a change in its use, any difference arising at the date of transfer between the carrying amount of the item immediately prior to transfer and its fair value is recognised directly in equity as a revaluation of property, plant and equipment. However, if a fair value gain reverses a previous impairment loss, the gain is recognised in profit or loss. Upon disposal of an investment property, any surplus previously recorded in equity is transferred to retained earnings, the transfer is not made through profit or loss.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES

	Note	Company 2025 RM	2024 RM
Unquoted shares, at cost			
Balance as at beginning of the financial year		30,034,358	30,034,358
Additions		4,000,000	-
Balance as at end of the financial year		<u>34,034,358</u>	<u>30,034,358</u>
Less: Accumulated impairment losses			
Balance as at beginning of the financial year		8,740,876	8,518,797
Impairment losses recognised during the financial year	(b)	-	222,079
Balance as at end of the financial year		<u>8,740,876</u>	<u>8,740,876</u>
Net carrying amount			
Balance as at end of the financial year		<u>25,293,482</u>	<u>21,293,482</u>

Details of subsidiary companies are as follows:-

Name of subsidiaries	Effective equity interest		Country of incorporation and principal place of business	Principal activities
	2025	2024		
Brite-Tech Corporation Sdn. Berhad	100%	100%	Malaysia	To provide a complete range of services and products in the field of water treatment, pollution control and fuel treatment as well as engineered and formulated chemical products for water clarification, wastewater treatment, minimizing wastewater sludge generation, steam generation system and cooling water system, and involved in property investment and rental of properties.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES (continued)

Details of subsidiary companies are as follows:- (continued)

Name of subsidiaries	Effective equity interest		Country of incorporation and principal place of business	Principal activities
	2025	2024		
Hooker Chemical Sdn. Berhad	100%	100%	Malaysia	To provide consultation, environmental impact studies, engineering design, construction, installation and commissioning of water purification, recycling and wastewater treatment
Rank Chemical Sdn. Berhad	100%	100%	Malaysia	To provide rental of portable ion-exchange resin columns and supply of institutional housekeeping chemicals, industrial maintenance chemicals and hotel amenities.
Spectrum Laboratories Sdn. Berhad	100%	100%	Malaysia	To provide analytical laboratory services such as effluent analysis, air and water quality analysis, soil analysis, food analysis and organics analysis; and to provide environmental monitoring services such as air and water quality monitoring, noise level monitoring, air emission monitoring and wastewater characteristic studies.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES (continued)

Details of subsidiary companies are as follows:- (continued)

Name of subsidiaries	Effective equity interest		Country of incorporation and principal place of business	Principal activities
	2025	2024		
Spectrum Laboratories (Johore) Sdn. Berhad	100%	100%	Malaysia	To provide analytical laboratory services such as effluent analysis, air and water quality analysis, soil analysis, food analysis and organics analysis; and to provide environmental monitoring services such as air and water quality monitoring, noise level monitoring, air emission monitoring and wastewater characteristic studies.
Spectrum Laboratories (Penang) Sdn. Berhad	100%	100%	Malaysia	To provide analytical laboratory services such as effluent analysis, air and water quality analysis, soil analysis, food analysis and organics analysis; and to provide environmental monitoring services such as air and water quality monitoring, noise level monitoring, air emission monitoring and wastewater characteristic studies.
Sincere United Sdn. Bhd.	70%	70%	Malaysia	To import and export chemical and other raw materials.
Tan Tech-Polymer Sdn. Bhd. (1)	60%	60%	Malaysia	To provide consultancy services and manufacturing of polymers and its related products.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

8. INVESTMENT IN SUBSIDIARY COMPANIES (continued)

Details of subsidiary companies are as follows:- (continued)

Name of subsidiaries	Effective equity interest		Country of incorporation and principal place of business	Principal activities
	2025	2024		
<u>Subsidiary company of Hooker Chemical Sdn. Berhad</u>				
Akva-Tek Sdn. Bhd.	51%	51%	Malaysia	Ceased operation.

(1) Not audited by CAS Malaysia PLT.

(a) Non-controlling interest

Proportion of equity interest held by non-controlling interests:

	2025	2024
	%	%
Sincere United Sdn. Bhd.	30	30
Tan Tech-Polymer Sdn. Bhd.	40	40
Akva-Tek Sdn. Bhd.	49	49

The non-controlling interests at the end of the reporting year comprise of the following:

	2025	2024
	RM	RM
Sincere United Sdn. Bhd.	171,164	164,996
Tan Tech-Polymer Sdn. Bhd.	762,407	745,463
Akva-Tek Sdn. Bhd.	(3,436)	(68)
	930,135	910,391

The summarised financial information of non-controlling interest is not presented as the non-controlling interest of the subsidiaries are not individually material to the Group.

(b) Impairment on investment in subsidiary companies

During the previous financial year, the management performed an impairment test on the investment in the subsidiaries as the subsidiaries have been making losses. Additional impairment losses has been recognised during the previous financial year as their recoverable amount is lower than the carrying amount of the investment.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

9. GOODWILL

	Group	
	2025	2024
	RM	RM
At cost		
Balance as at beginning and end of the financial year	5,678,772	5,678,772
Less: Accumulated impairment losses		
Balance as at beginning of the financial year	(5,678,772)	(5,678,772)
Impairment losses recognised during the financial year	-	-
At end of the financial year	(5,678,772)	(5,678,772)
Carrying amount	<u>-</u>	<u>-</u>

10. INVENTORIES

	Group	
	2025	2024
	RM	RM
At cost		
Laboratory supplies	130,759	117,765
Raw materials	447,437	405,404
Work-in-progress	5,152	1,690
Finished goods	282,944	230,113
	<u>866,292</u>	<u>754,972</u>
Recognised in profit or loss		
Inventories recognised as cost of sales	<u>2,640,023</u>	<u>3,279,728</u>

Material accounting policies

Inventories are stated at the lower of cost and net realisable value. Cost of raw materials comprises the costs of purchase plus the costs of bringing the inventories to their present location and condition. Cost of inventories are determined on a first-in-first-out basis. Cost of finished goods and work-in-progress includes raw materials, direct labour and appropriate proportion of production overheads. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

11. TRADE RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade receivables - gross	7,932,679	7,576,367	1,450,371	877,776
Less: Allowance for impairment losses	(467,835)	(262,020)	-	-
Trade receivables - net	<u>7,464,844</u>	<u>7,314,347</u>	<u>1,450,371</u>	<u>877,776</u>

The Group's and the Company's normal trade credit term range from 30 to 120 days (2024: 30 to 120 days). Other credit terms are assessed and approved on a case-by-case basis.

Movement in the allowance for impairment losses

The allowance account is used to record impairment losses. The creation and release of allowance for impaired receivables have been included in 'other operating expenses' in the profit or loss. Unless the Group and the Company are satisfied that recovery of the amount is possible, then the amount considered irrecoverable is written off against the receivable directly.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating, and coverage by letters of credit or other forms of credit insurance). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

During the financial year, the Group managed to collect some of the trade receivables which have been impaired in previous financial years. As a result, the allowance for impairment losses on trade receivables had been reversed during the financial year.

The movement in the allowance for impairment losses during the financial year are as follows:

Group

2025	Lifetime ECL RM	Credit impaired RM	Total RM
Balance as at beginning of the financial year	160,157	101,863	262,020
Provision for impairment losses	234,235	-	234,235
Reversal of allowance for impairment losses	(28,420)	-	(28,420)
Balance as at end of the financial year	<u>365,972</u>	<u>101,863</u>	<u>467,835</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

11. TRADE RECEIVABLES (continued)

Movement in the allowance for impairment losses (continued)

Group

2024	Lifetime ECL RM	Credit impaired RM	Total RM
Balance as at beginning of the financial year	177,373	101,863	279,236
Provision for impairment losses	134,302	-	134,302
Written off	(97,298)	-	(97,298)
Reversal of allowance for impairment losses	(54,220)	-	(54,220)
Balance as at end of the financial year	<u>160,157</u>	<u>101,863</u>	<u>262,020</u>

The allowance for impairment losses of trade receivables are those trade receivables that are individually impaired. These trade receivables are in significant difficulties and have defaulted on payments. They are not secured by any collateral or credit enhancement.

Based on the Group's and the Company's historical collection experience, the amounts of trade receivables presented on the statements of financial position represent the amount exposed to credit risk. The management believes that no additional credit risk beyond the amounts provided for collection losses is inherent in the net trade receivables.

The ageing of the receivables and allowance for impairment losses provided for above are as follows:

Group

2025	Gross carrying amount RM	Provision for impairment losses		Net balance RM
		ECL (Collectively assessed) RM	ECL (Individually assessed) RM	
Neither past due nor impaired	2,384,076	-	-	2,384,076
Past due 1 - 30 days	2,075,618	-	-	2,075,618
Past due 31 - 60 days	1,290,414	-	-	1,290,414
More than 60 days past due	2,059,208	(110,237)	(234,235)	1,714,736
	<u>7,809,316</u>	<u>(110,237)</u>	<u>(234,235)</u>	<u>7,464,844</u>
Credit Impaired				
More than 60 days past due	123,363	-	(123,363)	-
	<u>7,932,679</u>	<u>(110,237)</u>	<u>(357,598)</u>	<u>7,464,844</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

11. TRADE RECEIVABLES (continued)

The ageing of the receivables and allowance for impairment losses provided for above are as follows:
(continued)

Group

2024

	Gross carrying amount RM	Provision for impairment losses		Net balance RM
		ECL (Collectively assessed) RM	ECL (Individually assessed) RM	
Neither past due nor impaired	1,480,392	-	-	1,480,392
Past due 1 - 30 days	1,997,434	-	-	1,997,434
Past due 31 - 60 days	1,329,804	-	-	1,329,804
More than 60 days past due	2,666,874	(160,157)	-	2,506,717
	<u>7,474,504</u>	<u>(160,157)</u>	<u>-</u>	<u>7,314,347</u>
Credit Impaired				
More than 60 days past due	101,863	-	(101,863)	-
	<u>7,576,367</u>	<u>(160,157)</u>	<u>(101,863)</u>	<u>7,314,347</u>

Company

2025

Neither past due nor impaired	210,839	-	-	210,839
Past due 1 - 30 days	210,839	-	-	210,839
Past due 31 - 60 days	106,198	-	-	106,198
More than 60 days past due	922,495	-	-	922,495
	<u>1,450,371</u>	<u>-</u>	<u>-</u>	<u>1,450,371</u>

2024

Neither past due nor impaired	75,500	-	-	75,500
Past due 1 - 30 days	21,940	-	-	21,940
Past due 31 - 60 days	21,940	-	-	21,940
More than 60 days past due	758,396	-	-	758,396
	<u>877,776</u>	<u>-</u>	<u>-</u>	<u>877,776</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

12. OTHER RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other receivables	122,063	32,810	2,200	2,600
Less: Allowance for impairment losses	(1,500)	(11,500)	-	-
Other receivables - net	120,563	21,310	2,200	2,600
Deposits	432,981	347,748	31,200	21,200
Prepayments	58,308	66,915	-	-
Dividend receivable from subsidiary companies	-	-	2,532,000	2,522,000
	<u>611,852</u>	<u>435,973</u>	<u>2,565,400</u>	<u>2,545,800</u>

The movement in the allowance for impairment losses during the financial year are as follows:

	Group	
	2025 RM	2024 RM
Balance as at beginning of the financial year	11,500	15,100
Provision for impairment losses	-	10,000
Reversal of impairment losses *	(10,000)	(13,600)
Balance as at end of the financial year	<u>1,500</u>	<u>11,500</u>

* During the financial year, the Group managed to collect some of the other receivables which have been impaired in previous financial years. As a result, the allowance for impairment losses on other receivables had been reversed during the financial year.

13. AMOUNT DUE FROM/(TO) SUBSIDIARY COMPANIES

The amount due from/(to) subsidiary companies represented non-trade transactions which are unsecured, interest free and repayable on demand.

14. SHORT-TERM INVESTMENTS

Short-term investments represent deposits placement with investment fund management companies. The average effective interest rates of the short-term investments range from 0.17% to 3.76% (2024: 0.17% to 3.76%) on daily basis and are readily convertible to cash with insignificant risk of changes in value.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

15. FIXED DEPOSITS WITH LICENSED BANKS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits				
With maturity of 1 to 3 months	742,090	491,302	-	-
With maturity of more than 3 months	999,975	1,000,000	-	-
	<u>1,742,065</u>	<u>1,491,302</u>	<u>-</u>	<u>-</u>

The effective interest rates of the fixed deposits with licensed banks at the reporting date range from 1.75% to 4.50% (2024: 1.75% to 4.50%) per annum and with maturity period of 1 to 12 months (2024: 1 to 12 months).

16. SHARE CAPITAL

	Group and Company			
	2025 Number of shares (units)	2024 Number of shares (units)	2025 RM	2024 RM
Issued and paid up:				
Ordinary shares with no par value:				
Balance at the beginning and end of the financial year	<u>252,000,000</u>	<u>252,000,000</u>	<u>25,200,000</u>	<u>25,200,000</u>

Material accounting policies

An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities. Ordinary shares are equity instruments.

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Dividends on ordinary shares are recognised in equity in the period in which they are declared.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

17. REVALUATION RESERVE

Revaluation reserve are not available for distribution as dividends to the Company's shareholders.

The following are the movements of revaluation reserve:

	Group	
	2025	2024
	RM	RM
At beginning of the financial year	26,255,040	25,797,044
<u>Recognised in other comprehensive income:</u>		
Revaluation surplus (Note 5 and Note 6)	724,646	578,310
Less: Other comprehensive income attributable to non-controlling interest	(42,050)	-
Less: Deferred tax liability on revaluation surplus (Note 19)	(138,573)	(120,314)
Revaluation surplus, net of tax	544,023	457,996
At end of the financial year	<u>26,799,063</u>	<u>26,255,040</u>
Revaluation surplus recognised in other comprehensive income attributable to:		
- Owners of the Company	544,023	457,996
- Non controlling interest	42,050	-
	<u>586,073</u>	<u>457,996</u>

18. RETAINED EARNINGS

The entire retained earnings of the Company as at 31 December 2025 and 31 December 2024 may be distributed as dividends under the single tier system.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

19. DEFERRED TAXATION

Deferred tax liabilities, net

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
As at beginning of the financial year	5,472,704	5,446,920	1,386	1,386
Recognised in profit or loss (Note 27)	302,600	(94,530)	692	-
Recognised in other comprehensive income (Note 17)	138,573	120,314	-	-
As at end of the financial year	<u>5,913,877</u>	<u>5,472,704</u>	<u>2,078</u>	<u>1,386</u>

Deferred tax liabilities comprise of:

Revaluation surplus arise from properties	1,612,007	1,465,232	-	-
Fair value adjustment of investment properties	3,463,968	3,070,523	-	-
Excess of capital allowances over corresponding depreciation	872,734	951,561	2,078	1,386
Other temporary difference	(34,832)	(14,612)	-	-
	<u>5,913,877</u>	<u>5,472,704</u>	<u>2,078</u>	<u>1,386</u>

Unrecognised deferred tax assets

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

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Temporary difference	13,664	10,740	12,135	9,253
Unabsorbed capital allowances	5,500	5,500	-	-
Unutilised tax losses	1,667,737	1,656,065	-	-
	<u>1,686,901</u>	<u>1,672,305</u>	<u>12,135</u>	<u>9,253</u>

Unrecognised deferred tax assets at 24% (2024: 24%)

	<u>404,856</u>	<u>401,353</u>	<u>2,912</u>	<u>2,221</u>
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NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

19. DEFERRED TAXATION (continued)

Unrecognised deferred tax assets (continued)

The unabsorbed capital allowances can be carried forward indefinitely, and unutilised tax losses can be carried forward for a maximum period of seven (7) consecutive years of assessment ("YA") effective from year 2019 and it can only be utilised against income from the same business source. Pursuant to Section 8 of the Finance Act 2021, the unutilised tax losses is allowed to be carried forward for a period of maximum of ten (10) consecutive years of assessment. Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profits will be available against which the Group and the Company can utilise the benefits. The availability of unabsorbed capital allowances and unutilised tax losses for offsetting against future taxable profits of the respective companies within the Group and the Company are subject to requirements under the Income Tax Act, 1967 and guidelines issued by the tax authority, as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Utilisation period				
Indefinite	19,164	16,240	12,135	9,253
Expired by YA 2028	1,448,395	1,448,395	-	-
Expired by YA 2029	150,764	150,764	-	-
Expired by YA 2032	56,254	55,740	-	-
Expired by YA 2033	947	947	-	-
Expired by YA 2034	219	219	-	-
Expired by YA 2035	11,158	-	-	-
	<u>1,686,901</u>	<u>1,672,305</u>	<u>12,135</u>	<u>9,253</u>

Material accounting policies

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except for the deferred tax liability that arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

19. DEFERRED TAXATION (continued)

Material accounting policies (continued)

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

20. LOAN AND BORROWINGS

	Group	
	2025	2024
	RM	RM
Current		
Islamic term financing		
- Term loans (secured)	1,995,762	1,793,839
Conventional financing		
- Bank overdrafts (secured)	99,693	127,940
- Term loans (secured)	361,279	340,375
	<u>2,456,734</u>	<u>2,262,154</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

20. LOAN AND BORROWINGS (continued)

		Group	
		2025	2024
		RM	RM
Non-current			
Islamic term financing			
- Term loans (secured)		33,798,412	34,565,341
Conventional financing			
- Term loans (secured)		22,777,027	19,168,944
		<u>56,575,439</u>	<u>53,734,285</u>
Total			
Islamic term financing			
- Term loans (secured)	(b)	35,794,174	36,359,180
Conventional financing			
- Bank overdrafts (secured)	(a)	99,693	127,940
- Term loans (secured)	(b)	23,138,306	19,509,319
		<u>59,032,173</u>	<u>55,996,439</u>

Rates of interest charged per annum:

		Group	
		2025	2024
		%	%
Conventional financing			
- Bank overdrafts	BLR + 1.50%		BLR + 1.50%
- Term loans	BLR - 2.00% p.a to 2.30% p.a	BLR - 2.00% p.a to 2.30% p.a	
Islamic term financing			
- Term loans	<u>IFR - 2.10% p.a to 2.30% p.a</u>	<u>IFR - 2.10% p.a to 2.30% p.a</u>	

(a) Bank overdrafts

These facilities are secured by the following:

- (i) corporate guarantee by the Company; and
- (ii) joint and several guarantees by certain directors of a subsidiary company.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

20. LOAN AND BORROWINGS (continued)

(b) Term loans

Term loans are repayable as follows:

	Group	
	2025	2024
	RM	RM
- Less than one year	2,357,041	2,134,214
- Later than one year and not later than five years	12,131,105	48,749,558
- More than five years	44,444,334	4,984,727
	58,932,480	55,868,499

These facilities are secured by the following:

- (i) legal charge over assets of the Group as disclosed in Note 5, Note 6 and Note 7;
- (ii) corporate guarantee by the Company; and
- (iii) joint and several guarantees by certain directors of subsidiary companies.

Material accounting policies

Borrowings are recognised initially at fair value, net of transaction costs incurred with any difference between the initial fair value and proceeds (net of transaction costs) being charged to profit or loss at initial recognition. In subsequent periods, borrowings are stated at amortised cost using the effective interest method with the difference between the initial fair value and the redemption value is recognised in the profit or loss over the period of the borrowings.

Profit, interest, dividends, losses and gains relating to a financial instrument, or a component part, classified as a liability is reported within finance cost in the profit or loss.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the financial position date.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

21. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade payables	957,649	810,356	-	-
Add:				
Other payables	2,112,384	727,358	52,445	12,727
Accruals	1,282,253	1,471,372	139,887	154,336
Deposits received	1,635,288	1,334,699	-	-
	<u>5,029,925</u>	<u>3,533,429</u>	<u>192,332</u>	<u>167,063</u>
Total trade and other payables	<u>5,987,574</u>	<u>4,343,785</u>	<u>192,332</u>	<u>167,063</u>
Total financial liabilities carrying at amortised costs	<u>5,987,574</u>	<u>4,343,785</u>	<u>192,332</u>	<u>167,063</u>

The trade payables are non-interest bearing and the normal trade credit term granted to the Group ranges from 60 to 90 days (2024: 60 to 90 days).

22. AMOUNT DUE TO DIRECTORS

The amount due to Directors represented advance from Directors which are unsecured, interest free and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

23. REVENUE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trading sales and services	25,966,239	24,703,652	-	-
Dividend income from subsidiaries	-	-	6,532,000	2,672,000
Management fee income	-	-	2,472,521	2,042,508
Rental of properties	4,620,915	4,094,439	-	-
	<u>30,587,154</u>	<u>28,798,091</u>	<u>9,004,521</u>	<u>4,714,508</u>
Timing and recognition:				
- At a point in time	25,966,239	24,703,652	6,532,000	2,672,000
- Over time	4,620,915	4,094,439	2,472,521	2,042,508
	<u>30,587,154</u>	<u>28,798,091</u>	<u>9,004,521</u>	<u>4,714,508</u>

The following is a description of the principal activities - separated by reportable segments - from which the Group generates its revenue. For more detailed information about reportable segments, refer Note 36, as disclosed in the financial statements.

i. Environmental products and services

Revenue for environmental products are recognised at point in time when the products are delivered and accepted by the customers at their premise. For environmental services, revenue is recognised upon services performed. Credit period of 30 to 120 days from invoice date is given for both environmental products and services.

ii. System equipment and ancillary products

Revenue is recognised at point in time when the products are delivered and accepted by the customer at its premise. The term of payment is generally within 30 to 120 days from invoice date.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

23. REVENUE (continued)

iii. Investments

This includes management fee income charged on the subsidiaries and rental of properties. The Company recognises management fee income on an accrual basis when service is rendered while the Group recognises rental income on a straight-line basis over the term of the tenancy agreement subject to revision of rental rate. Both is billed on a monthly basis. Credit period in range of 30 to 120 days from invoice date is given to the subsidiaries and customers.

The Group and the Company do not have performance obligations that are unsatisfied for contract as at reporting date.

In general, the Group's contracts do not have a financing components as the period between the transfer of the promised goods or services to the customers and payments by the customers do not differ substantially.

Material accounting policies

Revenue recognition and other income

Revenue is measured at fair value of consideration received or receivable. The following describes the performance obligation in contracts with customers:-

(a) Sale of goods and services

Revenue from sales of goods is recognised at point in time when the customer obtains control of goods, which is generally at the time of delivery. Revenue is measured at the fair value of the consideration received or receivables, net of discounts and taxes applicable to the revenue. Revenue from services is recognised upon services rendered.

(b) Contract income

Revenue from contract income is recognised at point in time when the control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group and the Company expect to be entitled in exchange for those goods or services. The Group and the Company have generally concluded that they are the principal in its revenue arrangements because its typically control the goods and services before transferring them to the customer.

(c) Dividend income

Dividend income is recognised when the shareholders' rights to receive payment is established.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

23. REVENUE (continued)

Material accounting policies (continued)

(d) Interest income

Interest income is recognised as it accrues, taking into account the principal outstanding and the effective rate over period of maturity.

(e) Management fee

Management fee is recognised on an accrual basis when service is rendered.

(f) Rental income

Rental income is recognised on a straight-line basis over the term of the tenancy agreement subject to revision of rental rate.

24. FINANCE INCOME

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Interest income on:				
Bank interest	4,234	6,206	483	-
Short-term investments	687,153	588,366	15,096	45,647
Fixed deposit interest	52,439	67,504	-	-
	743,826	662,076	15,579	45,647

25. FINANCE COSTS

	Group	
	2025 RM	2024 RM
Profit on Islamic term financing:		
- Term loans	1,641,968	1,767,831
Interest expenses on conventional financing:		
- Lease liabilities	16,545	21,942
- Overdrafts	23,427	12,438
- Term loans	855,190	658,867
	2,537,130	2,461,078

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

26. PROFIT BEFORE TAXATION

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation is arrived at after charging/(crediting):					
Auditors' remuneration:					
- statutory audit		114,800	105,000	40,000	40,000
- other auditors		7,000	7,000	-	-
- non-audit services		15,000	15,000	15,000	15,000
Depreciation on:					
- property, plant and equipment	5	1,418,659	1,363,715	2,524	1,993
- right-of-use assets	6	84,756	113,418	-	-
Directors' fee	29	400,400	375,000	388,400	351,000
Directors' non-fee emoluments	29	1,362,916	1,206,046	1,265,030	1,064,773
Impairment losses on:					
- investment in subsidiary companies	8	-	-	-	222,079
- trade receivables	11	234,235	134,302	-	-
- other receivables	12	-	10,000	-	-
Property, plant and equipment written off					
		12,244	1,127	-	-
Rental of equipment	6	20,617	17,688	-	-
Fair value gain on investment properties					
	7	(4,090,644)	(2,728,807)	-	-
Reversal of allowance for impairment losses on:					
- trade receivables	11	(28,420)	(54,220)	-	-
- other receivables	12	(10,000)	(13,600)	-	-
Gain on derecognition of lease					
	6	(308)	(169)	-	-
Reversal of bad debt written off					
		(7,456)	-	-	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

26. PROFIT BEFORE TAXATION (continued)

	Note	Group		Company	
		2025 RM	2024 RM	2025 RM	2024 RM
Profit before taxation is arrived at after charging/(crediting) (continued):					
Dividend income from subsidiary companies	23	-	-	(6,532,000)	(2,672,000)
(Gain)/loss on foreign exchange:					
- realised		(2,322)	-	-	-
- unrealised		-	2,039	-	-
Gain on disposal of:					
- other property, plant and equipment		-	(10,000)	-	-
Management fee income	23	-	-	(2,472,521)	(2,042,508)
Rental income		-	(519,060)	-	-

27. TAXATION

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Current income tax:				
Provision for current financial year	2,358,235	2,376,186	59,220	83,031
Over/(Under) provision in prior year	74,436	104,541	(20,602)	14,599
	<u>2,432,671</u>	<u>2,480,727</u>	<u>38,618</u>	<u>97,630</u>
Deferred taxation (Note 19):				
Recognised in profit or loss	306,142	125,822	692	-
Underprovision in prior year	(3,542)	(220,352)	-	-
	<u>302,600</u>	<u>(94,530)</u>	<u>692</u>	<u>-</u>
Tax expenses for the current financial year	<u>2,735,271</u>	<u>2,386,197</u>	<u>39,310</u>	<u>97,630</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

27. TAXATION (continued)

Domestic current income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated assessable profit for the year.

The reconciliation of income tax expense applicable to the profit 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:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit before tax	13,371,461	11,667,027	6,665,350	2,537,541
At statutory income tax rate of 24% (2024: 24%)	3,209,151	2,800,086	1,599,684	609,010
Non-deductible expenses for tax purposes	1,775,005	875,342	31,531	89,714
Non-taxable income	(2,158,361)	(1,036,186)	(1,571,303)	(615,741)
Deferred tax assets not recognised	6,463	324	-	48
Differential in tax rate	(569,528)	(403,900)	-	-
Deferred tax arising from gain on fair value adjustment of investment properties	409,064	272,881	-	-
Crystallisation of deferred tax liabilities arose from revaluation surplus	(7,417)	(6,539)	-	-
Underprovision in prior year:				
- Current tax	74,436	104,541	(20,602)	14,599
- Deferred tax	(3,542)	(220,352)	-	-
Tax expenses for the current financial year	2,735,271	2,386,197	39,310	97,630

Material accounting policies

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

28. EMPLOYEES BENEFIT EXPENSES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Salaries, bonuses, incentives, overtime, commissions and allowances	6,026,116	6,149,782	1,686,730	1,445,600
Pension costs: defined contribution plans	784,089	824,041	154,522	132,082
Social security costs	86,380	87,836	3,981	3,531
	<u>6,896,585</u>	<u>7,061,659</u>	<u>1,845,233</u>	<u>1,581,213</u>

Employees benefit expenses including the aggregate amount of emoluments received and receivable by the Directors of the Group and of the Company during the financial year.

Material accounting policies

Short term employee benefits

Wages, salaries, social security contributions, paid annual leave, paid sick leave, bonuses and non-monetary benefits are recognised as expense in the financial year in which the associated services are rendered by employees of the Group and of the Company. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

Defined contribution plans

The contributions are charged as an expense in the financial year in which the employees render their services. As required by law, the Group and the Company make such contributions to the Employees Provident Fund ("EPF").

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

29. DIRECTORS' REMUNERATION

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Directors of the Company				
<u>Executive Directors:</u>				
Remuneration	887,200	814,800	887,200	814,800
Pension costs: defined contribution plans	135,252	113,832	135,252	113,832
Social security costs	2,678	2,341	2,678	2,341
Bonus	239,900	133,800	239,900	133,800
Fees	278,400	261,000	278,400	261,000
<u>Non-executive Directors:</u>				
Fees	110,000	90,000	110,000	90,000
	<u>1,653,430</u>	<u>1,415,773</u>	<u>1,653,430</u>	<u>1,415,773</u>
Directors of a subsidiary company				
<u>Executive Directors:</u>				
Remuneration	86,701	129,478	-	-
Pension costs: defined contribution plans	9,792	10,599	-	-
Social security costs	1,393	1,196	-	-
Fees	12,000	24,000	-	-
	<u>109,886</u>	<u>165,273</u>	<u>-</u>	<u>-</u>
Total directors' remuneration	<u>1,763,316</u>	<u>1,581,046</u>	<u>1,653,430</u>	<u>1,415,773</u>

The estimated money value of benefits-in-kind received by the directors of the Group amounted to RM39,600 (2024: RM39,600).

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

30. EARNINGS PER SHARE

(a) Basic earnings per share

The basic earnings per share for the financial year has been calculated based on the Group's net profit attributable to owners of the Company for the financial year and the weighted average number of ordinary shares in issue during the financial year.

	Group	
	2025	2024
	RM	RM
Profit attributable to the owners of the Company (RM)	10,658,496	9,272,417
Weighted average number of shares in issue	252,000,000	252,000,000
Basic earnings per share (sen)	4.23	3.68

(b) Diluted earnings per share

The diluted earnings per ordinary share of the Group is similar to the basic earnings per ordinary share as the Group has no potential dilutive ordinary shares for the current and previous financial years. The Group does not have outstanding warrant and option which may dilute its basis earnings per ordinary share.

31. DIVIDENDS

Dividends declared and paid in respect of the current financial year are as follows:

	Group and Company	
	2025	2024
	RM	RM
Paid		
In respect of the financial year ended 31 December 2024:		
Final single tier dividend of 1.00 sen per ordinary share	2,520,000	-
In respect of the financial year ended 31 December 2023:		
Final single tier dividend of 1.00 sen per ordinary share	-	2,520,000
	2,520,000	2,520,000

The final ordinary dividend recommended by the Directors in respect of the financial year ended 31 December 2025 is 1.00 sen per ordinary share totalling RM2,520,000, is subject to shareholders' approval at the forth coming Annual General Meeting of the Company. The financial statements for the current financial year do not reflect this proposed dividend. Such dividend, if approved by the shareholders, will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2026.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

32. PURCHASE OF PROPERTY, PLANT AND EQUIPMENT, RIGHT-OF-USE ASSETS AND INVESTMENT PROPERTIES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cost of property, plant and equipment purchased	1,298,082	1,864,196	12,060	-
Cost of right-of-use asset purchased	9,904	139,264	-	-
Cost of investment properties purchased	4,961,066	7,251,027	-	-
Amount financed through loan and borrowings	(4,961,066)	(7,251,027)		
Amount financed through lease liabilities	(9,904)	(139,264)	-	-
Cash disbursed for purchase of property, plant and equipment, right-of-use assets and investment properties	1,298,082	1,864,196	12,060	-

33. RELATED PARTY DISCLOSURES

(a) Identities of related parties

A party is related to an entity if:-

- (i) directly, or indirectly through one or more intermediaries, the party:-
 - controls, is controlled by, or is under common control with, the entity (this includes parents, subsidiaries and fellow subsidiaries);
 - has an interest in the entity that gives it significant influence over the entity; or
 - has joint control over the entity;
- (ii) the party is an associated of the entity;
- (iii) the party is a joint venture in which the entity is a venturer;
- (iv) the party is a member of the key management personnel of the entity or its parent;
- (v) the party is a close member of the family of any individual referred to in (i) or (iv);
- (vi) the party is an entity that is controlled, joint controlled or significantly influenced by, or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (iv) or (v);
- (vii) the party is a post-employment benefit plan for the benefit of employees of the entity, or of any entity that is a related party of the entity; or
- (viii) the party it is a part provides key management personnel services to the reporting entity or to the parent of the reporting entity.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

33. RELATED PARTY DISCLOSURES (continued)

Close members of the family of an individual are those family members who may be expected to influence, or be influenced by, that individual in their dealings with entity.

The Group and the Company have related party relationships with its directors, key management personnel and entities within the same group of companies.

- (a) In addition to the information detailed elsewhere in the financial statements, the Company carried out the following transactions with its related parties during the financial year:

	Company	
	2025	2024
	RM	RM
<u>Subsidiaries</u>		
Dividend income received/receivable (Note 23)	6,532,000	2,672,000
Management fees (Note 23)	2,472,521	2,042,508
	<u>6,532,000</u>	<u>2,672,000</u>

- (b) The key management personnel comprised mainly Executive Directors of the Company whose remuneration are disclosed in Note 29.

The Directors of the Company are of the opinion that the related party transactions have been entered into the normal course of business on an arm's length basis and have established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties.

34. CAPITAL COMMITMENT

As at the financial year end, the Group has the following capital commitment:

	Group	
	2025	2024
	RM	RM
Approved and contracted for:		
Investment properties	992,213	6,615,000
	<u>992,213</u>	<u>6,615,000</u>
Approved but not contracted for:		
Investment properties	34,954,000	33,170,000
	<u>34,954,000</u>	<u>33,170,000</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

35. FINANCIAL GUARANTEE CONTRACTS

	Company	
	2025	2024
	RM	RM
Unsecured:-		
Corporate guarantee given to financial institutions for loan and borrowings facilities granted to subsidiary companies	<u>59,032,173</u>	<u>55,996,439</u>

The Company has assessed the financial guarantee contracts and concluded that the financial impact of the guarantees is not material as the repayment is on schedule. Therefore, no financial liabilities have been accounted for in the financial statements.

36. SEGMENT INFORMATION

The Board of Directors is the Group's chief operating decision maker. For management purposes, the segment information is presented in respect of the Group's business segments. The primary format, business segment, is based on the Group's management and internal reporting structure. No geographical segmental information is presented as the business segments are principally operated in Malaysia only.

Segment revenues, expenses and result included transfers between segments. The prices charged on intersegment transactions are at an arm's length transactions and not materially different for similar goods to parties outside of the economic entity. These transfers are eliminated on consolidation.

Segment assets principally comprise all assets and segment liabilities principally comprise all liabilities.

The Group comprises the following main business segments:

Environmental products and services	To provide a complete and integrated range of services and products in the field of water treatment as well as engineered and formulated chemical products for water and wastewater treatment; and to provide analytical laboratory and environmental monitoring services.
System equipment and ancillary products	To provide consultation, engineering design, construction, installation and commissioning of water purification, water recycling and wastewater treatment systems; and to provide rental of portable ion-exchange resin columns as well as supply of chemicals and consumer products.
Investments	Investments, rental of properties, management and other operations.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

36. SEGMENT INFORMATION (continued)

Segment turnover, profit before taxation and the assets employed are as follows:

Group 2025	Environmental Products and Services RM	System Equipment and Ancillary Products RM	Investments RM	Eliminations RM	Total RM
Revenue					
External customers	22,699,457	3,266,782	4,620,915	-	30,587,154
Inter-segment	180,101	11,328	9,167,721	(9,359,150)	-
Total revenue	<u>22,879,558</u>	<u>3,278,110</u>	<u>13,788,636</u>	<u>(9,359,150)</u>	<u>30,587,154</u>
Results					
Segment results					
(external)	5,856,115	674,984	15,404,451	(6,770,785)	15,164,765
Finance income	632,629	95,618	15,579	-	743,826
Finance costs	(115,685)	-	(2,421,445)	-	(2,537,130)
Profit before taxation	6,373,059	770,602	12,998,585	(6,770,785)	13,371,461
Tax expense	(1,639,636)	(139,848)	(955,787)	-	(2,735,271)
Profit after taxation	4,733,423	630,754	12,042,798	(6,770,785)	10,636,190
Non-controlling interests	22,306	-	-	-	22,306
Net profit attributable to owners of the Company	<u>4,755,729</u>	<u>630,754</u>	<u>12,042,798</u>	<u>(6,770,785)</u>	<u>10,658,496</u>
Other information					
Segment assets	44,988,370	5,878,965	129,969,829	(4,048,015)	176,789,149
Segment liabilities	17,354,167	953,664	57,133,475	(3,736,525)	71,704,781
Capital expenditure	1,227,558	70,524	4,961,067	-	6,259,149
Depreciation	1,338,113	82,315	2,524	80,463	1,503,415
Non-cash income/ (expense) other than depreciation	4,005,790	(154,597)	-	(159,317)	3,691,876

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

36. SEGMENT INFORMATION (continued)

Segment turnover, profit before taxation and the assets employed are as follows: (continued)

Group 2024	Environmental Products and Services RM	System Equipment and Ancillary Products RM	Investments RM	Eliminations RM	Total RM
Revenue					
External customers	21,877,063	2,826,589	4,094,439	-	28,798,091
Inter-segment	193,133	48,794	2,196,108	(2,438,035)	-
Total revenue	22,070,196	2,875,383	6,290,547	(2,438,035)	28,798,091
Results					
Segment results					
(external)	8,867,704	799,974	6,481,396	(2,683,045)	13,466,029
Finance income	525,239	91,190	45,647	-	662,076
Finance costs	(243,212)	(54,877)	(2,162,989)	-	(2,461,078)
Profit before taxation	9,149,731	836,287	4,364,054	(2,683,045)	11,667,027
Tax expense	(2,283,520)	(21,166)	(97,629)	16,118	(2,386,197)
Profit after taxation	6,866,211	815,121	4,266,425	(2,666,927)	9,280,830
Non-controlling interests	(8,413)	-	-	-	(8,413)
Net profit attributable to owners of the Company	6,857,798	815,121	4,266,425	(2,666,927)	9,272,417
Other information					
Segment assets	49,169,532	8,471,182	105,680,003	(150,860)	163,169,857
Segment liabilities	11,436,691	1,580,798	53,546,120	224,143	66,787,752
Capital expenditure	1,959,700	43,760	7,251,027	-	9,254,487
Depreciation	1,319,553	78,656	1,992	76,932	1,477,133
Non-cash income other than depreciation	325,135	84,025	2,430,000	(156,193)	2,682,967

Major customer

During current and prior financial years, there was no customer with revenue equal to or more than 10% of Group revenue.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's and the Company's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's and of the Company's businesses whilst managing its risks.

The Group and the Company are exposed to financial risk arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk and foreign currency risk.

The main areas of the financial risks faced by the Group and the Company and the policy in respect of the major areas of treasury activity are set out as follows:

37.1 Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk mainly arises from its receivables below. For bank balances, the Group and the Company minimise credit risk by dealing exclusively with reputable financial institution.

The Group assessed ECL for trade receivables based on two different approaches, namely collective assessment and individual debtor assessment.

37.1.1 Collective approach

To measure the expected credit losses under the collective approach, trade and other receivables and contract assets have been grouped based on shared credit risk characteristics and number of days past due. The expected loss rates are developed based on the historical credit loss rates. The historical loss rates are further adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

The Group has identified (i) internal credit rating and (ii) actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the debtor's ability to meet its obligation to be the most relevant factors, and accordingly adjust the historical loss rates based on expected changes in these factors.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.1 Credit risk (continued)

37.1.2 Individual debtor assessment

The Group applies individual debtor assessment for debtors with different risk characteristics, where the credit risk information of these debtors is obtained and monitored individually. The Group assesses the lifetime ECL when takes into consideration as follows:

- PD - Probability of default
The likelihood that the borrower cannot pay during the contractual period
- LGD - Loss given default
Percentage of contractual cash flows that will not be collected if default happens
- EAD - Exposure at default
Outstanding amount that is exposed to default risk

The Group has taken into account the probability-weighted recoverable amount determined via the evaluation of a range of possible outcomes. In deriving the PD and LGD, the Group considers historical data of each debtor by category and adjusts for forward-looking macroeconomic data. The Group has identified the industry and geographical area which the debtor operates in, to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs. No significant changes to estimation techniques or assumptions were made during the reporting period.

(a) Trade receivables

Credit risk is minimised by monitoring the financial standing of the debtors on an ongoing concern basis through the review of receivables ageing.

The maximum exposure to credit risk is disclosed in Note 11, representing the carrying amount of the trade receivables recognised on the statement of financial position.

(b) Other receivables

Credit risk is minimised by monitoring the financial standing of the debtors on an ongoing concern basis. The maximum exposure to credit risk is disclosed in Note 12, representing the carrying amount of the other receivables recognised on the statement of financial position.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.1 Credit risk (continued)

(c) Cash and cash equivalents (including fixed deposits)

The cash and cash equivalents are held with banks and financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

These banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

(d) Advances to subsidiary companies

The Company provides unsecured advances to its subsidiary companies and monitors the results of the related companies regularly. The maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position. As at 31 December 2025, the Company had not provided allowance for impairment loss in the view that the subsidiary companies will be able to pay back the advances in the future.

(e) Financial guarantees contracts

The Company provides unsecured financial guarantees to financial institutions in respect of banking facilities granted to certain subsidiaries and the default is remote. The maximum exposure to credit risk and the liquidity and cash flow risk is disclosed in Note 35 and Note 37.3 respectively, representing the outstanding banking facilities of the subsidiaries as at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.2 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises two types of risk: interest rate risk and currency risk. Financial instruments affected by market risk include loans and borrowings, deposits, debt and equity investments and derivative financial instruments.

37.2.1 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of the changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises mainly from interest-bearing financial assets and liabilities. Interest-bearing financial assets includes fixed deposits with licensed banks and short-term investments. Interest-bearing liabilities includes term loans, lease liabilities and bank overdrafts.

The excess funds of the Group and of the Company are invested in bank deposits and other short term instruments. The Group and the Company manage their liquidity risks by placing such excess funds on short term maturities to match its cash flow needs. If interest deposit rates increased/decreased by 50 basis points, interest income of the Group and of the Company for the financial year would increase/decrease by RM112,238 (2024: RM99,075) and RM453 (2024: RM5,377), respectively, and the Group's and Company's equity would increase/decrease by RM85,301 (2024: RM75,297) and RM344 (2024: RM4,087).

The term loans and bank overdrafts are at floating rates expose the Group to cash flow interest rate risk whilst finance lease liabilities at fixed rates expose the Group to fair value interest rate risk.

The interest rates per annum on the lease liabilities, term loans and bank overdrafts are disclosed in Note 6 and Note 20 respectively.

The Group adopts a strategy of mixing fixed and floating rate borrowing to minimise exposure to interest rate risk. The Company also reviews its debt portfolio to ensure favourable rates are obtained.

Sensitivity analysis for interest rate risk

If the interest rate had been 100 basis point higher/lower and all other variables held constant, the Group's profit before taxation would decrease/increase by approximately RM590,322 (2024: RM559,964) as a result of exposure to floating rate borrowings.

If the interest rate had been 100 basis point higher/lower and all other variables held constant, the Group's equity would decrease/increase by approximately RM448,645 (2024: RM425,573) as a result of exposure to floating rate borrowings.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.2 Market risk (continued)

37.2.2 Foreign currency risk

Transactions in currencies other than the Group's and the Company's functional currency ("foreign currencies") are recorded in the functional currency using the exchange rates prevailing at the dates of the transactions. At each reporting date, monetary items denominated in foreign currencies are translated at the rates prevailing on the reporting date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not translated. Exchange differences arising on the settlement of monetary items, and on the translation of monetary items, are included in profit or loss for the period. Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised directly in equity.

The Group is not significantly exposed to foreign currency risk as the majority of the Group's transactions, assets and liabilities are denominated in Ringgit Malaysia. The currencies giving rise to this risk are primarily United States Dollar ("USD") and Euro Dollar ("EURO").

Foreign currency exposures in transactional currencies other than functional currencies are kept to an acceptable level. The Group has not entered into any derivative financial instruments such as forward foreign exchange contracts.

The net unhedged financial assets/(liabilities) of the Group at year end that are not denominated in Ringgit Malaysia are as follows:

Group

	USD RM	EURO RM	Others RM	Total RM
2025				
Cash and bank balances	1,282	10,183	10,059	21,524
Trade payables	(40,922)	-	-	(40,922)
	<u>(39,640)</u>	<u>10,183</u>	<u>10,059</u>	<u>(19,398)</u>
2024				
Cash and bank balances	1,282	10,183	10,059	21,524
Trade payables	(43,205)	-	-	(43,205)
	<u>(41,923)</u>	<u>10,183</u>	<u>10,059</u>	<u>(21,681)</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.2 Market risk (continued)

37.2.2 Foreign currency risk (continued)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity analysis of the Group's pre-tax profit to a reasonably possible change in the USD, EURO and others exchange rates against the respective functional currencies of the Group, with all other variables held constant.

Group		Impact to profit or loss	2025 RM	2024 RM
USD/RM	- strengthen 1%	Increase	(3,964)	(4,192)
	- weakened 1%	Decrease	3,964	4,192
EURO/RM	- strengthen 1%	Increase	1,018	1,018
	- weakened 1%	Decrease	(1,018)	(1,018)
Others/RM	- strengthen 1%	Increase	1,006	1,006
	- weakened 1%	Decrease	(1,006)	(1,006)
Group		Impact to equity	2025 RM	2024 RM
USD/RM	- strengthen 1%	Increase	(3,964)	(4,192)
	- weakened 1%	Decrease	3,964	4,192
EURO/RM	- strengthen 1%	Increase	1,018	1,018
	- weakened 1%	Decrease	(1,018)	(1,018)
Others/RM	- strengthen 1%	Increase	1,006	1,006
	- weakened 1%	Decrease	(1,006)	(1,006)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.3 Liquidity and cash flow risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group and the Company manage liquidity risk by maintaining sufficient cash. In addition, the Group and the Company maintain bank facilities such as working capital lines deemed adequate by the management to ensure it will have sufficient liquidity to meet its liabilities when they fall due.

The following table sets out the maturity profile of the financial liabilities as at the end of the reporting period based on undiscounted contractual cash flows.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.3 Liquidity and cash flow risk (continued)

Group	2025	Carrying amount RM	Contractual interest rate %	Contractual cash flow RM	Not later than 1 year RM	Later than 1 year but not later than 5 years RM	More than 5 years RM
Trade and other payables	5,987,574	-	5,987,574	5,987,574	-	-	-
Amount due to directors	2,109	-	2,109	2,109	-	-	-
Bank overdrafts	99,693	8.32	99,693	99,693	-	-	-
Conventional term loans	23,138,306	4.27 - 4.89	37,741,024	1,361,316	5,445,264	30,934,444	
Islamic term financing	35,794,174	4.42 - 4.79	46,665,313	3,278,520	15,268,661	28,118,132	
Lease liabilities	233,792	2.12 - 5.56	249,034	123,971	125,063	-	
	<u>65,255,648</u>		<u>90,744,747</u>	<u>10,853,183</u>	<u>20,838,988</u>	<u>59,052,576</u>	
2024							
Trade and other payables	4,343,785	-	4,343,785	4,343,785	-	-	-
Amount due to directors	8,554	-	8,554	8,554	-	-	-
Bank overdraft	127,940	8.32	127,940	127,940	-	-	-
Conventional term loans	19,509,319	4.37 - 4.89	21,133,629	755,390	16,126,232	4,252,007	
Islamic term financing	36,359,180	4.42 - 4.79	47,971,661	3,209,604	40,193,347	4,568,710	
Lease liabilities	365,290	2.12 - 5.56	396,928	145,668	251,260	-	
	<u>60,714,068</u>		<u>73,982,497</u>	<u>8,590,941</u>	<u>56,570,839</u>	<u>8,820,717</u>	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.3 Liquidity and cash flow risk (continued)

Company	Carrying amount RM	Contractual interest rate %	Contractual cash flow RM	Not later than 1 year RM	Later than 1 year but not later than 5 years RM	More than 5 years RM
2025						
Other payables	192,332	-	192,332	192,332	-	-
Amount due to directors	2,109	-	2,109	2,109	-	-
Financial guarantee contracts	-	-	59,032,173	59,032,173	-	-
	<u>194,441</u>		<u>59,226,614</u>	<u>59,226,614</u>	<u>-</u>	<u>-</u>
2024						
Other payables	167,063	-	167,063	167,063	-	-
Amount due to directors	8,035	-	8,035	8,035	-	-
Amount due to a subsidiary company	450,000	-	450,000	450,000	-	-
Financial guarantee contracts	-	-	55,996,439	55,996,439	-	-
	<u>625,098</u>		<u>56,621,537</u>	<u>56,621,537</u>	<u>-</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.4 Classification of financial instruments

Financial assets	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>At fair value through profit or loss</u>				
Short-term investments	20,705,463	18,323,599	90,544	1,075,450
<u>At amortised costs</u>				
Trade receivables	7,464,844	7,314,347	1,450,371	877,776
Other receivables #	553,544	369,058	2,565,400	2,545,800
Amount due from a subsidiary company	-	-	7,500	788,361
Fixed deposits with licensed banks	1,742,065	1,491,302	-	-
Cash and bank balances	4,115,493	3,067,971	1,152,808	218,378
	<u>13,875,946</u>	<u>12,242,678</u>	<u>5,176,079</u>	<u>4,430,315</u>
Financial liabilities				
<u>At amortised costs</u>				
Trade payables	957,649	810,356	-	-
Other payables	5,029,925	3,533,429	192,332	167,063
Amount due to directors	2,109	8,554	2,109	8,035
Amount due to a subsidiary company	-	-	-	450,000
Bank overdrafts	99,693	127,940	-	-
Term loans	23,138,306	19,509,319	-	-
Islamic term financing	35,794,174	36,359,180	-	-
Lease liabilities	233,792	365,290	-	-
	<u>65,255,648</u>	<u>60,714,068</u>	<u>194,441</u>	<u>625,098</u>

excluding prepayments

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.5 Fair value of financial instruments

Fair value hierarchy

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group and the Company.

When measuring the fair value of an asset or a liability, the Group and the Company use observable market data as far as possible. Fair value is categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group and the Company can access at the measurement date.
- Level 2: Input other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: Input for the asset or liability that are not based on observable market data (unobservable input).

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy based on the lowest level input that is significant to the fair value measurement as a whole.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the financial year end.

The carrying amounts of cash and cash equivalents, short term receivables, payables and amount due from/(to) subsidiary companies approximate fair values due to the relatively short term nature of these financial instruments.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.5 Fair value of financial instruments (continued)

The table below analyses financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value.

Group	Financial instruments that are carried at fair value			
	Level 1	Level 2	Level 3	Total
2025	RM	RM	RM	RM
Financial asset				
Short-term investments	20,705,463	-	-	20,705,463
	<u>20,705,463</u>	<u>-</u>	<u>-</u>	<u>20,705,463</u>
2024				
Financial asset				
Short-term investments	18,323,599	-	-	18,323,599
	<u>18,323,599</u>	<u>-</u>	<u>-</u>	<u>18,323,599</u>
Company				
2025				
Financial asset				
Short-term investments	90,544	-	-	90,544
	<u>90,544</u>	<u>-</u>	<u>-</u>	<u>90,544</u>
2024				
Financial asset				
Short-term investments	1,075,450	-	-	1,075,450
	<u>1,075,450</u>	<u>-</u>	<u>-</u>	<u>1,075,450</u>
Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value				
Group	Level 1	Level 2	Level 3	Total
2025	RM	RM	RM	RM
Financial liabilities				
Amount due to directors	-	-	2,109	2,109
Loan and borrowings	-	-	59,032,173	59,032,173
Lease liabilities	-	-	233,792	233,792
	<u>-</u>	<u>-</u>	<u>59,268,074</u>	<u>59,268,074</u>
2024				
Financial liabilities				
Amount due to directors	-	-	8,554	8,554
Loan and borrowings	-	-	55,996,439	55,996,439
Lease liabilities	-	-	365,290	365,290
	<u>-</u>	<u>-</u>	<u>56,370,283</u>	<u>56,370,283</u>

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.5 Fair value of financial instruments (continued)

	Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value			
	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Company				
2025				
Financial asset				
Amount due from a subsidiary company	-	-	7,500	7,500
	-	-	7,500	7,500
Financial liabilities				
Amount due to directors	-	-	2,109	2,109
	-	-	2,109	2,109
2024				
Financial asset				
Amount due from a subsidiary company	-	-	788,361	788,361
	-	-	788,361	788,361
Financial liability				
Amount due to directors			8,035	8,035
Amount due to a subsidiary company	-	-	450,000	450,000
	-	-	458,035	458,035

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

37.5 Fair value of financial instruments (continued)

Policy on transfer between levels

The fair value of an asset or liability to be transferred between levels is determined as of the date of the event or change in circumstances that caused the transfer.

Level 1 fair value

Level 1 fair value is derived from quoted prices (unadjusted) in active markets for identical financial assets or liabilities that the entity can access at the measurement date.

Level 2 fair value

Level 2 fair value is estimated using inputs other than quoted prices included within Level 1 that are observable for the financial assets or liabilities, either directly or indirectly.

Transfer between Level 1 and Level 2 fair values

There has been no transfer between Level 1 and 2 fair values during the financial year (2024: no transfer in either directions).

Level 3 fair value

Level 3 fair value is estimated using unobservable inputs for the financial assets or liabilities.

Amount due from/(to) subsidiary companies, loan and borrowings, amount due to Directors and lease liabilities

The fair value of these financial instruments which is determine for disclosure purposes, are estimated by discounting expected future cash flows at market increment lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

The responsibility for managing the above risks is vested in the directors.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

38. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group and the Company manage the capital structure and makes adjustments to it, in light of changes in economic conditions. No changes were made in the objectives, policies or processes during the financial year ended 31 December 2025.

The Group and the Company monitor capital using a gearing ratio, which is net debts divided by total capital and net debts. The Group's and the Company's debts include trade payables, other payables, deposits and accruals, amount due to Directors and subsidiary companies, lease liabilities, loan and borrowings less cash and cash equivalents.

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Trade payables	957,649	810,356	-	-
Other payables	5,029,925	3,533,429	192,332	167,063
Amount due to directors	2,109	8,554	2,109	8,035
Amount due to a subsidiary company	-	-	-	450,000
Lease liabilities	233,792	365,290	-	-
Loan and borrowings	59,032,173	55,996,439	-	-
Less: Cash and bank balances	(4,115,493)	(3,067,971)	(1,152,808)	(218,378)
Fixed deposits with maturity within 3 months	(742,090)	(491,302)	-	-
Net debt	<u>60,398,065</u>	<u>57,154,795</u>	<u>(958,367)</u>	<u>406,720</u>
Equity attributable to owners of the Company	<u>104,154,233</u>	<u>95,471,714</u>	<u>30,399,129</u>	<u>26,293,089</u>
Capital and net debt	<u>164,552,298</u>	<u>152,626,509</u>	<u>29,440,762</u>	<u>26,699,809</u>
Gearing ratio	<u>37%</u>	<u>37%</u>	<u>*</u>	<u>2%</u>

* The Company is in a cash positive position. Therefore, gearing ratio does not apply.

39. SIGNIFICANT EVENTS DURING AND SUBSEQUENT TO THE FINANCIAL YEAR

During the financial year

39.1 (i) Purchase of own shares

During the financial year, the Company intends to seek the approval of its shareholders for the Proposed Renewal of Authority for Purchase of Own Shares by the Company at the forthcoming Annual General Meeting of the Company.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Rule 9.25A of the ACE Market Listing Requirements, below are the financial data that are relevant for the purpose of Shariah screening by the Shariah Advisory Council of the Security Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(A) Group Total Income and Total Assets

Total Income	Remarks	Group	
		2025 (RM)	2024 (RM)
Revenue		30,587,154	28,798,091
Finance income		743,826	662,076
Other income	Fair value gain on investment properties	4,090,644	2,728,807
Other income	Rental income	-	519,060
Other income	Bad debts recovered	7,456	67,820
Other income	Gain on disposal of plant and equipment	-	10,000
Other income	Sundry incomes	9,886	33,171
Total		35,438,966	32,819,025
Total Assets		176,789,149	163,169,857

(B) Business Activities

Shariah Non-Compliant Activities	Remarks	Group	
		2025 (RM)	2024 (RM)
Revenue		149,760	-
Finance income		727,771	636,699
Other income	Rental income	-	129,400
Other income	Sundry incomes	1,656	31,242
Total		879,187	797,341

(C) Component of Financial Position

(i) Cash Component	Islamic Account/Instruments	Remarks	Group	
			2025 (RM)	2024 (RM)
	Cash at bank (exclude cash in hand)		228,024	386,889
	Deposits with licensed bank		742,090	491,302
Total			970,114	878,191
	Conventional Account/Instruments			
	Short-term funds		20,705,463	18,323,599
	Deposits with licensed bank		999,975	1,000,000
	Cash at bank (exclude cash in hand)		3,865,945	2,659,558
	Cash in hand		21,524	21,524
Total			25,592,907	22,004,681

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

(ii) Debt Component		2025 (RM)	Group 2024 (RM)
Islamic Financing	Remarks		
Current			
Bank borrowings		1,995,762	1,793,839
Non-Current			
Bank borrowings		33,798,412	34,565,341
Total		35,794,174	36,359,180
Conventional Borrowing	Remarks	2025 (RM)	Group 2024 (RM)
Current			
Bank borrowings		361,279	340,375
Bank overdrafts		99,693	127,940
Hire purchase payables		116,651	179,861
Non-Current			
Bank borrowings		22,777,027	19,168,944
Hire purchase payables		117,141	185,429
Total		23,471,791	20,002,549

STATISTIC OF SHAREHOLDINGS

AS AT 01 APRIL 2026

Authorised Share Capital	-	RM50,000,000
Issued and Fully Paid-Up Share Capital	-	RM25,200,000
Class of Shares	-	Ordinary Share
Voting Rights	-	One vote per ordinary share
No. of Shareholders	-	1,555

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of shareholders	% of shareholders	No. of shares held	% of Issued share capital
Less than 100	100	6.43	3,974	0.00
100 - 1,000	243	15.63	105,569	0.04
1,001 - 10,000	542	34.85	3,214,769	1.28
10,001 - 100,000	538	34.60	19,537,358	7.75
100,001 to less than 5% of issued shares	130	8.36	91,163,506	36.18
5% and above of issued shares	2	0.13	137,974,824	54.75
	1,555	100.00	252,000,000	100.00

SUBSTANTIAL SHAREHOLDERS

Name of Shareholders	No. of shares	% of shareholdings
1 Pang Wee See	113,152,861	44.90
2 Tan Boon Kok	24,821,963	9.85
	137,974,824	54.75

DIRECTORS' SHAREHOLDINGS

Name	Direct	No. of ordinary shares held		%
		%	Indirect	
1 Pang Wee See	113,152,861	44.90	8,361,520*	3.32
2 Tan Boon Kok	24,821,963	9.85	2,825,800**	1.12
3 Kan King Choy	10,215,841	4.05	90,552#	0.04
4 Ir. Koh Thong How	337,200	0.13	113,152,861+	44.90
5 Ng Kok Ann	-	-	-	-
6 Wee Swee Cheng	-	-	-	-
7 Lee See Bee	-	-	-	-
8 Tan Ching Shim	-	-	-	-
9 Yee Oii Pah @ Yee Ooi Wah	8,024,320	3.18	113,152,861^	44.90

* Deemed interested by virtue of the shareholdings of 8,024,320 shares, of his spouse, Yee Oii Pah

@ Yee Ooi Wah and 337,200 shares, of his brother-in-law, Ir. Koh Thong How

+ Deemed interested by virtue of the shareholdings of his brother-in-law, Pang Wee See

^ Deemed interested by virtue of the shareholdings of her spouse, Pang Wee See

** Deemed interested by virtue of the shareholdings of his spouse, Liang Mee Mee and his son, Tan Shern Tzer

Deemed interested by virtue of the shareholdings of his spouse, Lee Kim Peng

LIST OF 30 LARGEST SHAREHOLDERS

AS AT 01 APRIL 2026

Name of Shareholders	No. of Shares	%
1 PANG WEE SEE	113,152,861	44.90
2 TAN BOON KOK	24,821,963	9.85
3 KAN KING CHOY	10,215,841	4.05
4 CHANG PENG HOONG	9,715,700	3.86
5 YEE OII PAH @ YEE OOI WAH	7,537,120	2.99
6 LEE WAI SUM	4,487,000	1.78
7 CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR SAM YIN THING (MY4178)	2,971,100	1.18
8 TAN SHERN TZER	2,809,000	1.11
9 KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LEE WAI SUM	2,800,000	1.11
10 HO KAT SIN	2,000,000	0.79
11 MAH LAI SEIN	2,000,000	0.79
12 LEE CHONG LENG	1,800,100	0.71
13 KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YAP CHEE SENG	1,700,428	0.68
14 LIM HONG SAN @ LIM HUN SOO	1,642,000	0.65
15 PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TUNG AH KIONG (E-KLG)	1,508,000	0.60
16 LIM TIONG HOOI	1,355,100	0.54
17 LOW KHAR MING	1,280,000	0.51
18 MAYBANK SECURITIES NOMINEES (ASING) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHEW HOE PENG	1,265,000	0.50
19 WEE KA SIONG	1,210,800	0.48
20 CHEN CHAW MIN	1,150,000	0.46
21 HING FOH PAWNSHOP SDN. BHD.	1,000,000	0.40
22 LEE YEW FAI	1,000,000	0.40
23 APEX NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR HO KAT ANN (STA 2)	943,900	0.37
24 YAP KOK LIM	900,000	0.36
25 TEO HWEE MIEN	814,800	0.32
26 LOO KUAT KENG	805,400	0.32
27 NG CHIN HENG	800,000	0.32
28 SEE TIAN CHWAN	780,000	0.31
29 YEOH KEAN BENG	724,200	0.29
30 ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR RAMESH KUMAR A/L NADASON (7005613)	703,500	0.28
	203,893,813	80.91

LIST OF PROPERTIES

AS AT 31 DECEMBER 2025

The following are the properties held by the Group as at 31 December 2025:

A summary of the land and building owned by Brite-Tech Corporation Sdn. Bhd. is set out below: -

Location	Tenure and Existing Use	Land Area (sq ft)	Net Book Value as at 31.12.2025 RM'000	Type of Property	Approximate Age of Building	Built Up Area (sq ft)
H.S.(D) 29637, P.T. No. 5015, Mukim Damansara, Daerah Petaling, Selangor	Freehold Land & Building (Rented to related company)	42,880	17,510	Single storey detached factory with an annexed three storey office building	29	30,484
H.S.(M) 2273, P.T. No. 12144, Mukim Kapar, Daerah Klang, Selangor	Freehold Land & Building (Operational assets held for owner occupation)	4,220	1,030	Double storey semidetached factory	45	5,395
PM 60, Lot 20002, Pekan Nilai, Daerah Seremban Negeri Sembilan	Leasehold Land (99 years, expiring in 2/10/2085) (Assets held for investments)	49,869	8,240	Single storey detached factory with an integral three storey office building	7	42,996
H.S.(D) 153813, PT 74007, Mukim Kapar, Daerah Klang, Selangor	Freehold Land & Building (Assets held for investments)	65,326	18,540	Single storey semi-detached warehouse with an annexed three and a half storey office building	6	46,482
H.S.(D) 153814, PT 74008, Mukim Kapar, Daerah Klang, Selangor	Freehold Land & Building (Assets held for investments)	65,326	18,540	Single storey semi-detached warehouse with an annexed three and a half storey office building	6	46,482
H.S.(D) 153071, PT 74817, Mukim Kapar, Daerah Klang, Selangor	Freehold land & Building (Assets held for investments)	47,512	13,000	Single storey semi-detached warehouse with an annexed three and a half storey office building	2	39,471
H.S.(D) 153072, PT 74818, Mukim Kapar, Daerah Klang, Selangor	Freehold land (Assets held for investments)	47,512	13,390	Single storey semi-detached warehouse with an annexed three and a half storey office building	3	39,471
Lot No. B12-A @ KIIP Kapar 2, Mukim Jeram, Daerah Kuala Langat, Selangor	Freehold land (Assets held for investments)	141,393	9,500	Vacant land	-	-
Lot No. BBR3-i10/06, Mukim Kapar, Daerah Klang, Selangor	Freehold land (Assets held for investments)	125,292	18,000	Vacant land (under construction)	-	-

LIST OF PROPERTIES AS AT 31 DECEMBER 2025 (CONT'D)

A summary of the land and building owned by Spectrum Laboratories Sdn. Bhd. is set out below: -

Location	Tenure and Existing Use	Land Area (sq ft)	Net Book Value as at 31.12.2025 RM'000	Type of Property	Approximate Age of Building	Built Up Area (sq ft)
GRN 284628, Lot 37098, Pekan Subang Jaya, Daerah Petaling, Selangor	Freehold Building (Assets held for investments)	1,765	4,326	Triple storey shophouse	32	5,161

A summary of the land and building owned by Rank Chemical Sdn. Bhd. is set out below: -

Location	Tenure and Existing Use	Land Area (sq ft)	Net Book Value as at 31.12.2025 RM'000	Type of Property	Approximate Age of Building	Built Up Area (sq ft)
H.S.(D) 31573, PTD 42295, Mukim and District of Kluang, Johor.	Freehold Building (Operational assets held for owner occupation)	9,375	633	1½ storey detached factory	25	7,040
H.S.(D) 23144, PTD 38519, Mukim and District of Kluang, Johor.	Freehold Building (Assets held for investments)	1,540	273	1½ storey Shophouse	27	2,156
H.S.(D) 14153, PTD 32881, Mukim and District of Kluang, Johor.	Freehold Building (Assets held for investments)	1,540	546	Double storey shophouse	30	3,080
PTD 42334, Mukim and District of Kluang, Johor.*	Freehold Building (Operational assets held for owner occupation)	7,700	361	Double storey semidetached factory	23	4,675
PTD 42336, Mukim and District of Kluang, Johor.*	Freehold Building (Operational assets held for owner occupation)	7,700	361	Double storey semidetached factory	23	4,675
GRN 127691, Lot 42730, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,540	567	Double storey shop office	21	3,080
GRN 127692, Lot 42731, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,540	567	Double storey shop office	21	3,080
GRN 127694, Lot 42732, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,540	567	Double storey shop office	21	3,080
GRN 127695, Lot 42733, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,540	567	Double storey shop office	21	3,080

LIST OF PROPERTIES AS AT 31 DECEMBER 2025 (CONT'D)

A summary of the land and building owned by Sincere United Sdn. Bhd. is set out below: -

Location	Tenure and Existing Use	Land Area (sq ft)	Net Book Value as at 31.12.2025 RM'000	Type of Property	Approximate Age of Building	Built Up Area (sq ft)
H.S. (D) 97263 P.T. No. 27731 Mukim and District of Petaling, State of Selangor (Cancelled)	Leasehold Land & Building (87 years, expiring in 14/11/2090) (Asset held for investments)	1,604	824	Single storey terrace factory	36	1,600

* *H.S. (D) 97263 P.T. No. 27731 Mukim and District of Petaling, State of Selangor (Cancelled) ("Said Land") has been cancelled and part of the Said Land will be re-aliengated to Sincere United Sdn. Bhd., pursuant to the surrender and re-aliengation process undertaken with the State Authority. The new issue document of title in favour of Sincere United Sdn. Bhd. is pending issuance by the Pejabat Daerah dan Tanah Petaling. Notwithstanding the cancellation of the title to the Said Land, Sincere United Sdn. Bhd. continues to hold beneficial rights and interest in part of the Said Land during the interim period.*

A summary of the land and building owned by Spectrum Laboratories (Penang) Sdn. Bhd. is set out below: -

Location	Tenure and Existing Use	Land Area (sq ft)	Net Book Value as at 31.12.2025 RM'000	Type of Property	Approximate Age of Building	Built Up Area (sq ft)
GM 8217, Lot No. 4567, Mukim 14, Daerah Seberang Perai Tengah, Pulau Pinang	Freehold Building (Operational assets held for owner occupation)	1,540	587	Double storey shophouse	32	2,640
GM 8218, Lot No. 4568, Mukim 14, Daerah Seberang Perai Tengah, Pulau Pinang.	Freehold Building (Operational assets held for owner occupation)	1,540	587	Double storey shophouse	32	2,640

A summary of the land and building owned by Spectrum Laboratories (Johore) Sdn. Bhd. is set out below:

Location	Tenure and Existing Use	Land Area (sq ft)	Net Book Value as at 31.12.2025 RM'000	Type of Property	Approximate Age of Building	Built Up Area (sq ft)
GRN 370208, Lot 122667, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,870	618	Double storey shop office	13	3,740
GRN 370209, Lot 122668, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,870	618	Double storey shop office	13	3,740
GRN 370210, Lot 122669, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,870	618	Double storey shop office	13	3,740

LIST OF PROPERTIES AS AT 31 DECEMBER 2025 (CONT'D)

A summary of the land and building owned by Spectrum Laboratories (Johore) Sdn. Bhd. is set out below: - (Cont'd)

Location	Tenure and Existing Use	Land Area (sq ft)	Net Book Value as at 31.12.2025 RM'000	Type of Property	Approximate Age of Building	Built Up Area (sq ft)
GRN 370211, Lot 122670, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,870	618	Double storey shop office	13	3,740
GRN 370212, Lot 122671, Mukim Tebrau, Daerah Johor Bahru, Johor	Freehold Building (Assets held for investments)	1,870	618	Double storey shop office	13	3,740
GRN 178731, Lot 57697, Mukim Pelentong, Daerah Johor Bahru, Johor.	Freehold Building (Operational assets held for owner occupation)	2,400	1,288	Double storey shophouse	33	4,800
GRN 178252, Lot 57705, Mukim Pelentong, Daerah Johor Bahru, Johor	Freehold Building (Operational assets held for owner occupation)	2,400	1,298	Double storey shophouse	33	4,800

A summary of the land and building owned by Tan Tech-Polymer Sdn. Bhd. is set out below: -

Location	Tenure and Existing Use	Land Area (sq ft)	Net Book Value as at 31.12.2025 RM'000	Type of Property	Approximate Age of Building	Built Up Area (sq ft)
PN 57351, Lot 63492, Mukim Durian Tunggal, Daerah Alor Gajah, Melaka.	Leasehold Land & Building (99 years, expiring in 25/03/2113) (Operational assets held for owner occupation)	5,005	1,082	One and a half storey semidetached factory	9	3,400

Note:-

The properties were revalued in December 2025. The valuations were carried out by Messrs. Ziyad Property Consultants Sdn Bhd, an independent qualified valuer registered with the Board of Valuers, Appraisers and Estate Agents Malaysia based on the Comparison Method of Valuation.

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BRITE-TECH BERHAD

Registration No. 200101014455 (550212-U)

PROXY FORM

No. of shares held	CDS Account No.
Shareholder's Mobile No.	Email Address

I/We

of

being member/members of BRITE-TECH BERHAD hereby appoint:

1) Name of proxy: NRIC No:
(Full Name in Block Capitals)

Address:

No. of shares Represented:	Proxy's Mobile No.	Email Address

2) Name of proxy: NRIC No:

Address:

No. of shares Represented:	Proxy's Mobile No.	Email Address

or failing him/her, the Chairman of the meeting as my/our proxy to vote for me/us on my/our behalf at the Twenty-Fifth Annual General Meeting of the Company, to be held at Tioman Room, Bukit Jalil Golf and Country Resort, Jalan Jalil Perkasa 3, Bukit Jalil, 57000 Kuala Lumpur on 9 June 2026 at 10.00 a.m. and any adjournment thereof.

My/Our Proxy(ies) is/are to vote as indicated below:

No.	Resolution	For	Against
1.	To declare a final single tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2025.		
2.	To approve the payment of Directors' fees of RM388,400.00 and benefits of RM39,600.00 for the financial year ended 31 December 2025.		
3.	To approve the payment of Directors' fees and benefits up to RM650,000.00 from 1 January 2026 until the next Annual General Meeting.		
	To re-elect the following Directors who are retiring by rotation, pursuant to Clause 104 of the Constitution of the Company, and being eligible, offer themselves for re-election :-		
4.	Mr. Ng Kok Ann		
5.	Mr. Wee Swee Cheng		
6.	Ms. Lee See Bee		
7.	Ms. Tan Ching Shim		
8.	To re-appoint Messrs CAS Malaysia PLT as Auditors of the Company until the conclusion of the next Annual General Meeting and to authorise the Directors to fix their remuneration.		
	Special Business		
9	Ordinary Resolution - To authorise the Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act, 2016.		
10	Ordinary Resolution - To approve the Proposed Renewal of Authority for Purchase of Own Shares by the Company		

(Please indicate with an "X" how you wish your vote to be cast. If no specific direction as to voting is given, the proxy/proxies will vote or abstain at his/their discretion)

Signed this day of 2026

.....
 Signature/Common Seal of Shareholder(s)

Notes :

- A member entitled to attend and vote at the Annual General Meeting is entitled to appoint more than two (2) proxies to attend and vote in his stead. A proxy may but need not be a member of the Company. There shall be no restriction as to the qualification of the proxy.
- Where a member appoints two (2) or more proxies, the appointments shall be invalid unless he specifies the proportion of his holdings to be represented by each proxy.
- Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one (1) proxy in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account.
- The instrument of appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing or, if the appointer is a corporation, either under its common seal or under the hand of an officer or attorney duly authorised in writing in that behalf.
- The instrument appointing a proxy must be deposited at the Registered Office at B-25-2, Block B, Jaya One, No. 72A, Jalan Prof Diraja Ungku Aziz, 46200 Petaling Jaya, Selangor Darul Ehsan, not less than forty-eight (48) hours before the time for holding the Meeting or adjourned Meeting at which the person named in the instrument proposes to vote.
- Only a depositor whose name appears on the Record of Depositors as at 28 May 2026 shall be entitled to attend the said meeting and to appoint a proxy or proxies to attend, speak and/or vote on his/her behalf.
- According to Clause 64 of the Constitution of the Company and pursuant to Paragraph 8.31A(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in this Notice will be put to vote by way of poll.

PERSONAL DATA PRIVACY :

By submitting an instrument appointing a proxy(ies) and / or representative(s) to attend, speak and vote at the Company's AGM and/or any adjournment thereof, a member of the Company: -

- (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes").
- (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and
- (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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AFFIX
STAMP

The Company Secretary
BRITE-TECH BERHAD
Registration No. 200101014455 (550212-U)
B-25-2, Block B, Jaya One
No. 72A, Jalan Prof Diraja Ungku Aziz
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

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Fold This Flap For Sealing
