**NOTICE ACCOMPANYING THE ELECTRONIC PROSPECTUS OF AMBEST GROUP BERHAD ("AMBEST" OR THE "COMPANY") DATED 21 JANUARY 2026 ("ELECTRONIC PROSPECTUS")**

*(Unless otherwise indicated, specified or defined in this notice, the definitions in the Prospectus shall apply throughout this notice)*

**Website**

The Electronic Prospectus can be viewed or downloaded from Bursa Malaysia Securities Berhad's ("**Bursa Securities**") website at www.bursamalaysia.com ("**Website**").

**Availability and Location of Paper/Printed Prospectus**

Any applicant in doubt concerning the validity or integrity of the Electronic Prospectus should immediately request a paper/printed copy of the Prospectus directly from the Company, Malacca Securities Sdn Bhd ("**Malacca Securities**"), or Malaysian Issuing House Sdn Bhd. Alternatively, the applicant may obtain a copy of the Prospectus from participating organisations of Bursa Securities, members of the Association of Banks in Malaysia and members of the Malaysian Investment Banking Association.

Prospective investors should note that the Application Form is not available in electronic format.

**Jurisdictional Disclaimer**

This distribution of the Electronic Prospectus and the sale of the units are subject to Malaysian law. Bursa Securities, Malacca Securities and Ambest take no responsibility for the distribution of the Electronic Prospectus and/or the sale of the units outside Malaysia, which may be restricted by law in other jurisdictions. The Electronic Prospectus does not constitute and may not be used for the purpose of an offer to sell or an invitation of an offer to buy any units, to any person outside Malaysia or in any jurisdiction in which such offer or invitation is not authorised or lawful or to any person to whom it is unlawful to make such offer or invitation.

**Close of Application**

Applications will be accepted from 10.00 a.m. on 21 January 2026 and will close at 5.00 p.m. on 27 January 2026.

In the event the Closing Date is extended, Ambest will advertise the notice of the extension in a widely circulated English and Bahasa Malaysia daily newspaper in Malaysia prior to the original Closing Date, and make an announcement on the Website.

The Electronic Prospectus made available on the Website after the closing of the application period is made available solely for informational and archiving purposes. No securities will be allotted or issued on the basis of the Electronic Prospectus after the closing of the application period.

**Persons Responsible for the Internet Site in which the Electronic Prospectus is Posted**

The Electronic Prospectus which is accessible at the Website is owned by Bursa Securities. Users' access to the Website and the use of the contents of the Website and/or any information in whatsoever form arising from the Website shall be conditional upon acceptance of the terms and conditions of use as contained in the Website.

The contents of the Electronic Prospectus are for informational and archiving purposes only and are not intended to provide investment advice of any form or kind, and shall not at any time be relied upon as such.

**AMBEST GROUP BERHAD**

(Registration No.: (202301005265 (1499184-T))
(Incorporated in Malaysia under the Companies Act, 2016)

No 9, 11 & 42A, Jalan Damar, 11960
Batu Maung, Penang, Malaysia.

**Tel**: +604 255 3536
**Email**: ambestgroup@ambest-tech.com

**www.ambestgroup.com**

**AMBEST GROUP BERHAD**

**PROSPECTUS**

# PROSPECTUS

**THIS PROSPECTUS IS DATED 21 JANUARY 2026**

Ambest

## AMBEST GROUP BERHAD

(Registration No.: (202301005265 (1499184-T))
(Incorporated in Malaysia under the Companies Act, 2016)

INITIAL PUBLIC OFFERING ("**IPO**") OF ORDINARY SHARES IN AMBEST GROUP BERHAD ("**AMBEST**" OR "**COMPANY**") ("**SHARES**") IN CONJUNCTION WITH THE LISTING OF THE COMPANY ON THE ACE MARKET OF BURSA MALAYSIA SECURITIES BERHAD ("**BURSA SECURITIES**") COMPRISING:

(I) PUBLIC ISSUE OF 110,000,000 NEW SHARES ("**ISSUE SHARES**") IN THE FOLLOWING MANNER:

- (A) 25,500,000 ISSUE SHARES AVAILABLE FOR APPLICATION BY THE MALAYSIAN PUBLIC;
- (B) 12,750,000 ISSUE SHARES AVAILABLE FOR APPLICATION BY THE ELIGIBLE DIRECTORS, ELIGIBLE EMPLOYEES AND PERSONS WHO HAVE CONTRIBUTED TO THE SUCCESS OF AMBEST AND ITS SUBSIDIARY;
- (C) 63,750,000 ISSUE SHARES AVAILABLE BY WAY OF PRIVATE PLACEMENT TO BUMIPUTERA INVESTORS APPROVED BY THE MINISTRY OF INVESTMENT, TRADE AND INDUSTRY OF MALAYSIA ("**MITI**");
- (D) 8,000,000 ISSUE SHARES AVAILABLE BY WAY OF PRIVATE PLACEMENT TO SELECTED INVESTORS, AND

(II) OFFER FOR SALE OF 40,953,000 EXISTING SHARES BY WAY OF PRIVATE PLACEMENT TO SELECTED INVESTORS,

AT AN IPO PRICE OF RM0.25 PER SHARE PAYABLE IN FULL UPON APPLICATION.

**PRINCIPAL ADVISER, SPONSOR, UNDERWRITER AND PLACEMENT AGENT**

M+Global

**MALACCA SECURITIES SDN BHD**
(Registration No. 197301002760 (16121-H))
(A Participating Organisation of Bursa Malaysia Securities Berhad)

**CORPORATE FINANCE ADVISER**

WYNCORP
CORPORATE FINANCE ADVISOR

**WYNCORP ADVISORY SDN BHD**
(Registration No. 200301029902 (632322-H))

NO SECURITIES WILL BE ALLOTTED OR ISSUED BASED ON THIS PROSPECTUS AFTER 6 MONTHS FROM THE DATE OF THIS PROSPECTUS.

BURSA SECURITIES HAS APPROVED THE ADMISSION OF OUR COMPANY TO THE OFFICIAL LIST OF BURSA SECURITIES AND THE LISTING OF AND QUOTATION FOR OUR ENTIRE ENLARGED ISSUED SHARE CAPITAL ON THE ACE MARKET OF BURSA SECURITIES. THIS PROSPECTUS HAS BEEN REGISTERED BY BURSA SECURITIES. THE APPROVAL FOR THE ADMISSION OF OUR COMPANY TO THE OFFICIAL LIST OF BURSA SECURITIES AND THE LISTING OF AND QUOTATION FOR OUR ENTIRE ENLARGED SHARE CAPITAL ON THE ACE MARKET OF BURSA SECURITIES, AND THE REGISTRATION OF THIS PROSPECTUS SHOULD NOT BE TAKEN TO INDICATE THAT BURSA SECURITIES RECOMMENDS OUR IPO OR ASSUMES RESPONSIBILITY FOR THE CORRECTNESS OF ANY STATEMENT MADE, OPINION EXPRESSED OR REPORT CONTAINED IN THIS PROSPECTUS. BURSA SECURITIES HAS NOT, IN ANY WAY, CONSIDERED THE MERITS OF THE SECURITIES BEING OFFERED FOR INVESTMENT.

BURSA SECURITIES IS NOT LIABLE FOR ANY NON-DISCLOSURE ON THE PART OF OUR COMPANY AND TAKES NO RESPONSIBILITY FOR THE CONTENTS OF THIS PROSPECTUS, MAKES NO REPRESENTATION AS TO ITS ACCURACY OR COMPLETENESS, AND EXPRESSLY DISCLAIMS ANY LIABILITY FOR ANY LOSS YOU MAY SUFFER ARISING FROM OR IN RELIANCE UPON THE WHOLE OR ANY PART OF THE CONTENTS OF THIS PROSPECTUS.

**INVESTORS ARE ADVISED TO READ AND UNDERSTAND THE CONTENTS OF THIS PROSPECTUS. IF IN DOUBT, PLEASE CONSULT A PROFESSIONAL ADVISER. FOR INFORMATION CONCERNING RISK FACTORS WHICH SHOULD BE CONSIDERED BY PROSPECTIVE INVESTORS, PLEASE SEE "RISK FACTORS" COMMENCING ON PAGE 159.**

**THE ACE MARKET IS AN ALTERNATIVE MARKET DESIGNED PRIMARILY FOR EMERGING CORPORATIONS THAT MAY CARRY HIGHER INVESTMENT RISK WHEN COMPARED WITH LARGER OR MORE ESTABLISHED CORPORATIONS LISTED ON THE MAIN MARKET. THERE IS ALSO NO ASSURANCE THAT THERE WILL BE A LIQUID MARKET IN THE SHARES OR UNITS OF SHARES TRADED ON THE ACE MARKET. YOU SHOULD BE AWARE OF THE RISKS OF INVESTING IN SUCH CORPORATIONS AND SHOULD MAKE THE DECISION TO INVEST ONLY AFTER CAREFUL CONSIDERATION.**

**THE ISSUE, OFFER OR INVITATION FOR THE OFFERING IS A PROPOSAL NOT REQUIRING APPROVAL, AUTHORISATION OR RECOGNITION OF THE SECURITIES COMMISSION MALAYSIA UNDER SECTION 212(8) OF THE CAPITAL MARKETS AND SERVICES ACT 2007.**

*All defined terms used in this Prospectus are defined under "Definitions" commencing on page v, "Glossary of Technical Terms" commencing on page xiv and "Presentation of Information" commencing on page xv.*

**RESPONSIBILITY STATEMENTS**

Our Directors, Promoters and Offerors have seen and approved this Prospectus. They collectively and individually accept full responsibility for the accuracy of the information contained in this Prospectus. Having made all reasonable enquiries, and to the best of their knowledge and belief, they confirm that there is no false or misleading statement or other facts which if omitted, would make any statement in this Prospectus false or misleading.

Malacca Securities Sdn Bhd, being the Principal Adviser, Sponsor, Underwriter and Placement Agent for our IPO, acknowledges that, based on all available information, and to the best of its knowledge and belief, this Prospectus constitutes a full and true disclosure of all material facts concerning our IPO.

**STATEMENTS OF DISCLAIMER**

Our Company has obtained the approval of Bursa Securities for the listing of and quotation for our Shares. Admission to the Official List of Bursa Securities is not to be taken as an indication of the merits of our IPO, our Company or our Shares.

Bursa Securities is not liable for any non-disclosure on the part of our Company and takes no responsibility for the contents of this Prospectus, makes no representation as to its accuracy or completeness, and expressly disclaims any liability for any loss you may suffer arising from or in reliance upon the whole or any part of the contents of this Prospectus.

This Prospectus, together with the Application Form, has also been lodged with the Registrar of Companies, who takes no responsibility for its contents.

**OTHER STATEMENTS**

You should take note that you may seek recourse under Sections 248, 249 and 357 of the CMSA for breaches of securities laws including any statement in this Prospectus that is false, misleading, or from which there is a material omission; or for any misleading or deceptive act in relation to the Prospectus or the conduct of any other person in relation to our Company.

Our Shares are offered to the public on the premise of full and accurate disclosure of all material information concerning our IPO, for which any person set out in Section 236 of the CMSA, is responsible.

Our Shares are classified as Shariah compliant by the Shariah Advisory Council of the SC (as defined herein).This classification remains valid from the date of issue of the Prospectus until the next Shariah compliance review undertaken by the Shariah Advisory Council of the SC. The new status is released in the updated list of Shariah compliant securities, on the last Friday of May and November.

This Prospectus is published solely in connection with our IPO. Our Shares are offered solely based on the information contained and representations made in this Prospectus. Our Company, Directors, Promoters, Offerors, Principal Adviser, Sponsor, Underwriter and Placement Agent have not authorised anyone to provide any information or to make any representation not contained in this Prospectus. Any information or representation not contained in this Prospectus must not be relied upon as having been authorised by our Company, Directors, Promoters, Offerors, Principal Adviser, Sponsor, Underwriter and Placement Agent, or any of their respective directors, or any other persons involved in our IPO.

This Prospectus has been prepared in the context of an IPO under the laws of Malaysia. This Prospectus does not and will not be made to comply with the laws of any jurisdiction other than Malaysia and has not been and will not be lodged, registered or approved pursuant to or under any applicable securities or equivalent legislation or by any regulatory authority or other relevant body of any jurisdiction other than Malaysia.

Our Company, Directors, Promoters, Offerors, Principal Adviser, Sponsor, Underwriter and Placement Agent have not authorised and take no responsibility for the distribution of this Prospectus (in preliminary or final form) outside Malaysia. Accordingly, this Prospectus may not be used for the purpose of and does not constitute an offer for subscription or purchase or invitation to subscribe for or purchase of our Shares in any jurisdiction or in any circumstance in which such an offer is not authorised or lawful or to any person to whom it is unlawful to make such offer or invitation. The distribution of this Prospectus and the offering of our Shares in certain other jurisdictions may be restricted by law. Prospective investors who may be in possession of this Prospectus are required to inform themselves of and to observe such restrictions.

We will not, prior to acting on any acceptance in respect of our IPO, make or be bound to make any enquiry as to whether you have a registered address in Malaysia and will not be deemed to accept any liability in relation thereto, whether or not any enquiry or investigation is made in connection therewith.

It is your sole responsibility to ensure that your application for our IPO would be in compliance with the terms of our IPO as stated in this Prospectus and would not be in contravention of any laws of countries or jurisdictions other than Malaysia to which you may be subjected to. We will further assume that you had accepted our IPO in Malaysia and will be subjected only to the laws of Malaysia in connection therewith. However, we reserve the right in our absolute discretion, to treat any acceptance as invalid if we believe that such acceptance may violate any law or applicable legal or regulatory requirements.

It shall be your sole responsibility to consult your legal and/or other professional advisers on the laws to which our IPO or you are or might be subjected to. Neither we nor our Directors, Promoters, Offerors, Principal Adviser, Sponsor, Underwriter and Placement Agent in relation to our IPO shall accept any responsibility or liability in the event that any other application made by you shall become illegal, unenforceable, voidable or void in any such country or jurisdiction.

## ELECTRONIC PROSPECTUS

This Prospectus can also be viewed or downloaded from Bursa Securities' website at www.bursamalaysia.com. The contents of the Electronic Prospectus and this Prospectus registered with Bursa Securities are the same.

The internet is not a fully secured medium. Your Internet Share Application may be subject to risks of problems occurring during data transmission, computer security threats such as viruses, hackers and crackers, faults with computer software and other events beyond the control of the Internet Participating Financial Institutions or Participating Securities Firms. These risks cannot be borne by the Internet Participating Financial Institutions or Participating Securities Firms.

If you are in doubt of the validity or integrity of the Electronic Prospectus, you should immediately request a paper/printed copy of this Prospectus from us, our Principal Adviser or Issuing House. If there is any discrepancy between the contents of the Electronic Prospectus and the paper/printed copy of this Prospectus, the contents of the paper/printed copy of this Prospectus, which are identical to the copy of the Prospectus registered with Bursa Securities, shall prevail.

In relation to any reference in this Prospectus to third party internet sites (referred to as "**Third Party Internet Sites**") whether by way of hyperlinks or by way of description of the Third Party Internet Sites, you acknowledge and agree that:

(i) we and our Principal Adviser do not endorse and are not affiliated in any way to the Third Party Internet Sites. Accordingly, we are not responsible for the availability of, or the content or any data, information, files or other materials provided on the Third Party Internet Sites. You shall bear all risks associated with the access to or use of the Third Party Internet Sites;

(ii) we and our Principal Adviser are not responsible for the quality of products or services in the Third Party Internet Sites, particularly in fulfilling any of the terms of any of your agreements with the Third Party Internet Sites. We and our Principal Adviser are also not responsible for any loss or damage or costs that you may suffer or incur in connection with or as a result of dealing with the Third Party Internet Sites or the use of or reliance on any data, information, files or other material provided by such parties; and

(iii) any data, information, files or other materials downloaded from the Third Party Internet Sites is done at your own discretion and risk. We and our Principal Adviser are not responsible, liable or under obligation for any damage to your computer system or loss of data resulting from the downloading of any such data, files, information or other materials.

Where an Electronic Prospectus is hosted on the website of the Internet Participating Financial Institutions or Participating Securities Firms, you are advised that:

(i) the Internet Participating Financial Institutions or Participating Securities Firms are only liable in respect of the integrity of the contents of the Electronic Prospectus, i.e. to the extent that the content of the Electronic Prospectus on the web server of the Internet Participating Financial Institutions or Participating Securities Firms may be viewed via web browser or other relevant software. The Internet Participating Financial Institutions or Participating Securities Firms are not responsible for the integrity of the contents of the Electronic Prospectus which has been obtained from the web server of the Internet Participating Financial Institutions or Participating Securities Firms and subsequently communicated or disseminated in any manner to you or other parties;

(ii) while all reasonable measures have been taken to ensure the accuracy and reliability of the information provided in the Electronic Prospectus, the accuracy and reliability of the Electronic Prospectus cannot be guaranteed because the internet is not a fully secured medium; and

(iii) the Internet Participating Financial Institutions or Participating Securities Firms are not liable (whether in tort or contract or otherwise) for any loss, damage or costs, you or any other person may suffer or incur due to, as a consequence of or in connection with any inaccuracies, changes, alterations, deletions or omissions in respect of the information provided in the Electronic Prospectus which may arise in connection with or as a result of any fault with web browsers or other relevant software, any fault on your or any third party's personal computer, operating system or other software, viruses or other security threats, unauthorised access to information or systems in relation to the website of the Internet Participating Financial Institutions or Participating Securities Firms, and/or problems occurring during data transmission which may result in inaccurate or incomplete copies of information being downloaded or displayed on your personal computer.

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## INDICATIVE TIMETABLE

The indicative timetable of events leading to the listing of and quotation for our entire enlarged issued share capital on the ACE Market of Bursa Securities is set out below:

| Events | Indicative dates |
|---|---|
| Issuance of this Prospectus / Opening date of Applications | 21 January 2026 |
| Closing date of the Applications | 27 January 2026 |
| Date for the balloting of the Applications | 29 January 2026 |
| Date for allotment/transfer of our IPO Shares to successful applicants | 4 February 2026 |
| Listing date | 6 February 2026 |

Our Directors together with our Sponsor and Underwriter may mutually decide, at our absolute discretion, to extend the closing date for the Application to any later date if necessary to facilitate the completion of the IPO. In such an event, the tentative dates for balloting, allotment/transfer of the IPO Shares and our Listing will also be extended accordingly.

In the event there is any change to the timetable, we will advertise a notice of change in a widely circulated daily English and Bahasa Malaysia newspapers in Malaysia, and make an announcement on Bursa Securities' website.

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## DEFINITIONS

The following definitions shall apply throughout this Prospectus unless the definitions are defined otherwise or the context requires otherwise:

**COMPANIES WITHIN OUR GROUP:**

| | | |
|---|---|---|
| Ambest or Company | : | Ambest Group Berhad (Registration No.: 202301005265 (1499184-T)) |
| Ambest Group or Group | : | Collectively, Ambest and its Subsidiary |
| Ambest Technology or Subsidiary | : | Ambest Technology Sdn Bhd (Registration No.: 201101016032 (944166-A)) |

**GENERAL:**

| | | |
|---|---|---|
| ACE Market | : | ACE Market of Bursa Securities |
| Acquisition or Pre-Listing Exercise | : | Acquisition by Ambest of the entire equity interest of Ambest Technology from Tan Beng Beng and Lim Eng Guan for a purchase consideration of RM29.60 million, which was wholly satisfied via the issuance of 400,000,000 Ambest Shares at the issue price of RM0.074 per Share, which was completed on 1 December 2025 |
| Act | : | Companies Act 2016, including amendments from time to time and any re-enactment thereof |
| ADA | : | Authorised Depository Agent |
| AGM | : | Annual General Meeting |
| Ambest Share(s) or Share(s) | : | Ordinary shares in Ambest |
| Amco Technology | : | Amco Technology Sdn Bhd (Registration No.: 201501045505 (1170828-K)) |
| Amex Marketing | : | Amex Marketing Sdn Bhd (Registration No.: 200901024620 (867720-D)) |
| Application(s) | : | Application(s) for our IPO Shares by the Malaysian Public by way of Application Form, the Electronic Share Application or the Internet Share Application |
| Application Form(s) | : | Printed application form(s) for the application of our IPO Shares accompanying this Prospectus |
| ATM | : | Automated Teller Machine |
| Authorised Financial Institution | : | Authorised financial institution participating in the Internet Share Application with respect to payments for our IPO Shares |
| Board | : | Board of Directors of Ambest |
| Bungalow No. 32A | : | Double storey bungalow located at No. 32A, Jalan Damar 2, Kampung Permatang Damar Laut Tengah, 11960 Bayan Lepas, Pulau Pinang, which is owned by Ambest Technology and is currently not occupied |

| | | |
|---|---|---|
| Bursa Depository | : | Bursa Malaysia Depository Sdn Bhd (Registration No.: 198701006854 (165570-W)) |
| Bursa Securities | : | Bursa Malaysia Securities Berhad (Registration No.: 200301033577 (635998-W)) |
| CAGR | : | Compounded annual growth rate |
| CCC | : | Certificate of Completion and Compliance |
| CCM | : | Companies Commission of Malaysia |
| CDS | : | Central Depository System |
| CDS Account(s) | : | An account established by Bursa Depository for the recording of deposits or withdrawals of securities and for dealings in such securities by the Depositor |
| CF | : | Certificate of fitness for occupation |
| CMSA | : | Capital Markets and Services Act 2007, including amendments from time to time and any re-enactment thereof |
| Constitution | : | Constitution of our Company |
| Depositor | : | A holder of a CDS Account |
| Director(s) | : | Director(s) of our Company, and shall have the meaning given in Section 2 of the CMSA |
| DOSH | : | Department of Occupational Safety and Health |
| EBITDA | : | Earnings before interest, taxation, depreciation and amortisation |
| Electronic Prospectus | : | An electronic copy of this Prospectus that has been registered with Bursa Securities, which is being issued, circulated, distributed, stored or hosted on digital platforms or electronic storage mediums. This includes, but is not limited to, website, mobile application, email, compact disc, thumb drive and cloud-based storage |
| Electronic Share Application(s) | : | Application(s) for our IPO Shares under the Public Issue through a Participating Financial Institution's ATM |
| Eligible Persons | : | Collectively, the eligible Directors, eligible employees and persons who have contributed to the success of our Group |
| EPS | : | Earnings per Share |
| Facility 42A | : | One storey factory, office and warehouse located at No. 42A, Jalan Damar, 11960 Bayan Lepas, Penang which is owned by Ambest Technology |
| Facility No. 9 | : | Double storey semi-detached light industrial office, factory and warehouse located at No. 9, Jalan Damar, 11960 Batu Maung, Pulau Pinang which is owned by Ambest Technology |

| | | |
|---|---|---|
| Financial Periods Under Review | : | FYE 2022, FYE 2023, FYE 2024 and FPE 2025, collectively |
| FPE | : | Financial period ended 30 September |
| FYE | : | Financial year ended/ending 31 December, as the case may be |
| Government | : | Government of Malaysia |
| GP | : | Gross profit |
| Grant Thornton or Reporting Accountants | : | Grant Thornton Malaysia PLT (Registration No.: 201906003682 (LLP0022494-LCA) & AF 0737) |
| Hostel No. 1 | : | Double storey terrace shophouse located at No. 1 Lorong Damar 1, Mk. 12, 11960 Bayan Lepas, Penang which is owned by Ambest Technology for purpose of workers' accommodation |
| IMR or Protégé | : | Protégé Associates Sdn Bhd (Registration No.: 200401037256 (675767-H)) |
| IMR Report | : | Independent market research report on engineering supporting industry in Malaysia prepared by Protégé as set out in Section 8 of this Prospectus |
| Internet Participating Financial Institution(s) or Participating Securities Firms | : | Participating Financial Institution(s) or Participating Securities Firm(s) for the Internet Share Applications |
| Internet Share Application(s) | : | Application(s) for our Public Issue through an Internet Participating Financial Institution(s) or Participating Securities Firm(s) |
| IPO | : | Initial public offering comprising the Public Issue and Offer for Sale, collectively |
| IPO Price | : | RM0.25 per IPO Share, being the price payable by investors under the Public Issue and Offer for Sale |
| IPO Share(s) | : | Collectively, the Issue Shares and Offer Shares |
| Issue Share(s) | : | New Share(s) to be issued under the Public Issue |
| Issuing House | : | Malaysian Issuing House Sdn Bhd (Registration No.: 199301003608 (258345-X)) |
| JTKSM | : | Department of Labour Peninsular Malaysia (*Jabatan Tenaga Kerja Semenanjung Malaysia*) |
| Key Senior Management | : | Key senior management team of our Group, comprising our Managing Director, Tan Beng Beng, our Executive Director, Lim Eng Guan, our Chief Financial Officer, Chong Chun Chieh, our Quality Assurance Manager, Khoo Tiang Seng, our Assistant General Manager, Lim Jit Yit, and our Production Manager, Kwek Boon Ping |
| Listing | : | Admission to the Official List and the listing of and quotation for our entire enlarged issued share capital on the ACE Market |

**DEFINITIONS *(CONT'D)***

| | | |
|---|---|---|
| Listing Requirements | : | ACE Market Listing Requirements of Bursa Securities |
| Listing Scheme | : | Comprising the Public Issue, Offer for Sale and the Listing, collectively |
| LMW | : | Licenced Manufacturing Warehouse |
| LPD | : | 22 December 2025, being the latest practicable date prior to the registration of this Prospectus with Bursa Securities |
| Malacca Securities or Principal Adviser or Sponsor or Underwriter or Placement Agent | : | Malacca Securities Sdn Bhd (Registration No.: 197301002760 (16121-H)) |
| Malaysian Public | : | Citizens of Malaysia and companies, societies and institutions incorporated or organised under the laws of Malaysia, excluding our Directors, substantial shareholders and associates of our Directors or substantial shareholders, as defined in Rule 1.01 of the Listing Requirements |
| Market Day | : | A day on which Bursa Securities is open for trading in securities |
| MBPP | : | Penang Island City Council (*Majlis Bandaraya Pulau Pinang*) |
| MCCG | : | Malaysian Code on Corporate Governance, 2021 |
| MFRS | : | Malaysian Financial Reporting Standards, as issued by the Malaysian Accounting Standards Board |
| MIDA | : | Malaysian Investment Development Authority |
| MITI | : | Ministry of Investment Trade and Industry of Malaysia |
| MyIPO | : | Intellectual Property Corporation of Malaysia |
| N/A | : | Not applicable |
| NA | : | Net assets |
| Offer for Sale | : | Offer for sale of existing Shares representing approximately 8.03% of the enlarged issued Shares by the Selling Shareholders by way of private placement to the selected investors at the IPO price |
| Offer Share(s) | : | 40,953,000 Shares, which are the subject of the Offer for Sale |
| Office and Factory No. 11 | : | Double storey semi-detached light industrial office and factory located at No. 11, Jalan Damar, 11960 Batu Maung, Pulau Pinang which is owned by Amco Technology |
| Official List | : | A list specifying all securities which have been admitted for listing which have not been removed from the ACE Market |
| Participating Financial Institutions(s) | : | Participating Financial Institution(s) for the Electronic Share Application |

| | | |
|---|---|---|
| Participating Securities Firm(s) | : | Participating securities firm(s) for the Internet Share Application |
| PAT | : | Profit after taxation |
| PBT | : | Profit before taxation |
| PE Multiple | : | Price earnings multiple |
| Pink Form Allocation | : | The allocation of 12,750,000 Issue Shares to the Eligible Persons for application pursuant to the Public Issue |
| Pink Form Shares | : | The 12,750,000 Issue Shares to be allocated to the Eligible Persons pursuant to the Pink Form Allocation |
| PPE | : | Property, plant and equipment |
| Previous Premises No. 5 | : | One and a half storey light industrial factory at No. 5 Jalan Kedidi 2, Sungai Ara, 11900 Bayan Lepas, Penang, with a built-up area of 344.21 sq. m. which was rented by Ambest from Tan Beng Beng and Lim Eng Guan |
| Previous Premises No. 10 | : | One and a half storey light industrial factory at No. 10 Jalan Kedidi 2, Sungai Ara, 11900 Bayan Lepas, Penang, with a built-up area of 342.81 sq. m. which was rented by Amco Technology from Yeong Traders |
| Promoters, Specified Shareholders, Selling Shareholders or Offerors | : | Collectively, Tan Beng Beng and Lim Eng Guan |
| Prospectus | : | This prospectus dated 21 January 2026 |
| Prospectus Guidelines | : | Prospectus Guidelines issued by the SC |
| Public Issue | : | Public issue of 110,000,000 Issue Shares at the IPO Price |
| QA | : | Quality assurance |
| Record of Depositors | : | A record of securities holders established by Bursa Depository in accordance with the Rules of Bursa Depository |
| RMCD | : | Royal Malaysian Customs Department |
| RPGT | : | Real property gains tax |
| RPT(s) | : | Related party transaction(s) |
| RRPT(s) | : | Recurrent related party transaction(s) |
| Rules of Bursa Depository | : | Rules of Bursa Depository as issued pursuant to the SICDA |
| SC | : | Securities Commission Malaysia |

| | | |
|---|---|---|
| Share Registrar | : | Boardroom Share Registrars Sdn Bhd (Registration No.: 199601006647 (378993-D)) |
| Share(s) or Ambest Share(s) | : | Ordinary share(s) in our Company |
| SICDA | : | Securities Industry (Central Depositories) Act, 1991 |
| SPA | : | Sale and purchase agreement |
| sq. m. | : | Square metres |
| SSA | : | Share sale agreement |
| Underwriting Agreement | : | The underwriting agreement dated 11 December 2025 entered into between our Company and the Underwriter pursuant to the IPO |
| USA | : | United States of America |
| WYNCORP Advisory or Corporate Finance Adviser | : | WYNCORP Advisory Sdn Bhd (Registration No.: 200301029902 (632322-H)) |
| Yomax | : | Yomax Sdn Bhd (Registration No.: 200701007389 (765391-X)) |
| ZICO or solicitors | : | Zaid Ibrahim & Co |

**MAJOR CUSTOMERS**

Unless stated otherwise, none of the following major customers of our Group or their holding companies (if applicable) is listed on any stock exchange.

The identities of the following major customers of our Group have not been disclosed in this Prospectus due to confidentiality reasons. In addition, these customers have also declined consent for their names to be disclosed in this Prospectus.

| | | |
|---|---|---|
| Customer A | : | A company operating in Malaysia and is principally involved in design, development, manufacturing and re-manufacturing, assembly and test of custom complex printed circuit boards and memory intensive products. Its parent company specialises in serving customers in the aerospace, defence, healthcare, life sciences and industrial market sectors; currently listed on the Nasdaq Stock Market. Customer A has been in operations since 1996, and generated revenue of approximately RM8,161.23 million based on its latest publicly-available annual audited financial statements for the financial year ended 30 September 2024. Customer A, together with its parent company and other related companies within the group, have over 20,000 headcounts primarily serving the Americas, Asia-Pacific, Europe, Middle East and Africa markets. |

| | | |
|---|---|---|
| Customer B | : | A company operating in Malaysia and is principally involved in manufacturing and sale of vacuum valves. Its parent company specialises in the development of high vacuum solutions; currently listed on the SIX Swiss Exchange. Customer B has been in operations since 2011 and generated revenue of approximately RM745.93 million based on its latest publicly available annual audited financial statements for the financial year ended 31 December 2023. Customer B, together with its parent company and other related companies within the group, have around 3,000 headcounts primarily serving USA, Europe and Asia markets. |
| Customer C | : | A company operating in Malaysia and is principally involved in design, development and manufacturing of computer and peripheral boards utilising advanced interconnect or substrate technologies. Its parent company provides the manufacturing services and solutions worldwide; currently listed on the New York Stock Exchange. |
| Customer D | : | A company operating in Malaysia and is principally involved in manufacture and sale of precision mechanical and assembly of components, automation system for computer peripherals and semiconductor industries. |
| Customer E | : | A company operating in Malaysia and is principally involved in design, development or manufacturing of assembly of various electronic equipment/modules/devices/accessories, printed circuit boards, precision multi-axis machining and grinding of various complex parts/components, and advanced metal joining using electron beam, laser and gas tungsten arc welding (GTAW) welding and brazing. Its parent company provides design engineering and advanced manufacturing services that include both electronic manufacturing services and precision technology services, currently listed on the New York Stock Exchange. |
| Customer F | : | A company operating in Malaysia and is principally involved in manufacture of other special-purpose machinery not elsewhere classified, manufacture of medical and dental instrument and supplies, and the operation of generation facilities that produce electric energy. |
| Customer G | : | A company operating in Malaysia and is principally involved in fabrication of precision tools and machinery parts as well as manufacture of aircraft and other equipment parts, spares, components and precision engineering parts. Its parent company is involved in investment holding and the provision of corporate management services, currently listed on the Main Market of Bursa Securities. |

The following major customer of our Group have given its consent to disclose its name in this Prospectus.

| | | |
|---|---|---|
| RT Supplies | : | RT Supplies Pte Ltd (Registration No.: 201408538G), a company operating in Singapore and is principally involved in wholesale trade of a variety of goods without a dominant product. |

**MAJOR SUPPLIERS**

Unless stated otherwise, none of the following major suppliers of our Group or their holding companies (if applicable) is listed on any stock exchange.

The identities of the following major suppliers of our Group have not been disclosed in this Prospectus due to confidentiality reasons. In addition, these suppliers have also declined consent for their names to be disclosed in this Prospectus.

| | | |
|---|---|---|
| Supplier A | : | A company operating in Malaysia and is principally involved in general trading, construction and contractors, and investment holding. |
| Supplier B | : | A company operating in Malaysia and is principally involved in exporters, importers, distributors and otherwise deal in all kinds of hardware products, equipment, machineries, tools and all other industrial and consumer goods. |
| Supplier C | : | A company operating in Malaysia and is principally involved in fabrication of machine parts, engineering parts and precision tooling, maintenance of machinery and equipment which supply to local and oversea markets. |
| Supplier D | : | A sole proprietorship operating in Malaysia and is principally involved in manufacturer, fabricator, assembler, installer, repairer, designer, jig and fixture, industrial engineering part and all kinds of industrial supply. |
| Supplier E | : | A company operating in Malaysia and is principally involved in manufacturing and fabricating of metal products. |
| Supplier F | : | A company operating in Malaysia and is principally involved in manufacturing and processing of semi-finished aluminium. Its parent company is an investment holding company that is pursuing a listing on the ACE Market of Bursa Securities. |
| Supplier G | : | A company operating in Malaysia and is principally involved in the trading and repair of CNC machine and accessories, automation machine design and assembly, jig and fixture, CNC turning fabrication and investment holdings. |

The following major suppliers of our Group have given their consents to disclose their names in this Prospectus.

| | | |
|---|---|---|
| Altra Precision | : | Altra Precision Sdn Bhd (Registration No.: 201701034395 (1248566-H)), a company operating in Malaysia and is principally involved in business as designers, assemblers and dealers in all type of precision tools, machinery, machine parts and etc. Apart from being a major supplier of our Group (a sub-contractor to whom we outsource our sheet metal fabrication and machining processes), it is also a customer of our Group and has emerged as our major customer in FYE 2024. |
| IPC Industries | : | IPC Industries Sdn Bhd (Registration No: 200601014308 (734059-W)), a company operating in Malaysia and is principally involved in trading in all kinds of engineering materials. |

| | | |
|---|---|---|
| SL Metals | : | SL Metals (M) Sdn Bhd (Registration No.: 200001028926 (531533-V)), a company operating in Malaysia and is principally involved in supplying of aluminium products. Its parent company is a leading aluminium alloy distribution company in Asia; currently listed on the Catalist of Singapore Exchange. |

**CURRENCIES**

| | | |
|---|---|---|
| RM and sen | : | Ringgit Malaysia and sen respectively |
| RMB | : | Renminbi |
| SGD | : | Singapore Dollar |
| USD | : | United States Dollar |

## GLOSSARY OF TECHNICAL TERMS

Technical terms used throughout this Prospectus shall have the same meaning as set out below unless the term is defined otherwise or the context requires otherwise:

| | | |
|---|---|---|
| CAD | : | Computer-aided design which is used to create computer models of the intermediate metal products to be produced. |
| CNC | : | Computer numerical control. CNC is a technology whereby a computer converts designs produced through CAD into numbers. The numbers act as coordinates that control the movement of the CNC machinery. This allows the CNC machinery to control the cuts made into the metal blocks or rods. |
| Fabricated sheet metal | : | Sheet metals that have undergone sheet metal fabrication such as bending, stamping, and welding. |
| Precision-machined parts and components | : | Metal blocks that have undergone precision machining processes such as milling and turning. |
| Roughing process | : | Roughing process is a machining operation to remove excess material from workpieces quickly. It imparts the primary shape and dimensions needed to make other subsequent machining operations faster and more efficient. |
| Sub-modular assembly | : | Partial assembly of intermediate metal products into sub assembled products. |
| Surface finishing treatment | : | Processes that modify the surface of a product to enhance its properties such as improving corrosion resistance, durability, or changing its appearance. |

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## PRESENTATION OF INFORMATION

Words importing the singular include the plural and vice versa. Words importing a gender include any gender. References to persons include a corporation. Any reference to words such as "we", "us", "our" and "ourselves" in this Prospectus shall be a reference to our Company, our Group or any member company of our Group as the context requires, unless otherwise stated. All references to "Ambest" and "our Company" in this Prospectus are to Ambest Group Berhad, references to the "Ambest Group" or "our Group" are to our Company and our Subsidiary taken as a whole. Unless the context otherwise requires, references to "Management" are to our Directors and Key Senior Management as at the date of this Prospectus, and statements as to our beliefs, expectations, estimates and opinions are those of our Management.

All references to "you" are to our prospective investors.

Any reference in this Prospectus, the Application Form, Electronic Share Application or Internet Share Application to any legislation, statute or statutory provision shall be a reference to the statute or legislation of Malaysia and includes any statutory modification, amendment or re-enactment thereof, unless otherwise indicated.

The word "approximately" used in this Prospectus is to indicate that a number is not an exact one, but that number is usually rounded off to the nearest thousand or 2 decimal places, where applicable and hence may not be exact. Any discrepancies in the tables included in this Prospectus between the amounts listed and the total thereof are due to rounding.

All reference to dates and times are references to dates and times in Malaysia unless otherwise stated. All references to the "LPD" in this Prospectus are to 22 December 2025, which is the latest practicable date prior to the registration of this Prospectus with Bursa Securities.

This Prospectus includes statistical data provided by us and various third parties. This data is taken or derived from information published by industry sources and from our internal data. In each such case, the source is stated in this Prospectus. Where there is no source stated, it can be assumed that the information originates from us or is extracted from the Independent Market Research Report prepared by Protégé (as defined in this Prospectus) which is included in Section 8 of this Prospectus. In compiling its data for the review, Protégé had relied on its research methodology, industry sources, published materials, its own private databases and direct contacts within the industry.

If there are any discrepancies or inconsistencies between the English and Malay versions of this document, the English version shall prevail. The information on our website, or any website directly or indirectly linked to such website does not form part of this Prospectus and you should not rely on it.

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## FORWARD-LOOKING STATEMENTS

This Prospectus contains forward-looking statements. All statements other than statements of historical facts included in this Prospectus, including, without limitation, those regarding our financial position, business strategies, future plans and prospects, and objectives of our Group for future operations, are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties, contingencies and other factors which may cause our actual results, our performance or achievements, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding our present and future business strategies and the environment in which we will operate in the future. Such forward-looking statements reflect our Group's current view with respect to future events and are not a guarantee of future performance.

Forward-looking statements can be identified by the use of forward-looking terminology such as the words "expect", "believe", "plan", "intend", "estimate", "anticipate", "aim", "forecast", "may", "will", "would", and "could" or similar expressions and include all statements that are not historical facts. Such forward-looking statements include, without limitation, statements relating to:

(i) demand for our services and general industry environment;

(ii) our future financial performance, earnings, cash flow and liquidity;

(iii) our business strategies and future growth opportunities;

(iv) our future plans and objectives;

(v) our ability to pay dividends; and

(vi) the regulatory environment and the effects of future regulation.

Our actual results may differ materially from information contained in the forward-looking statements as a result of a number of factors beyond our control, including, without limitation:

(i) the general economic, business, social, political and investment environment globally;

(ii) government policy, legislation and regulation;

(iii) other factors which may or may not be within our control;

(iv) relationship with our customers and the orders which we will receive from them;

(v) shortage of skilled and semi-skilled employees;

(vi) competitive environment in the industry which we operate; and

(vii) delays or problems encountered in implementing our business strategies.

Additional factors that could cause actual results, performance or achievements to differ materially include, but are not limited to those discussed in Section 9 of this Prospectus on “Risk Factors” and Section 12.2 of this Prospectus on “Management’s Discussion and Analysis of Financial Condition and Results of Operations”. We cannot give any assurance that the forward-looking statements made in this Prospectus will be realised. Such forward-looking statements are made only as at the date of this Prospectus.

Should we become aware of any subsequent material change or development affecting matter disclosed in this Prospectus arising from the date of registration of this Prospectus but before the date of allotment of our Issue Shares, we shall further issue a supplemental or replacement prospectus, as the case may be, in accordance with the provisions of Section 238(1) of the CMSA and Paragraph 1.02, Chapter 1 of Part II (Division 6 on Supplementary and Replacement Prospectus) of the Prospectus Guidelines.

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## 1. CORPORATE DIRECTORY

### BOARD OF DIRECTORS

| Name (Designation) | Address | Nationality | Gender |
|---|---|---|---|
| **Tan Sri Dato' Samshuri Bin Arshad** *(Independent Non-Executive Chairman)* | No 22, Lorong 14/37B, Seksyen 14, 47600 Petaling Jaya, Selangor | Malaysian | Male |
| **Tan Beng Beng** *(Managing Director)* | No. 19, Jalan Sungai Ara 6, 11900 Bayan Lepas, Pulau Pinang | Malaysian | Male |
| **Lim Eng Guan** *(Executive Director)* | 6-14-07, Lintang Relau 1, Desamas Melur, 11900 Bayan Lepas, Pulau Pinang | Malaysian | Male |
| **Wong Thai Sun** *(Independent Non-Executive Director)* | 1B-26-3, Mira Residence, Lintang Lembah Permai 17, 11200 Tanjong Bungah, Pulau Pinang | Malaysian | Male |
| **Lok Man Shung** *(Independent Non-Executive Director)* | 97, Lorong Perdana 2/6, Bandar Perdana, 08000 Sungai Petani, Kedah | Malaysian | Female |
| **Goh Liuh Yih** *(Independent Non-Executive Director)* | No 14, Lintang Delima 10, 11700 Gelugor, Pulau Pinang | Malaysian | Female |

### AUDIT AND RISK MANAGEMENT COMMITTEE

| Name | Designation | Directorship |
|---|---|---|
| Wong Thai Sun | Chairman | Independent Non-Executive Director |
| Goh Liuh Yih | Member | Independent Non-Executive Director |
| Lok Man Shung | Member | Independent Non-Executive Director |

### NOMINATION COMMITTEE

| Name | Designation | Directorship |
|---|---|---|
| Goh Liuh Yih | Chairman | Independent Non-Executive Director |
| Lok Man Shung | Member | Independent Non-Executive Director |
| Wong Thai Sun | Member | Independent Non-Executive Director |

### REMUNERATION COMMITTEE

| Name | Designation | Directorship |
|---|---|---|
| Lok Man Shung | Chairman | Independent Non-Executive Director |
| Goh Liuh Yih | Member | Independent Non-Executive Director |
| Wong Thai Sun | Member | Independent Non-Executive Director |

## 1. CORPORATE DIRECTORY *(CONT'D)*

| | | |
|---|---|---|
| **COMPANY SECRETARY** | : | Hing Poe Pyng<br>Malaysian Institute of Chartered Secretaries and Administrators No.: 7053526<br>SSM Practising Certificate No.: 202008001322<br>Chartered Secretary<br><br>51-8-A Menara BHL<br>Jalan Sultan Ahmad Shah<br>10050 George Town<br>Pulau Pinang, Malaysia<br><br>Telephone No. : (604) 373 6616 |
| **REGISTERED OFFICE** | : | 51-8-A Menara BHL<br>Jalan Sultan Ahmad Shah<br>10050 George Town<br>Pulau Pinang, Malaysia<br><br>Telephone No. : (604) 373 6616 |
| **HEAD OFFICE/ PRINCIPAL PLACE OF BUSINESS** | : | No. 9, 11 & 42A<br>Jalan Damar<br>11960 Batu Maung<br>Pulau Pinang, Malaysia<br><br>Telephone No. : (604) 255 3536<br>Email : ambestgroup@ambest-tech.com<br>Website : www.ambestgroup.com.my |
| **PRINCIPAL ADVISER, SPONSOR, UNDERWRITER AND PLACEMENT AGENT** | : | **Malacca Securities Sdn Bhd**<br>(Registration No. 197301002760 (16121-H))<br><br>BO1-A-13A, Level 13A, Menara 2<br>3, Jalan Bangsar<br>KL Eco City<br>59200 Kuala Lumpur, Malaysia<br><br>Telephone No. : (603) 2201 2100 |
| **CORPORATE FINANCE ADVISER** | : | **WYNCORP Advisory Sdn Bhd**<br>(Registration No. 200301029902 (632322-H))<br><br>Suite 50-6-8, Level 6, Wisma UOA Damansara<br>50, Jalan Dungun, Damansara Heights<br>50490 Kuala Lumpur, Malaysia<br><br>Telephone No. : (603) 2096 2286 / 2289<br><br>Person-in-charge : Moh Jiun Haur<br>Designation : Director<br><br>Professional qualification/ license : Chartered Accountant, Malaysian Institute of Accountants ("**MIA**") (Membership No.:33355) |

## 1. CORPORATE DIRECTORY *(CONT'D)*

| | | |
|---|---|---|
| | | Fellow member of the Association of Chartered Certified Accountants (Membership No.: 1200346)<br><br>Capital Markets Services Representative (CMSRL/B3116/2012) |
| **AUDITORS AND REPORTING ACCOUNTANTS** | : | **Grant Thornton Malaysia PLT**<br>Level 5, Menara BHL<br>51, Jalan Sultan Ahmad Shah<br>10050 George Town<br>Pulau Pinang, Malaysia<br><br>Telephone No. : (604) 228 7828<br>Facsimile No. : (604) 227 9828<br><br>Partner-in-charge : Yeap Bee Har<br><br>Approval No. : 03715/02/2027 J<br>Professional qualification : Chartered Accountant, Malaysian Institute of Accountants (MIA membership no. 33884) and Fellow Member of the Association of Chartered Certified Accountants ("**FCCA**") (FCCA Membership No: 1790992) |
| **DUE DILIGENCE SOLICITORS** | : | **Zaid Ibrahim & Co**<br>51-22-B&C, Menara BHL<br>Jalan Sultan Ahmad Shah<br>10050 Pulau Pinang Malaysia<br><br>Telephone No. : (604) 375 3100<br>Facsimile No. : (604) 228 6755 |
| **INDEPENDENT MARKET RESEARCHER** | : | **Protégé Associates Sdn Bhd**<br>(Registration No.: 200401037256 (675767-H))<br><br>Suite C-11-12<br>Plaza Mont' Kiara<br>2 Jalan Kiara, Mont' Kiara<br>50480 Kuala Lumpur, Malaysia<br><br>Telephone No. : (603) 6201 9301<br>Facsimile No. : (603) 6201 7302<br>Person-in-charge : Seow Cheow Seng<br>Designation : Executive Director<br>Qualification : Master in Business Administration from Charles Sturt University, Australia and Bachelor of Business specializing in Marketing from RMIT University, Australia. |

## 1. CORPORATE DIRECTORY *(CONT'D)*

| | | |
|---|---|---|
| **INTERNAL CONTROL REVIEW CONSULTANT** | : | **Sterling Business Alignment Consulting Sdn Bhd**<br>(Registration No.: 200401015607 (654110-P))<br>Unit C3A02, Level 3A, Lobby 1<br>Block C, Damansara Intan<br>No. 1, Jalan SS20/27<br>47400 Petaling Jaya<br>Selangor, Malaysia<br><br>Telephone No. : (603) 7662 8010<br>Facsimile No. : (603) 7612 8610 |
| **ISSUING HOUSE** | : | **Malaysian Issuing House Sdn Bhd**<br>(Registration No.: 199301003608 (258345-X))<br><br>11th Floor, Menara Symphony<br>No. 5, Jalan Prof. Khoo Kay Kim<br>Seksyen 13, 46200 Petaling Jaya<br>Selangor, Malaysia<br><br>Telephone No.: (603) 7890 4700 |
| **SHARE REGISTRAR** | : | **Boardroom Share Registrars Sdn Bhd**<br>(Registration No.: 199601006647 (378993-D))<br><br>11th Floor, Menara Symphony<br>No. 5, Jalan Prof. Khoo Kay Kim<br>Seksyen 13, 46200 Petaling Jaya<br>Selangor, Malaysia<br><br>Telephone No.: (603) 7890 4700 |
| **LISTING SOUGHT** | : | ACE Market |
| **SHARIAH STATUS** | : | Approved by the Shariah Advisory Council of the SC |

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# 2. APPROVALS AND CONDITIONS

## 2.1 APPROVALS AND CONDITIONS

### 2.1.1 Approval from Bursa Securities

Bursa Securities had, vide its letter dated 29 October 2025, approved the admission of our Company to the Official List of the ACE Market and the listing of and quotation for the entire enlarged issued share capital of Ambest comprising 510,000,002 Shares on the ACE Market.

The conditions imposed by Bursa Securities and the status of compliance with these conditions are as follows:

| No. | Details of conditions imposed | Status of compliance |
|---|---|---|
| 1. | Submission of the following information with respect to the moratorium on the shareholdings of the specified shareholders to Bursa Depository:<br><br>(a) Name of shareholders;<br>(b) Number of shares; and<br>(c) Date of expiry of the moratorium for each block of shares. | Complied |
| 2. | Approvals from other relevant authorities have been obtained for implementation of the listing proposal; | Complied |
| 3. | The Bumiputera equity requirements for public listed companies as approved/exempted by the SC including any conditions imposed thereon; | Complied |
| 4. | Make the relevant announcements pursuant to paragraphs 8.1 and 8.2 of Guidance Notes 15 of the Listing Requirements; | To be complied |
| 5. | Furnish to Bursa Securities a copy of the schedule of distribution showing compliance with the public shareholding spread requirements based on the entire enlarged issued share capital of the Company at least one (1) market day prior to the listing date; | To be complied |
| 6. | Furnish to Bursa Securities a confirmation of compliance with Paragraph 2.2(b)(ii)(aa) of Guidance Note 10 of the Listing Requirements by all the directors at least 2 market days prior to the listing date, together with copy of the Mandatory Accreditation Programme certificates; | To be complied |
| 7. | In relation to the public offering to be undertaken by the Company, please announce at least 2 market days prior to the listing date, the result of the offering including the following:<br><br>(a) Level of subscription of public balloting and placement;<br>(b) Basis of allotment/allocation;<br>(c) A table showing the distribution for placement tranche as per the format prescribed by Bursa Securities; and<br>(d) Disclosure of placees who become substantial shareholders of the Company arising from the public offering, if any.<br><br>Malacca Securities must ensure that the overall distribution of the Company's securities is properly carried out to mitigate any disorderly trading in the secondary market. | To be complied |

| No. | Details of conditions imposed | Status of compliance |
|---|---|---|
| 8. | Ambest/Malacca Securities to furnish Bursa Securities with a written confirmation of its compliance with the terms and conditions of Bursa Securities' approval upon the admission of the Company to the Official List of the ACE Market. | To be complied |

### 2.1.2 Approval from SC

Our IPO is an exempt transaction under Section 212(8) of the CMSA and is therefore not subject to the approval of the SC.

The SC had, vide its letter dated 5 November 2025, approved our application which had been made under the Bumiputera equity requirements for public listed companies pursuant to our Listing.

The conditions imposed by SC and the status of compliance with these conditions are as follows:

| No. | Details of conditions imposed | Status of compliance |
|---|---|---|
| 1. | Ambest allocating shares equivalent to 12.5% of its enlarged number of issued Shares upon listing to Bumiputera investors to be approved by MITI. | To be complied |
| 2. | In addition, Ambest is to make available at least 50% of the Shares offered to the Malaysian public investors via balloting to Bumiputera public investors. | To be complied |

### 2.1.3 Approval from MITI

The MITI had, vide its letter dated 25 August 2025, stated that it has agreed to our Listing, involving 510,000,002 Shares and that our Company has complied with the Bumiputera equity condition for the purpose of our Listing with the allocation of 63,750,000 Shares representing 12.50% of our enlarged issued share capital to Bumiputera investors which are recognised by the MITI.

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## 2.2 MORATORIUM ON OUR SHARES HELD BY OUR SPECIFIED SHAREHOLDERS

In compliance with Rule 3.19(1) of the Listing Requirements, a moratorium will be imposed on the sale, transfer or assignment of Shares held by our Specified Shareholders as follows:

(i) The moratorium applies to the entire shareholdings of the Specified Shareholders for a period of six (6) months from the date of our Listing ("**First 6-Month Moratorium**");

(ii) Upon the expiry of the First 6-Month Moratorium, the Specified Shareholders' aggregate shareholdings amounting to at least 45.00% of our total number of issued Shares shall remain under moratorium for another period of 6 months ("**Second 6-Month Moratorium**"); and

(iii) Upon the expiry of the Second 6-Month Moratorium, the Specified Shareholders may sell, transfer or assign up to a maximum of one-third (1/3) per annum (on a straight-line basis) of their Shares held under moratorium,

(Collectively, referred to as "**Moratorium Period**").

The details of our Specified Shareholders and their shareholdings held under moratorium during the Moratorium Period are as follows:

| | **Year 1** | | | |
|---|---|---|---|---|
| | **Shares held under the First 6-Month Moratorium** | | **Shares held under the Second 6-Month Moratorium** | |
| **Specified Shareholders** | **No. of Shares** | **%(1)** | **No. of Shares** | **%(1)** |
| Tan Beng Beng | 179,523,501 | 35.20 | 114,750,001 | 22.50 |
| Lim Eng Guan | 179,523,501 | 35.20 | 114,750,001 | 22.50 |
| **Total** | **359,047,002** | **70.40** | **229,500,002** | **45.00** |

| | **Year 2** | | **Year 3** | |
|---|---|---|---|---|
| | **Shares held in year 2 after Listing** | | **Shares held in year 3 after Listing** | |
| **Specified Shareholders** | **No. of Shares** | **%(1)** | **No. of Shares** | **%(1)** |
| Tan Beng Beng | 76,500,001 | 15.00 | 38,250,001 | 7.50 |
| Lim Eng Guan | 76,500,001 | 15.00 | 38,250,001 | 7.50 |
| **Total** | **153,000,002** | **30.00** | **76,500,002** | **15.00** |

*Note:*

*(1) Based on our enlarged issued share capital comprising 510,000,002 Shares after our IPO.*

The moratorium restrictions, which has been fully accepted by our Specified Shareholders, are specifically endorsed on the share certificates representing the Shares held by them which are under moratorium to ensure that our Share Registrar does not register any transfer that contravenes with such moratorium restrictions.

Our Specified Shareholders have provided written undertakings that they will not sell, transfer or assign their shareholdings under moratorium during the Moratorium Period.

## 3. PROSPECTUS SUMMARY

**THIS PROSPECTUS SUMMARY ONLY HIGHLIGHTS THE KEY INFORMATION FROM OTHER PARTS OF THIS PROSPECTUS. IT DOES NOT CONTAIN ALL THE INFORMATION THAT MAY BE IMPORTANT TO YOU. YOU SHOULD READ AND UNDERSTAND THE CONTENTS OF THE WHOLE PROSPECTUS PRIOR TO DECIDING ON WHETHER TO INVEST IN OUR SHARES.**

### 3.1 PRINCIPAL DETAILS OF OUR IPO

The following details relating to our IPO are derived from the full text of this Prospectus and should be read in conjunction with that text.

| | Public Issue | | Offer for Sale | | Total | |
|---|---|---|---|---|---|---|
| | **No. of Shares** | **%(1)** | **No. of Shares** | **%(1)** | **No. of Shares** | **%(1)** |
| **Retail offering** | | | | | | |
| - Malaysian Public (via balloting)(2) | 25,500,000 | 5.00 | - | - | 25,500,000 | 5.00 |
| - Eligible Persons | 12,750,000 | 2.50 | - | - | 12,750,000 | 2.50 |
| **Private placement** | | | | | | |
| - Selected Bumiputera investors approved by MITI | 63,750,000 | 12.50 | - | - | 63,750,000 | 12.50 |
| - Selected investors | 8,000,000 | 1.57 | 40,953,000 | 8.03 | 48,953,000 | 9.60 |
| **Total** | **110,000,000** | **21.57** | **40,953,000** | **8.03** | **150,953,000** | **29.60** |

*Notes:*

*(1) Based on our enlarged issued share capital of 510,000,002 Shares after our IPO.*

*(2) 12,750,000 Shares, representing 50% of the allocation, are made available for application to Bumiputera public investors.*

Please refer to Section 4 of this Prospectus for the details of our IPO.

Our Specified Shareholders' entire shareholdings after our IPO will be held under moratorium for 6 months from the date of our admission to the ACE Market. Thereafter, their shareholdings amounting to 45.00% of our share capital will remain under moratorium for another 6 months. Our Specified Shareholders may sell, transfer or assign up to a maximum of one-third per annum (on a straight-line basis) of their shares held under moratorium upon expiry of the second 6 months period.

Please refer to Section 2.2 of this Prospectus for the moratorium on our Shares held by our Specified Shareholders.

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### 3.1.1 The principal statistics of our IPO

Upon completion of our IPO, our issued share capital will be as follows:

| Details | No. of Shares | Share Capital (RM) |
|---|---|---|
| Issued share capital as at the date of this Prospectus | 400,000,002 | 29,600,002 |
| Issue Shares to be issued pursuant to the Public Issue | 110,000,000 | 27,500,000 |
| Estimated listing expenses directly attributable to the Public Issue | - | (1,365,667) |
| **Enlarged issued share capital upon Listing** | **510,000,002** | **55,734,335** |
| IPO Price | - | 0.25 |
| Pro forma consolidated NA per Share as at 30 September 2025 (based on the enlarged issued share capital upon Listing and after intended utilisation of proceeds raised from our Public Issue) | | 0.11 |
| Market capitalisation upon Listing[(1)] | - | 127,500,001 |

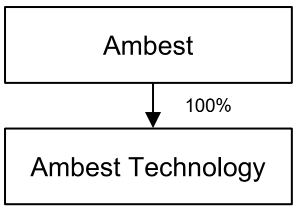
*Note:*

*(1) Calculated based on the IPO Price per Share multiplied by our enlarged issued share capital of 510,000,002 Shares upon listing.*

## 3.2 BUSINESS OVERVIEW

Our Company, Ambest Group Berhad was incorporated in Malaysia under the Act on 16 February 2023 as a private limited company under the name Ambest Group Sdn Bhd. On 12 June 2025, we converted into a public limited company and assumed our present name.

The structure of our Group before the IPO is as follows:



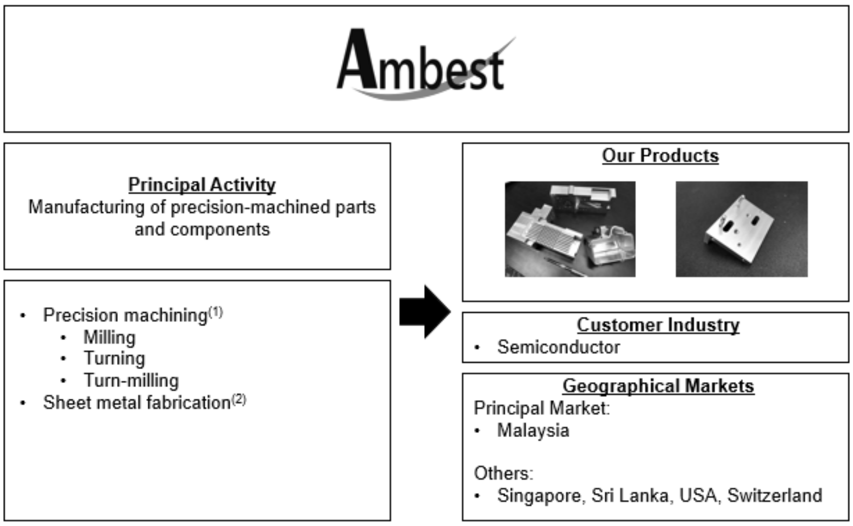

Please refer to Section 6.3 of this Prospectus for further details of our Group structure.

*[The rest of this page has been intentionally left blank]*

### 3.2.1 Principal activities and principal markets

Our Company is primarily an investment holding company and through our subsidiary, Ambest Technology, we are an engineering supporting services provider, providing precision machining services as well as sub-modular assembly.

Our principal activity can be summarised in the diagram below:




*Notes:*

*(1) Includes provision of sub-modular assembly and surface finishing treatment that can be offered to customers when requested. The provision of surface finishing treatment is subcontracted by the Group.*

*(2) Denotes process that is subcontracted by the Group.*

### 3.2.2 Revenue by business segment

The breakdown of our revenue by business segment for the Financial Periods Under Review is as follows:

| | FYE 2022 | | FYE 2023 | | FYE 2024 | | FPE 2025 | |
|---|---|---|---|---|---|---|---|---|
| **Business segment** | **RM'000** | **%** | **RM'000** | **%** | **RM'000** | **%** | **RM'000** | **%** |
| Precision machining(1) | 49,095 | 82.68 | 33,959 | 74.21 | 38,165 | 80.76 | 31,912 | 80.21 |
| Sheet metal fabrication | 10,281 | 17.32 | 11,801 | 25.79 | 9,095 | 19.24 | 7,873 | 19.79 |
| **Total** | **59,376** | **100.00** | **45,760** | **100.00** | **47,260** | **100.00** | **39,785** | **100.00** |

*Note:*

*(1) Includes revenue from sub-modular assembly and surface finishing treatment.*

### 3.2.3 Revenue by geographical location

The breakdown of our revenue by geographical location for the Financial Periods Under Review is as follows:

| Geographical location | FYE 2022 | | FYE 2023 | | FYE 2024 | | FPE 2025 | |
|---|---|---|---|---|---|---|---|---|
| | RM'000 | % | RM'000 | % | RM'000 | % | RM'000 | % |
| **Domestic** | 59,349 | 99.95 | 37,813 | 82.63 | 39,643 | 83.88 | 39,535 | 99.37 |
| Malaysia | 59,349 | 99.95 | 37,813 | 82.63 | 39,643 | 83.88 | 39,535 | 99.37 |
| **International** | 27 | 0.05 | 7,947 | 17.37 | 7,617 | 16.12 | 250 | 0.63 |
| Singapore | 20 | 0.04 | 7,905 | 17.28 | 7,533 | 15.94 | 144 | 0.36 |
| Sri Lanka | 1 | * | 42 | 0.09 | 53 | 0.11 | 66 | 0.17 |
| Japan | 6 | 0.01 | - | - | - | - | - | - |
| Others | - | - | - | - | 31(1) | 0.07 | 40(2) | 0.10 |
| **Our total revenue** | **59,376** | **100.00** | **45,760** | **100.00** | **47,260** | **100.00** | **39,785** | **100.00** |

*Notes:*

* *Negligible*

(1) *Comprises USA, Thailand, and Switzerland.*

(2) *Comprises USA and Switzerland.*

Please refer to Sections 7.2 and 7.4 of this Prospectus for further details on our principal activities and principal markets respectively.

## 3.3 COMPETITIVE STRENGTHS

Our Board believes that our historical successes and future prospects are underpinned by the following competitive strengths: -

### 3.3.1 Long track record and long-standing relationships with our customers

We have a track record of more than 10 years as an engineering supporting services provider, beginning with the fabrication of industrial engineering parts and products to provision of CNC machining services and expanding to sub-modular assembly services. We have implemented a quality management system to ensure that we provide our customers with quality products and services on a consistent basis. Currently, our quality management system is accredited with ISO 9001:2015 under the scope of "Manufacture of High Precision Machines Components, Jigs, and Fixtures".

### 3.3.2 Experienced and knowledgeable Key Senior Management team

The success of our Group, to a certain extent, can be attributed to the experience and knowledge of our Key Senior Management team. Our Managing Director, Tan Beng Beng, and our Executive Director, Lim Eng Guan, have 25 years and 29 years of experience in the engineering support industry respectively. They are supported by other members of the Key Senior Management team who each have over 20 years of experience in their respective fields. The combined knowledge and experience of our Key Senior Management team have contributed to our ability to provide products and services that meets our customers' needs and will help to continue the growth of our Group's business in the future.

### 3.3.3 Continuous investment in machinery and equipment

We continuously invest in machinery and equipment in line with the growing requirements of our customers. Aside from meeting existing customers' growing requirements, continuous investment in machinery and equipment allows us to keep up with the more advanced requirements of the markets and potentially allows us to secure additional customers with higher requirements.

Please refer to Section 7.5 of this Prospectus for further details on our competitive strengths.

## 3.4 FUTURE PLANS

### 3.4.1 Renovation of Facility 42A

Since June 2024 and as at the LPD, we are utilising the Facility 42A to store raw materials, packing materials, finished goods, as well as five (5) CNC milling machines (pending maintenance and installation) and one (1) 5-axis CNC milling machine. We intend to add an additional storey to a part of the building to increase the built-up area of the building from approximately 2,010 sq. m. to 2,910 sq. m. This will enable us to expand our manufacturing area and accommodate additional machinery and equipment to expand our production capacity and capabilities. We also intend to construct a new cleanroom in the Facility 42A. Our Group currently has a cleanroom divided into two sections, Class 10,000 and Class 100,000 in Facility No. 9 and Office and Factory No. 11.

### 3.4.2 Purchase of machinery and equipment

We intend to invest and purchase new machinery and equipment, which will be placed in the Facility 42A. We intend to allocate approximately RM3.90 million of the IPO Proceeds to purchase 2 new machineries.

Please refer to Section 7.17 of this Prospectus for further details on our future plans.

## 3.5 RISK FACTORS

**YOU SHOULD EVALUATE AND CONSIDER CAREFULLY, ALONG WITH OTHER MATTERS IN THIS PROSPECTUS, THE FOLLOWING RISK FACTORS WHICH MAY IN THE FUTURE HAVE A MATERIAL ADVERSE EFFECT ON OUR BUSINESS OPERATIONS, FINANCIAL POSITION AND PERFORMANCE, IN ADDITION TO OTHER INFORMATION CONTAINED ELSEWHERE IN THIS PROSPECTUS, BEFORE MAKING AN APPLICATION FOR OUR IPO SHARES.**

The key risks relating to our Group's business operations are summarised as follows:

### 3.5.1 We are dependent on our major customers

We are dependent on 2 of our major customers, namely Customer A and Customer B. They have cumulatively contributed approximately 82.28%, 72.55%, 69.31% and 82.84% of our total revenue for Financial Periods Under Review respectively.

If there are any adverse changes to working relationship with our major customers and we are unable to retain our major customers, while also being unable to secure new customers with the same scale of orders in a timely manner, our business and financial performance may be negatively affected.

### 3.5.2 We may be exposed to disruptions in our manufacturing operations

Our business is reliant on the efficient and smooth running of our manufacturing operations, which are supported by our workforce and a range of machinery and equipment such as CNC milling, CNC turning and CNC turn-milling machines. While we undertake regular scheduled maintenance of our machinery and equipment to ensure that they work optimally, we may experience unexpected failures that may lead to unanticipated downtime which would lead to an interruption in our manufacturing operations. Any unanticipated disruptions may affect our production schedule and may lead to a delay in the delivery of products to our customers. For the Financial Periods Under Review and up to the LPD, we have not experienced any disruptions to our manufacturing operations that affected our production schedule and delivery of products to our customers. However, there can be no assurance that disruptions to our manufacturing operations in the future will not affect our business and financial performance.

### 3.5.3 We are subject to regulatory requirements for our business operations

The licences and approvals obtained by our Group are subject to conditions and requirements that have been imposed by the various issuing bodies. Should there be instances of non-compliance by our Group, the licences and approvals obtained by our Group may be terminated, revoked, or may not be renewed upon expiry. Additionally, our Group and/ or our Directors may be subject to penalties, fines, or potential prosecutions in the event of any non-compliance with the relevant laws and regulations. While we have internal processes to monitor our compliance with the relevant laws and regulations and track the validity of our licences and approvals, there can be no assurance that we will be able to renew our licences and approvals in a timely manner or comply with conditions imposed. Failure to successfully renew our licences and approvals may adversely affect our business operations and our future financial performance.

### 3.5.4 We are dependent on our Executive Directors and Key Senior Management team for continued success and growth of our business

The success and achievements of our Group thus far can be attributed to our Directors and Key Senior Management who have been involved in developing business strategies and charting the growth of our Group. Our Managing Director, Tan Beng Beng, and our Executive Director, Lim Eng Guan, have over 25 years and 29 years of experience in the engineering support industry respectively. In addition, they are supported by our management team who each who have over 20 years of experience in their respective fields. The resignation or loss of our Key Senior Management simultaneously or without suitable or timely replacements may affect our business operations and our ability to compete with our competitors. As such, the financial performance of our Group may be adversely affected.

### 3.5.5 We are dependent on our major suppliers

We are dependent on 3 of our major suppliers, namely Altra Precision (a sub-contractor to whom we outsource our sheet metal fabrication and machining processes) and SL Metals and Supplier F (both of whom are approved vendors of our Group's major customer, Customer B which requires Ambest Technology to obtain raw materials from SL Metals and Supplier F for certain products) who have cumulatively contributed approximately 20.78%, 30.83%, 34.63% and 34.71% of the total net purchases for the Financial Periods Under Review respectively.

While we have maintained good working relationships with Altra Precision and SL Metals, as well as Supplier F, and have not experienced any material disputes in the past and up to the LPD, there can be no assurance that they will be able to continue supporting us in the future at the same level they have been doing so. If they cease or reduce their services to us, we may not be able to replace them with other suppliers in a timely manner, thereby affecting our business operations.

### 3.5.6 We are exposed to fluctuations in raw material prices

The price of aluminium is affected by factors including but not limited to demand and supply conditions. Any adverse changes in demand and supply conditions may cause the price of the raw materials to increase, thus causing an increase in manufacturing cost. While we have generally been able to pass on the increase in cost to our customers, there can be no assurance that we will be able to pass on the increase in cost (in full or partially) to our customers in the future. We would then have to bear the increase in cost which may adversely affect our financial performance.

### 3.5.7 We are exposed to fluctuations in foreign exchange transaction risks which may impact the profitability of our Group

We are exposed to foreign exchange gains or losses in the conversion of foreign currencies into RM, mainly arising from the timing difference between our billings and actual receipt of payments from our customers and/or conversion for transactions which are conducted in currencies other than RM. As such, any unfavourable fluctuations in the foreign exchange rates may have an adverse impact on our financial performance and profitability.

### 3.5.8 We may experience delays in realising our future plans

We plan to renovate our Facility 42A and add an additional storey to the building to expand our manufacturing area and accommodate additional machinery and equipment as well as construct a new cleanroom. Such activities may be subject to various uncertainties such as the ability to obtain the necessary licenses and approvals from relevant authorities, or delays in installing the cleanroom, as well as delays in procuring new machinery. If we experience any setbacks in realising our future plans, our business growth may be subsequently affected as we may not be able to keep up with our customers' demands. Additionally, delays in construction and renovation may lead to higher-than-expected costs.

### 3.5.9 We may be exposed to inadequate insurance coverage to cover all losses or liabilities that may arise in the course of our business operations

Our business is subject to incidents such as fire, flood, power outages, and burglary which are outside of our control. These unexpected events may cause interruptions in or prolonged suspension of our manufacturing operations. We have purchased various insurance policies to insure against, amongst others, all risk, fire, and personal accidents and we continuously review our insurance coverage to ensure that they are valid and adequate for our current operations.

### 3.5.10 We are exposed to interest rate risk

For FPE 2025, our Group's total outstanding interest-bearing borrowings (excluding lease liability) stood at RM37.61 million, comprising term loans, hire purchases, revolving credit and bankers' acceptance with interest rates ranging from 2.90% to 6.69% per annum; out of which approximately RM29.21 million or 77.67% are floating rate borrowings. In view that a significant portion of our Group's outstanding borrowings consist of floating rate borrowings, any significant increase in interest rates would increase our finance costs and in turn may have an adverse impact on our financial performance and cash flows.

### 3.5.11 We may not be able to effectively manage our capacity expansion

Our expansion plans may be subject to uncertainties regarding demand from existing and new customers, and there can be no assurance that the demand for our services will increase in line with our increased production capacity. We will be required to incur capital expenditure costs for the purchase and installation of additional machinery and equipment. If we are unable to recover the cost incurred for said expansion, our business and financial performance may be adversely affected.

Please refer to Section 9 of this Prospectus for further details of the risk factors associated with our business, the industry in which we operate, investment in our Shares and other risks.

### 3.5.12 We are exposed to delays in collection

Slower collections from our customers could negatively impact our cash flow, potentially affecting our ability to pay suppliers and subcontractors on time. Although our Group has managed to generate positive operating cash flows during the reviewed periods, there can be no guarantee that we will not experience any future collection delays or payment defaults, which may have a material adverse impact on our cash flow and financial stability.

## 3.6 DIRECTORS AND KEY SENIOR MANAGEMENT

Our Directors and Key Senior Management are as follows:

| Name | Designation |
|---|---|
| **Directors** | |
| Tan Sri Dato' Samshuri Bin Arshad | Independent Non-Executive Chairman |
| Tan Beng Beng | Managing Director |
| Lim Eng Guan | Executive Director |
| Wong Thai Sun | Independent Non-Executive Director |
| Lok Man Shung | Independent Non-Executive Director |
| Goh Liuh Yih | Independent Non-Executive Director |
| | |
| **Key Senior Management** | |
| Chong Chun Chieh | Chief Financial Officer |
| Khoo Tiang Seng | Quality Assurance Manager |
| Kwek Boon Ping | Production Manager |
| Lim Jit Yit | Assistant General Manager |

Please refer to Section 5 of this Prospectus for further details of our Directors and Key Senior Management.

## 3.7 UTILISATION OF PROCEEDS

We expect to use the gross proceeds from the Public Issue amounting to RM27.50 million in the following manner:

| | (RM'000) | (%) | Estimated timeframe for utilisation from the date of our Listing |
|---|---|---|---|
| Repayment of borrowings | 12,000 | 43.64 | Within 3 months |
| Purchase of new machineries | 3,900 | 14.18 | Within 24 months |
| General working capital | 6,800 | 24.73 | Within 18 months |
| Estimated listing expenses | 4,800 | 17.45 | Within 1 month |
| **Total Public Issue proceeds** | **27,500** | **100.00** | |

The gross proceeds of RM10.24 million from the Offer for Sale will accrue entirely to the Selling Shareholders. Therefore, we will not receive any proceeds from the Offer for Sale.

Please refer to Section 4.8 of this Prospectus for further details on the utilisation of proceeds.

### 3.8 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

The shareholdings of our Promoters and substantial shareholders in our Company before and after our IPO are set out as follows:

| | | Before our IPO | | | | After our IPO | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Direct | | Indirect | | Direct | | Indirect | |
| Name | Nationality | No. of Shares | %(1) | No. of Shares | % | No. of Shares | %(2) | No. of Shares | % |
| Tan Beng Beng | Malaysian | 200,000,001 | 50.00 | - | - | 179,523,501 | 35.20 | - | - |
| Lim Eng Guan | Malaysian | 200,000,001 | 50.00 | - | - | 179,523,501 | 35.20 | - | - |

*Notes:*

*(1) Based on our issued share capital comprising 400,000,002 Shares before our IPO.*

*(2) Based on our enlarged issued share capital comprising 510,000,002 Shares upon our IPO.*

Please refer to Section 5.1 of this Prospectus for further details of our Promoters and substantial shareholders.

### 3.9 FINANCIAL AND OPERATIONAL HIGHLIGHTS

#### 3.9.1 Historical Financial Information

The following table sets out the highlights of our historical financial information for the Financial Periods Under Review:

| | Audited | | | |
|---|---|---|---|---|
| | FYE 2022 (RM'000) | FYE 2023 (RM'000) | FYE 2024 (RM'000) | FPE 2025 (RM'000) |
| Revenue | 59,376 | 45,760 | 47,260 | 39,785 |
| GP | 12,910 | 13,118 | 14,262 | 11,418 |
| PBT | 9,464 | 9,044 | 8,167 | 5,856 |
| PAT | 7,185 | 6,809 | 7,058 | 5,220 |
| | | | | |
| GP margin(1) (%) | 21.74 | 28.67 | 30.18 | 28.70 |
| PBT margin(2) (%) | 15.94 | 19.76 | 17.28 | 14.72 |
| PAT margin(3) (%) | 12.10 | 14.88 | 14.93 | 13.12 |
| | | | | |
| Net assets | 13,722 | 21,531 | 29,589 | 34,809 |
| Non-current assets | 14,771 | 19,584 | 51,881 | 52,315 |
| Current assets | 20,556 | 22,430 | 30,278 | 25,880 |
| Non-current liabilities | 7,874 | 10,728 | 32,234 | 32,813 |
| Current liabilities | 13,731 | 9,755 | 20,336 | 10,573 |
| Current ratio(4) (times) | 1.50 | 2.30 | 1.49 | 2.45 |
| Gearing ratio(5) (times) | 0.69 | 0.55 | 1.32 | 1.08 |

*Notes:*

*(1) GP margin is computed based on GP divided by revenue.*

*(2) PBT margin is computed based on PBT divided by revenue.*

*(3) PAT margin is computed based on PAT divided by revenue.*

*(4) Computed based on current assets over current liabilities.*

*(5) Computed based on total borrowings over total equity.*

### 3.9.2 Operational highlights

Our Group recorded total revenue of approximately RM59.38 million, RM45.76 million, RM47.26 million and RM39.79 million for the Financial Periods Under Review respectively. Throughout the Financial Periods Under Review, the precision machining segment represent the main revenue contributor to our Group, contributing 82.68%, 74.21%, 80.76% and 80.21% of our Group's total revenue respectively. Our top five (5) major customers contributed approximately 96.48%, 95.22%, 94.22% and 97.42% of our Group's total revenue for the Financial Periods Under Review respectively.

Please refer to Section 12.2 of this Prospectus for the management's discussion and analysis of financial condition and results of operations for the Financial Periods Under Review.

## 3.10 DIVIDEND POLICY

There were no dividends declared and paid by our Group during the Financial Periods Under Review and up to the LPD. Furthermore, our Group does not intend to declare or pay any dividends prior to, and until, the completion of our Listing.

It is our Company's intention to recommend dividends to allow our shareholders to participate in the profits of our Group. Nonetheless, our Company does not have any formal dividend policy. Our ability to distribute dividends or make other distributions to our shareholders is subject to various factors, such as actual profits registered for the year and the availability of funds in excess of working capital requirements for our businesses.

Please refer to Section 12.5 of this Prospectus for further details on our dividend policy.

*[The rest of this page has been intentionally left blank]*

## 4. DETAILS OF OUR IPO

### 4.1 OPENING AND CLOSING OF APPLICATION

The Applications for our IPO Shares will open at 10.00 a.m. on 21 January 2026 and will remain open until 5.00 p.m. on 27 January 2026.

**Late applications will not be accepted.**

### 4.2 INDICATIVE TIMETABLE

The following events are intended to take place on the following indicative dates:

| Events | Indicative dates |
|---|---|
| Issuance of this Prospectus / Opening date of Applications | 21 January 2026 |
| Closing date of the Applications | 27 January 2026 |
| Date for the balloting of the Applications | 29 January 2026 |
| Date for allotment / transfer of our IPO Shares to successful applicants | 4 February 2026 |
| Listing date | 6 February 2026 |

Our Directors together with our Sponsor and Underwriter may mutually decide, at our absolute discretion, to extend the closing date for the Application to any later date if necessary to facilitate the completion of the IPO. In such an event, the tentative dates for balloting, allotment/transfer of the IPO Shares and our Listing will also be extended accordingly.

In the event there is any change to the indicative timetable, we will advertise a notice of change in a widely circulated daily English and Bahasa Malaysia newspapers in Malaysia, and make an announcement on Bursa Securities' website.

### 4.3 DETAILS OF OUR IPO

Our IPO consists of the Public Issue and Offer for Sale, totalling 150,953,000 IPO Shares at the IPO Price, payable in full on application upon such terms and conditions as set out in this Prospectus and will be allocated in the following manner:

| | Issue Shares | | Offer Shares | | Total | |
|---|---|---|---|---|---|---|
| | **No. of Shares** | **%(1)** | **No. of Shares** | **%(1)** | **No. of Shares** | **%(1)** |
| **Retail offering** | | | | | | |
| Malaysian Public (via balloting)(2) | 25,500,000 | 5.00 | - | - | 25,500,000 | 5.00 |
| Eligible Persons | 12,750,000 | 2.50 | - | - | 12,750,000 | 2.50 |
| | | | - | - | | |
| **Private placement** | | | | | | |
| Selected Bumiputera investors approved by MITI | 63,750,000 | 12.50 | - | - | 63,750,000 | 12.50 |
| Selected investors | 8,000,000 | 1.57 | 40,953,000 | 8.03 | 48,953,000 | 9.60 |
| **Total** | **110,000,000** | **21.57** | **40,953,000** | **8.03** | **150,953,000** | **29.60** |

*Notes:*

*(1) Based on our enlarged issued share capital of 510,000,002 Shares upon our IPO.*

*(2) 12,750,000 Shares, representing 50% of the allocation, are made available for application by Bumiputera public investors.*

### 4.3.1 Public Issue

The Public Issue of 110,000,000 new Shares, representing approximately 21.57% of our enlarged issued share capital will be made available for Application at the IPO Price in the following manner:

**(i) Malaysian Public (via balloting)**

25,500,000 Issue Shares, representing 5.00% of our enlarged issued share capital, will be made available for Application by the Malaysian Public and allocated through a balloting process, comprising:

(i) 12,750,000 Issue Shares, representing 2.50% of our enlarged issued share capital, will be made available to Malaysian public investors; and

(ii) 12,750,000 Issue Shares, representing 2.50% of our enlarged issued share capital, will be made available to Bumiputera public investors.

**(ii) Eligible Persons**

12,750,000 Issue Shares, representing 2.50% of our enlarged issued share capital will be made available for Application by the Eligible Persons comprising the following:

| | Number of persons | Pink Form Allocation |
|---|---|---|
| Eligible Directors(1) | 4 | 1,000,000 |
| Eligible employees of our Group(2) | 79 | 9,950,000 |
| Business associates of our Group including any other persons who have contributed to the success of our Group(3) | 18 | 1,800,000 |
| **Total** | | **12,750,000** |

*Notes:*

*(1) We have allocated Pink Form Shares for application by our Independent Non-Executive Directors as follows:*

| ***Eligible Directors*** | ***Designation*** | ***No. of Pink Form Shares allocated*** |
|---|---|---|
| *Tan Sri Dato' Samshuri Bin Arshad* | *Independent Non-Executive Chairman* | *250,000* |
| *Goh Liuh Yih* | *Independent Non-Executive Director* | *250,000* |
| *Lok Man Shung* | *Independent Non-Executive Director* | *250,000* |
| *Wong Thai Sun* | *Independent Non-Executive Director* | *250,000* |

*(2) The criteria of allocation of the Pink Form Shares to our eligible employees of our Group (as approved by our Board) are based on, amongst others, the following factors:*

*(a) our employee must be at least 18 years of age;*

*(b) our employee must have his/her employment confirmed in writing;*

*(c) past performance and respective contribution made to our Group;*

*(d) the employees' seniority, position and length of service; and*

*(e) other factors deemed relevant by our Board.*

*The Issue Shares under the Pink Form Allocation to be allocated are inclusive of the allocation to our Key Senior Management. The number of Issue Shares allocated to our eligible Key Senior Management under the Pink Form Allocation are as follows:*

| ***Eligible Key Senior Management*** | ***Designation*** | ***No. of Pink Form Shares allocated*** |
|---|---|---|
| *Chong Chun Chieh* | *Chief Financial Officer* | *1,000,000* |
| *Khoo Tiang Seng* | *Quality Assurance Manager* | *330,000* |
| *Lim Jit Yit* | *Assistant General Manager* | *1,000,000* |
| *Kwek Boon Ping* | *Production Manager* | *1,000,000* |
| ***Total*** | | ***3,330,000*** |

*(3) A total of 1,800,000 Issue Shares have been allocated to persons who have contributed to the success of our Group which includes our suppliers and other business associates. The number of Pink Form Shares allotted to them are based on, amongst others, the nature, terms and length of their business relationship with us as well as the level of contribution and support to our Group.*

**(iii) Private placement to selected Bumiputera investors approved by the MITI and selected investors**

71,750,000 Issue Shares, representing 14.07% of our enlarged issued share capital will be made available by way of private placement in the following manner:

(a) 63,750,000 Issue Shares, representing 12.50% of our enlarged issued Shares to selected Bumiputera investors approved by the MITI by our Placement Agent; and

(b) 8,000,000 Issue Shares, representing 1.57% of our enlarged issued Shares to selected investors.

### 4.3.2 Offer for Sale

The 40,953,000 Offer Shares, representing approximately 8.03% of our enlarged issued share capital are offered by our Selling Shareholders to selected investors by way of private placement at the IPO Price. The Offer for Sale is subject to the terms and conditions of this Prospectus.

The selected investors will be identified and selected in such manner as may be determined by our Placement Agent, in consultation with our Board. Our Placement Agent, in consultation with our Board, has the absolute discretion to decide whether to accept or reject any placement of the Offer Shares to the selected investors.

As at the LPD, we are not aware of:

(a) any substantial shareholder, Directors or Key Senior Management who intend to subscribe for our IPO Shares, save for the Directors and Key Senior Management who are eligible to participate in the Pink Form Allocation as disclosed in Section 4.3.1(ii) of this Prospectus; and

(b) any person who intends to subscribe for more than 5.00% of our IPO Shares.

## 4. DETAILS OF OUR IPO *(CONT'D)*

The details of the Selling Shareholders are as follows:

| Selling Shareholders | Address | Nature of relationship with our Group | As at LPD | | Shares offered pursuant to the Offer for Sale | | | After our IPO | |
|---|---|---|---|---|---|---|---|---|---|
| | | | No. of Shares | %(1) | No. of Shares | %(1) | %(2) | No. of Shares | %(2) |
| Tan Beng Beng | No. 19, Jalan Sungai Ara 6, 11900 Bayan Lepas, Pulau Pinang | Promoter, Managing Director, substantial shareholder of our Company | 200,000,001 | 50.00 | 20,476,500 | 5.12 | 4.015 | 179,523,501 | 35.20 |
| Lim Eng Guan | 6-14-07, Lintang Relau 1, Desamas Melur, 11900 Bayan Lepas, Pulau Pinang | Promoter, Executive Director, substantial shareholder of our Company | 200,000,001 | 50.00 | 20,476,500 | 5.12 | 4.015 | 179,523,501 | 35.20 |
| **Total** | | | **400,000,002** | **100.00** | **40,953,000** | **10.24** | **8.03** | **359,047,002** | **70.40** |

*Notes:*

(1) *Based on our issued share capital comprising 400,000,002 Shares before our IPO.*

(2) *Based on our enlarged issued share capital comprising 510,000,002 Shares after our IPO.*

Based on the IPO Price, the entire proceeds of approximately RM10.24 million arising from the Offer for Sale will accrue entirely to the Selling Shareholders and not to our Company. All expenses relating to the Offer for Sale will be fully borne by the Selling Shareholders. Please refer to Section 4.9.3 of this Prospectus for further details on the placement fee in relation to the Offer for Sale.

The Selling Shareholders are also Specified Shareholders, whereby a moratorium will be imposed on the sale, transfer or assignment of Shares held by them as set out in Section 2.2 of this Prospectus.

*[The rest of this page has been intentionally left blank]*

### 4.3.3 Underwriting, Minimum Subscription Level, Clawback and Re-allocation

Our IPO Shares shall be subject to the following underwriting, clawback and re-allocation provisions:

**(i) Malaysian Public via balloting**

The 25,500,000 Issue Shares made available for Application by the Malaysian Public have been fully underwritten by our Underwriter. In the event of over-subscription, the acceptance of the Applications received from the Malaysian Public shall be subject to ballot to be conducted in a fair and equitable manner as approved by our Board.

If our Issue Shares allocated to the Bumiputera Malaysian Public are under-subscribed, such under-subscribed Issue Shares will be re-allocated to the other Malaysian Public, by way of ballot, if applicable.

In the event that there are Issue Shares which are not fully subscribed by the Malaysian Public, the remaining unsubscribed portion will be clawed back and re-allocated to the selected investors by way of private placement by our Placement Agent.

Any further Issue Shares which are not subscribed after being re-allocated to the selected investors shall be subscribed by our Underwriter in accordance with the salient terms of the Underwriting Agreement.

**(ii) Eligible Persons**

The 12,750,000 Issue Shares made available for Application by the Eligible Persons under the Pink Form Allocation have been fully underwritten by our Underwriter.

Any Issue Shares under Pink Form Allocation which are not subscribed by any of the Eligible Persons shall be re-offered to the other Eligible Persons before being re-allocated to the Malaysian Public by way of ballot and/or to the selected investors by way of private placement by our Placement Agent.

Thereafter, any remaining Issue Shares under the Pink Form Allocation which are not subscribed for shall be subscribed by our Underwriter in accordance with the terms of the Underwriting Agreement.

**(iii) Private placement to selected investors**

The 8,000,000 Issue Shares and 40,953,000 Offer Shares made available by way of private placement to selected investors by our Placement Agent have not been underwritten.

In the event of under-subscription of the Offer Shares by the selected investors, the remaining unsubscribed portion will be clawed back and re-allocated to the Malaysian Public by way of ballot to be conducted in a fair and equitable manner as approved by our Board.

**(iv) Private placement to selected Bumiputera investors approved by the MITI**

The 63,750,000 Issue Shares made available by way of private placement to Bumiputera investors approved by the MITI ("**MITI Tranche**") have not been underwritten.

In the event of under-subscription of the IPO Shares under the MITI Tranche, the unsubscribed IPO Shares shall firstly be clawed back and re-allocated to the Bumiputera Malaysian Public via balloting. Any unsubscribed portion after the re-allocation shall be allocated firstly to Malaysian institutional investors under the private placement and thereafter to other selected investors identified by our Placement Agent. Any remaining unsubscribed portion thereafter shall be allocated to non-Bumiputera Malaysian Public by way of ballot.

The above clawback and re-allocation provisions will not apply in the event that there is an oversubscription in all of the allocations of our IPO Shares at the closing date of our IPO. The allocation of our IPO Shares shall be in a fair and equitable manner and shall take into account the desirability of distributing our IPO Shares to a reasonable number of applicants with a view of broadening our Company's shareholder base to meet the public shareholding spread requirements of Bursa Securities and to establish a liquid market for our Shares.

There is no minimum subscription amount to be raised from our IPO. The number of IPO Shares offered will not be increased via any over-allotment of "greenshoe" option. In order to comply with the public spread requirements of Bursa Securities, we are required to have at least 25% of our enlarged issued share capital held by a minimum number of 200 public shareholders holding not less than 100 Shares each at the time of our Listing. Prior to our Listing, we will ensure that this requirement is met through the balloting process and the private placement exercise to ensure that a minimum 200 public shareholders holding not less than 100 Shares each are in place and at least 25.00% of our enlarged issued share capital are held by public shareholders.

If the public spread requirement is not met, we may not be permitted to proceed with our Listing. In such event, monies paid in respect of all Applications will be returned in full, without interest or any share of revenue or benefits arising therefrom. If such monies are not returned in full within 14 days after we become liable to do so, the provision of Section 243(2) of the CMSA shall apply accordingly.

## 4.4 SHARE CAPITAL, CLASSES OF SHARES AND RANKING

As at the date of this Prospectus, the issued share capital for our Company was RM29.60 million comprising 400,000,002 Shares. Upon completion of our IPO, the enlarged issued share capital of our Company will be RM55.73 million comprising 510,000,002 Shares as follows:

| Details | No. of Shares | Share Capital RM |
|---|---|---|
| Issued share capital as at the date of this Prospectus | 400,000,002 | 29,600,002 |
| Issue Shares to be issued pursuant to the Public Issue | 110,000,000 | 27,500,000 |
| Less: Estimated listing expenses directly attributable to the Public Issue | - | (1,365,667) |
| **Enlarged issued share capital upon Listing** | **510,000,002** | **55,734,335** |
| IPO Price | - | 0.25 |
| Market capitalisation upon Listing[1] | - | 127,500,001 |

*Note:*

*(1) Calculated based on the IPO Price per Share multiplied by our enlarged issued share capital of 510,000,002 Shares upon listing.*

As at the date of this Prospectus, we have only 1 class of shares, being ordinary shares, all of which rank equally with one another. Our IPO Shares will, upon allotment and issue, rank equally in all respects with our existing Shares in issue, including voting rights and rights to all dividends and distributions that may be declared subsequent to the date of allotment of our IPO Shares.

Subject to any special rights attaching to any Shares which may be issued by us in the future, our shareholders shall, in proportion to the number of Shares held by them, be entitled to share in the whole of the profits paid out by us as dividends and other distributions and any surplus if our Company is liquidated in accordance with our Constitution and provisions of the Act.

Each of our shareholders shall be entitled to vote at any of our general meetings in person, or by proxy or by attorney or by other duly authorised representative. Every shareholder present in person or by proxy or by attorney or by other duly authorised representative shall have 1 vote for each Share held.

## 4.5 BASIS OF ARRIVING AT OUR IPO PRICE

Our IPO Price of RM0.25 per IPO Share was determined and agreed upon by our Directors, the Selling Shareholders together with Malacca Securities, being our Principal Adviser, Sponsor, Underwriter and Placement Agent, and WYNCORP Advisory, being our Corporate Finance Adviser, after taking into consideration the following factors:

**(a) Financial and operating history**

The net PE Multiple of approximately 18.12 times based on our EPS of approximately 1.38 sen for the FYE 2024 (calculated based on the combined PAT attributable to owners of our Company for the FYE 2024 of approximately RM7.06 million and our enlarged total number of 510,000,002 Shares upon Listing).

The net PE Multiple of approximately 18.38 times based on our EPS of approximately 1.36 sen for the FPE 2025 (calculated based on the annualised combined PAT attributable to owners of our Company for the FPE 2025 of approximately RM5.22 million and our enlarged total number of 510,000,002 Shares upon Listing).

Our detailed business overview and financial information of our Group are set out in Section 7 and Section 12 of this Prospectus, respectively.

**(b) Pro forma consolidated NA**

Our pro forma consolidated NA per Share of 11.00 sen as at 30 September 2025 based on our enlarged issued share capital comprising 510,000,002 Shares, after our IPO and subsequent to the utilisation of proceeds from our Public Issue as set out in Section 14 of this Prospectus.

**(c) Future plans and business strategies**

Our future plans and business strategies, which are set out in Section 7.17 of this Prospectus.

**(d) Competitive strengths, industry overview and prospects**

Our competitive strengths, industry overview and prospects, which are set out in Sections 7.5 and 8 of this Prospectus respectively.

**You should note that the market price of our Shares upon Listing is subject to the vagaries of market forces and other uncertainties which may affect the market price of our Shares. You should form your own views on the valuation of our IPO Shares and reasonableness of the bases used before deciding to invest in our IPO Shares. You are also reminded to carefully consider the risk factors as set out in Section 9 of this Prospectus.**

## 4.6 OBJECTIVES OF OUR IPO

The objectives of our IPO are as follows:

(a) to provide an opportunity for the Malaysian Public, Eligible Persons and other potential investors to participate in our equity and growth of our Group;

(b) to enable our Group to raise funds for the purposes specified in Section 4.8 of this Prospectus;

(c) to enable our Group to tap into the equity capital market for future fund raising and to provide our Group the financial flexibility to pursue future growth opportunities as and when they arise; and

(d) to gain recognition through our listing status which will enhance our Group's reputation in the marketing of our products and to retain and attract new talents in the industry.

## 4.7 DILUTION

Dilution is the amount by which the IPO Price to be paid by the applicants for our IPO Shares will be diluted upon our Listing as compared to the pro forma consolidated NA per Share immediately after our IPO. The following table illustrates such dilution on a per Share basis as well as the accretion in value to the existing shareholders of our Company after the IPO:

| | Details | RM |
|---|---|---|
| IPO Price | A | 0.25 |
| Pro forma consolidated NA per Share as at 30 September 2025, based on our issued share capital of 400,000,002 Shares before our IPO | B | 0.09 |
| Pro forma consolidated NA per Share as at 30 September 2025, based on our enlarged issued share capital of 510,000,002 Shares after our IPO and the intended utilisation of proceeds raised from our Public Issue | C | 0.11 |
| Accretion in value per Share to our existing shareholders | C – B | 0.02 |
| Dilution to the new investors | A – C | 0.14 |
| Dilution to the new investors as a percentage of our IPO Price (%) | (A – C)/A | 56.00 |

Further details of our Group's pro forma NA per Share as at 30 September 2025 are set out in Section 14 of this Prospectus.

Save for the Shares which have been subscribed by our shareholders pursuant to the Pre-Listing Exercise (as disclosed in Section 6.2 of this Prospectus) and the Pink Form Allocation, there has been no other acquisition nor subscription of any of our Shares by our Promoters, Directors, substantial shareholders, Key Senior Management or persons connected with them, or any transaction entered into by them, which grants them the right to acquire any of our Shares from the date of our incorporation up to the date of this Prospectus.

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## 4. DETAILS OF OUR IPO *(CONT'D)*

Save as disclosed below, there has been no acquisition or allotment of any of our Shares by/to our Directors, Promotors, substantial shareholders, Key Senior Management or persons connected with them, or any transaction entered into by them which grants them the right to acquire any of our Shares in the past 3 years prior to the date of this Prospectus:

| Name | No. of Shares allotted | Total consideration (RM) | Average effective cost for each Share (RM) |
|---|---|---|---|
| **Promoters, substantial shareholders and Directors[(1)]** | | | |
| Lim Eng Guan | 1 | 1 | 1.000 |
| Tan Beng Beng | 1 | 1 | 1.000 |
| | | | |
| **Promoters, substantial shareholders and Directors[(2)]** | | | |
| Lim Eng Guan | 200,000,000 | 14,800,000 | 0.074 |
| Tan Beng Beng | 200,000,000 | 14,800,000 | 0.074 |
| | | | |
| **Directors** | | | |
| Tan Sri Dato' Samshuri Bin Arshad | 250,000 | 62,500 | 0.25 |
| Wong Thai Sun | 250,000 | 62,500 | 0.25 |
| Goh Liuh Yih | 250,000 | 62,500 | 0.25 |
| Lok Man Shung | 250,000 | 62,500 | 0.25 |
| | | | |
| **Key Senior Management** | | | |
| Chong Chun Chieh | 1,000,000 | 250,000 | 0.25 |
| Khoo Tiang Seng | 330,000 | 82,500 | 0.25 |
| Lim Jit Yit | 1,000,000 | 250,000 | 0.25 |
| Kwek Boon Ping | 1,000,000 | 250,000 | 0.25 |

*Notes:*

*(1) Subscriber's Shares pursuant to the incorporation of our Company.*

*(2) Allotted pursuant to the Acquisition.*

### 4.8 UTILISATION OF PROCEEDS

Based on the IPO Price of RM0.25 per IPO Share, the total gross proceeds of RM27.50 million from the Public Issue will be utilised by our Group in the following manner:

| Description of utilisation | Amount of proceeds (RM'000) | (%) | Estimated timeframe for utilisation from the date of our Listing |
|---|---|---|---|
| Repayment of borrowings | 12,000 | 43.64 | Within 3 months |
| Purchase of new machineries | 3,900 | 14.18 | Within 24 months |
| General working capital | 6,800 | 24.73 | Within 18 months |
| Estimated listing expenses | 4,800 | 17.45 | Within 1 month |
| **Total Public Issue proceeds** | **27,500** | **100.00** | |

The current allocated utilisation is based on the respective estimated costs as at the LPD. Hence, if the allocated proceeds are insufficient to fund the final amount, we will fund the shortfall from our internally generated fund. Similarly, any surplus from the allocated proceeds will be used for general working capital purposes. Pending the utilisation of the proceeds raised from our Public Issue, the proceeds will be placed in interest-bearing short-term deposits or money market instruments with licensed financial institutions.

### 4.8.1 Repayment of borrowings

Our Group intends to allocate RM12.00 million of the proceeds raised from the Public Issue for the partial repayment of our Group's borrowing as follows:

| Banking facility | Purpose of facility | Interest rate/ Maturity date | Outstanding amount as at the LPD (RM'000) | Proposed repayment (RM'000) |
|---|---|---|---|---|
| Maybank Islamic Berhad (Term loan) | To part finance our purchase of Facility 42A(1) | Base Financing Rate 6.40%(2), minus 2.60% / 31 March 2049 | 21,102 | 12,000 |

*Notes:*

(1) *Our Group acquired Facility 42A, a one storey factory, office and warehouse located at No. 42A, Jalan Damar, 11960 Bayan Lepas, Penang, with a built-up area of 2,010 sq. m., in 2024 for a total cash consideration of RM24.50 million, which was funded partially by a term loan of RM22.05 million from Maybank Islamic Berhad, with the remaining RM2.45 million funded through internally generated funds.*

(2) *As at the LPD, the Base Financing Rate from the bank is at 6.40% per annum.*

For information purpose, any early prepayment under the banking facility must be given a one (1) month's prior written notice to the bank and make the prepayments in the inverse order of maturity.

This loan has been selected for partial repayment as it carries the highest effective interest rate among our borrowings. Prioritising its repayment is expected to yield greater interest savings for our Group.

As at the LPD, our Group's total borrowings amounting to RM35.89 million. Based on the above, upon reducing our Group's total borrowing of RM37.61 million as at 30 September 2025 by the proposed repayment as set out above, our Group will reduce the gearing ratio from 1.08 times to 0.74 times based on the pro forma consolidated statements of financial position as at 30 September 2025 and is expected to achieve an annual interest savings of approximately RM0.46 million. However, the actual interest savings amount may vary depending on the applicable interest rate at that point in time.

### 4.8.2 Purchase of new machineries

Our Group intends to allocate RM3.90 million of the proceeds raised from the Public Issue to purchase and/or to pay off any facilities obtained for the purchase of the following machineries:

| Type of machinery | Function of the machinery | No. of unit | Estimated cost (RM'000)(1) |
|---|---|---|---|
| 5-axis CNC machine | A machine that is used to perform simultaneous cutting in all five axis to create complex shapes on a workpiece. | 1 | 2,200 |
| CNC horizontal machine | A machine used for high-precision machining of large or complex parts. | 1 | 1,700 |
| **Total** | | **2** | **3,900** |

*Note:*

(1) *Based on quotations obtained from suppliers and inclusive of installation and set-up cost. The actual cost of the CNC machines may differ from the estimated cost if the quotations obtained are being revised by the suppliers, or if other suppliers can offer the machines with the similar specifications at a lower price before the purchase is made.*

In the event that any of the above machineries is purchased with credit financing prior to the receipt of the proceeds from the Public Issue, the proceeds raised shall be utilised to repay such financing for early settlement.

All of the above CNC machines will be allocated to the Facility 42A. The additional new 5-axis CNC machine and CNC horizontal machine are expected to increase our Group's operating annual capacity by approximately 3.85%[(1)] collectively. The increase in our Group's overall production capacity is in line with our Group's plan to accommodate more orders from our Group's existing customers and to expand our customer base to serve customers from other industries.

The rationale for the purchase of the above CNC machines is due to the highly competitive nature of the machining industry, whereby our Group must demonstrate strong manufacturing capabilities to manage higher order volumes without compromising quality by highlighting to customers the number of high-end machines our Group owns and operate in order to secure orders from them.

In the event that the allocated proceeds are insufficient for the purchase of the new CNC machines, any shortfall will be funded via internally generated funds. Conversely, if the actual cost is lower than the amount allocated above, the excess will be allocated for our Group's working capital purposes.

*Note:*

*(1) The increase in our Group's operating annual capacity is calculated based on the following assumptions:*

*The expected increase in annual capacity is calculated by subtracting the estimated maximum annual capacity of 55 units of CNC machines owned by our Group as at the LPD from the estimated maximum annual capacity of 53 units, which includes the new 5-axis CNC machine and the CNC horizontal machine.*

| Types of Machines | No. of units (inclusive of the new 5-axis CNC machine and the CNC horizontal machine) | Estimated Maximum Annual Capacity[(i)] (hour) | No. of units as at LPD | Estimated Maximum Annual Capacity[(i)] (hour) |
|---|---|---|---|---|
| CNC milling machines | 46 | 194,183 | 44 | 185,740 |
| CNC turning machines | 2 | 8,443 | 2 | 8,443 |
| CNC turn-milling machines | 7 | 29,550 | 7 | 29,550 |
| **Total** | **55** | **232,176** | **53** | **223,733** |

*Note:*

*(i) We use a variety of machinery to produce the products required by our customers. Depending on the complexity and specifications of the products required by our customers, the production time as well as the type of machinery used would vary for each order. As such, our Group's operating annual capacity is measured by the production running time of the CNC machines owned by our Group.*

*The estimated maximum annual capacity is calculated based on the number of machines x 5 working days per week x 52 weeks per year x 17.16 working hours per day, minus non-operating hours (calculated based on number of machines x 14 non-operating days x 17.16 working hours per day), based on the following:*

- *The 17.16 working hours per day is based on 2 shifts per day, 8.58 working hours (namely, 8 hours and 35 minutes and excluding breaktime of 1 hour) per shift.*
- *Non-operating days refer to certain public holidays granted by our Group to its employees.*

In addition to the above new machineries to be financed by proceeds from our Public Issue, we will continue to invest in new machineries and equipment to complement our existing machineries as well as to optimise our production capacities as we grow our business. Such new machineries shall be financed by bank borrowings and/or internally generated funds of our Group.

### 4.8.3 General working capital

A total of RM6.80 million of the proceeds to be raised from the Public Issue has been earmarked for working capital of our Group.

In tandem with the expected growth in the business, our Group intends to allocate RM6.80 million of the proceeds to be raised from the Public Issue for working capital of our Group to purchase raw materials, such as semi-finished machining parts, fabricated sheet metal parts and aluminium.

While the breakdown of such use cannot be determined at this juncture as it depends on working capital for the operations of our Group at the relevant point of time, on a best estimate basis, the allocation of proceeds for such use are as follows:

| **Purchase of raw materials** | **Estimated amount (RM'000)** |
|---|---:|
| Aluminium | 4,000 |
| Semi-finished machining parts | 1,800 |
| Fabricated sheet metal parts | 1,000 |
| **Total** | **6,800** |

### 4.8.4 Estimated listing expenses

The estimated fees and expenses incidental to the Proposed Listing amounting to approximately RM4.80 million are as follows:

| **Description of fees and expenses** | **Estimated amount (RM'000)** |
|---|---:|
| Professional fees which include advisory fees for, amongst others, the Sponsor and Principal Adviser, Corporate Finance Adviser, Solicitors, Reporting Accountants, IMR, Internal Control Review Consultant, Company Secretary, Share Registrar, Issuing House and tax consultant. | 3,600 |
| Fees and charges payable to the relevant authorities | 100 |
| Underwriting commission, placement and brokerage fees | 700 |
| Printing, advertising fees and other incidental or related expenses in connection with the Proposed Listing | 400 |
| **Total** | **4,800** |

## 4.9 UNDERWRITING COMMISSION, BROKERAGE AND PLACEMENT FEES

### 4.9.1 Underwriting commission

Our Underwriter has agreed to underwrite the 25,500,000 Issue Shares made available for application by the Malaysian Public and 12,750,000 Issue Shares made available for application by the Eligible Persons under the Pink Form Allocation.

Our Company will pay our Underwriter an underwriting commission of up to 2.00% of the total value of the underwritten Shares at our IPO Price.

### 4.9.2 Brokerage fee

Our Company will pay brokerage fees at the rate of 1.00% of the value of the Issue Shares under Public Issue, in respect of all successful applications which bear the stamp of either Malacca Securities, participating organisations of Bursa Securities, members of the Association of Banks in Malaysia, members of the Malaysian Investment Banking Association in Malaysia or the Issuing House.

### 4.9.3 Placement fee

Our Placement Agent has agreed to place out the following IPO Shares:

(i) 63,750,000 Issue Shares made available by way of private placement to Bumiputera investors approved by the MITI; and

(ii) 8,000,000 Issue Shares and 40,953,000 Offer Shares made available by way of private placement to selected investors, identified by our Placement Agent, in consultation with the Board.

Our Company will pay our Placement Agent a placement fee of up to 2.25% of the value of the 71,750,000 Issue Shares at the IPO Price placed out by our Placement Agent to Bumiputera investors approved by the MITI and selected investors.

The Selling Shareholders will pay a placement fee of up to 2.25% of the value of the 40,953,000 Offer Shares at the IPO Price placed out by our Placement Agent to the selected investors, the aggregate of which is estimated to be approximately RM230,360.63.

## 4.10 SALIENT TERMS OF THE UNDERWRITING AGREEMENT

Pursuant to the Underwriting Agreement entered on 11 December 2025, Malacca Securities has agreed to underwrite a total of 38,250,000 Issue Shares ("**Underwritten Shares**") on the terms and conditions as set out in the Underwriting Agreement.

The following terms are reproduced from the Underwriting Agreement. The capitalised terms and numbering references used in this Section 4.10 shall have the respective meanings and numbering references as ascribed to it in the Underwriting Agreement:-

**Clause 4. CONDITIONS PRECEDENT FOR UNDERWRITING**

4.1 The several obligations of the Underwriter under the Underwriting Agreement shall further be conditional upon the fulfilment and/or satisfaction of the following within the CP Period as defined in Clause 4.2 below: -

(a) **Bursa Securities:** the approval of Bursa Securities in respect of the Listing remaining in full force and effect and all conditions (except for any which can only be complied with after the IPO has been completed) have been complied with, the registration of the Prospectus and submission to Bursa Securities of accompanying documents on or prior to the issuance, circulation or distribution of the Prospectus to the public;

(b) **CCM:** the lodgement of registrable Prospectus with the CCM in accordance with the requirements of Section 234 of the CMSA;

(c) **Approvals:** all necessary approvals and consents required in relation to the IPO including but not limited to governmental approvals having been obtained and are in full force and effect and that all conditions to the approvals (except for any which can only be complied with after the IPO has been completed) have been complied with;

(d) **Material Adverse Effect:** there having been, as at any time hereafter up to and including the date of registration of the Prospectus, no changes or development that may have a Material Adverse Effect;

(e) **No Prohibition:** from the date hereof up to and including the date of registration of the Prospectus, the IPO, offering and subscription of the IPO Shares in accordance with the provisions hereof and the Prospectus are not being prohibited or impeded by any statute, order, rule, regulation, directive or guideline (whether or not having the force of law) promulgated or issued by any legislative, executive or regulatory body or authority of Malaysia (including Bursa Securities) or any jurisdiction within which the IPO Shares are offered;

(f) **Resolutions:** the delivery to the Underwriter prior to the date of registration of the Prospectus of a copy certified as a true copy of all the resolutions of the Directors of the Company approving the IPO, the Underwriting Agreement, the Prospectus and authorising the execution of the Underwriting Agreement and the issuance of the Prospectus;

(g) **Report & Confirmation:** the delivery to the Underwriter on prospectus registration date of such reports and confirmations dated the prospectus registration date from the Board of Directors of the Company as the Underwriter may reasonably require to ascertain that since the date of the Underwriting Agreement, there has been no change or development that may have a Material Adverse Effect.

4.2 In the event any of the conditions set forth in Clause 4.1 above are not satisfied on or prior to the prospectus registration date which in any case shall be fulfilled within 3 months from the date of the Underwriting Agreement or such later date as consented to in writing by the Underwriter ("**CP Period**"), any party, subject as mentioned below, shall thereupon be entitled to terminate the Underwriting Agreement by notice in writing to another party.

**Clause 14. TERMINATION, LAPSE OF AGREEMENT OR FORCE MAJEURE**

14.1 Notwithstanding anything herein contained, the Underwriter may by notice in writing to the Company given at any time on or before the allotment and issuance of the IPO Shares, terminate and cancel and withdraw its commitment to underwrite the Underwritten Shares if: -

(a) **Breaches in Representations, Warranties or Undertakings:** there is any material breach by the Company of any of the representations, warranties or undertakings, which is not capable of remedy or, if capable of remedy, is not remedied within five (5) Market Days after notice of such breach shall be given to the Company, or by the Closing Date, whichever is earlier, or withholding of information of a material nature from the Underwriter, which is required to be disclosed pursuant to the Underwriting Agreement which would have a material adverse effect on the business or operations of the Group, the success of the IPO, or the distribution of the IPO Shares; or

(b) **Information Withheld:** there is withholding of information of a material nature from the Underwriter, which, if capable of remedy, is not remedied within five (5) Market Days after notice of such breach shall be given to the Company, which would have a material adverse effect on the success of the IPO or the distribution of the IPO Shares; or

(c) **Material Adverse Effect:** there shall have occurred, happened or come into effect any changes or development that may have Material Adverse Effect, which if capable of remedy, is not remedied within five (5) Market Days after notice of such breach shall be given to the Company; or

(d) **Force Majeure:** there shall have occurred, happened or come into effect any of the following circumstances which would or reasonably be expected to materially affect the success of the IPO or the distribution of the IPO Shares or make any material part of the Underwriting Agreement incapable of performance in accordance with its terms: -

(i) any material change, or any development involving a prospective change, in national or international monetary, financial, economic or political conditions (including but not limited to conditions on the stock market, in Malaysia or overseas, foreign exchange market or money market or with regard to inter-bank offer or interest rates both in Malaysia and overseas) or foreign exchange controls or the occurrence of any combination of any of the foregoing; or

(ii) any change in law, regulation, directive, policy or ruling in any jurisdiction or any event or series of events beyond the reasonable control of the Company and/or the Underwriter (including without limitation, pandemic, epidemic, stoppages/outrages, governmental restrictions, acts of God, acts of terrorism, strikes, lock-outs, fire, explosion, flooding, civil commotion, sabotage, acts of war or accidents); or

(iii) the FTSE Bursa Malaysia KLCI Index ("**Index**") is, at the close of normal trading on Bursa Securities, on any Market Day: -

(1) on or after the date of the Underwriting Agreement; and

(2) prior to the allotment of the IPO Shares,

lower than ninety percent (90%) of the level of the Index at the last close of normal trading on the relevant exchange on the Market Day immediately prior to such date and remains at or below that level for three (3) consecutive Market Days; or

(iv) in the event of national disorder, outbreak of war or the declaration of a state of national emergency:

(e) **Failure to Perform Obligations:** there is failure on the part of the Company to perform any of their respective obligations herein contained which, if capable of remedy, is not remedied within five (5) Market Days after notice of such breach shall be given to the Company; or

(f) **Material omission:** any matter which, if capable of remedy, is not remedied within five (5) Market Days after notice of such breach shall be given to the Company, arose immediately before the date of the Prospectus would have constituted a material and adverse omission in the context of the IPO.

14.2 Upon such notice(s) being given under Clause 14.1 and such breach which is capable of remedy and is not remedied in accordance with the Clause 14.1, the Underwriter shall be released and discharged of its obligations without prejudice to its rights whereby the Underwriting Agreement shall be of no further force or effect and no party shall be under any liability to any other in respect of the Underwriting Agreement, except that the Company shall remain liable in respect of its obligations and liabilities for the payment of the underwriting commission and costs and expenses already incurred prior to or in connection with such termination, for the payment of any taxes, duties or levies or such outstanding fees, and for any antecedent breach, and its undertaking to indemnify the Underwriter.

*[The rest of this page has been intentionally left blank]*

## 5.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

### 5.1.1 Promoters and substantial shareholders' shareholdings

The shareholdings of our Promoters and substantial shareholders in our Company before and after our IPO are as follows:

| | | Before our IPO | | | | After our IPO | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Direct | | Indirect | | Direct | | Indirect | |
| Name | Nationality | No. of Shares | %(1) | No. of Shares | % | No. of Shares | %(2) | No. of Shares | % |
| Tan Beng Beng | Malaysian | 200,000,001 | 50.0 | - | - | 179,523,501 | 35.20% | - | - |
| Lim Eng Guan | Malaysian | 200,000,001 | 50.0 | - | - | 179,523,501 | 35.20% | - | - |

*Notes:*

*(1) Based on the issued share capital comprising 400,000,002 Shares before our IPO.*

*(2) Based on the enlarged issued share capital comprising 510,000,002 Shares after our IPO.*

The voting rights of our Promoters and substantial shareholders are the same as the voting rights of the other shareholders of our Company and there is no arrangement involving our Company, the Promoters, substantial shareholders and Directors, which may result in the change in control of our Company at a date subsequent to our Listing.

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### 5.1.2 Profiles of Promoters and substantial shareholders

The profiles of our Promoters and substantial shareholders are as follows:

**(i) Tan Beng Beng**
*Promoter, substantial shareholder and Managing Director*

**Tan Beng Beng**, a Malaysian, male, aged 49, is our Promoter, substantial shareholder and Managing Director. He was appointed to the Board on 16 February 2023. He is mainly responsible for formulating and implementing the overall business strategy and corporate development of our Group, as well as overseeing the sales and marketing strategy and setting our Group's direction for growth.

In 1994, Tan Beng Beng completed his Sijil Pelajaran Malaysia at Sekolah Menengah Jenis Kebangsaan Chung Hwa Confusion. In 1995, he obtained Certificate of Attendance in the Advanced CNC Machining at Penang Skills Development Centre. Thereafter, he worked as a machinist for several companies in the metal fabrication industry for 5 years before establishing his first sole proprietorship, Yomax Engineering in 2000, which was primarily engaged in engineering work, hardware and service. He subsequently incorporated a private company, namely Yomax in 2007 to be involved in similar operations and Yomax Engineering was eventually terminated in 2015.

Tan Beng Beng recognised the vast potential that CNC machining could bring, along with the rising demand for it. In response, he partnered with Lim Eng Guan to establish CNC machining businesses, where he co-founded Adtech Precision Engineering (a business partnership) in 2006 (which was terminated in December 2014) and Amco Technology Sdn Bhd in 2015 (to resume the operations of the business partnership of Adtech Precision Engineering which was terminated in December 2014). He subsequently took over 50% equity interest of Ambest Technology (our Subsidiary) in 2020 from his sister-in-law (namely, Tan Khai Li) and has since been fully involved in Ambest Technology, in which he played a pivotal role in securing sales for the company.

He has over 25 years of experience in the CNC machining industry. He has played a pivotal role in propelling our Group's business growth. His expertise encompasses identifying business opportunities, expanding into new markets, and negotiating business deals.

Under the leadership of Tan Beng Beng, our Group has evolved from its origins as a small-scale partnership business serving local clients to an established private limited company serving multinational corporations in Malaysia.

Tan Beng Beng does not have any family relationship with any of the Directors, substantial shareholders and Key Senior Management of our Group.

The details of his directorship and shareholding outside our Group as at LPD are disclosed in Section 5.2.3 (ii) of this Prospectus.

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## 5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT *(CONT'D)*

**(ii) Lim Eng Guan**
*Promoter, substantial shareholder and Executive Director*

**Lim Eng Guan,** a Malaysian, male, aged 48, is our Promoter, substantial shareholder and Executive Director. He was appointed to the Board on 16 February 2023. He is responsible for overseeing and managing the overall operations of our Group.

In 1994, Lim Eng Guan completed his Sijil Pelajaran Malaysia at Sekolah Menengah Kebangsaan Sungai Ara. In 1995, he obtained a Certificate of Attendance in Advanced CNC Machining at Penang Skills Development Centre.

Lim Eng Guan began his career in 1995 at Ever Technologies Sdn Bhd (now known as AEM Microtronics (M) Sdn Bhd) ("**EverTech**") as a Machinist. His responsibilities included operating machinery for manufacturing precision metal parts, overseeing machining processes and inspecting finished parts for flaws and defects to ensure adherence to quality standards. He left in 1997 to join Paradigm Precision Components Sdn Bhd as a Machinist, where he continued to operate CNC machines and ensure precise shaping and quality of finished products.

In 1998, he left Paradigm Precision Components Sdn Bhd to rejoin EverTech as the section head of the CNC machining department. In this role, he was responsible for overseeing all CNC activities within the manufacturing facility, supervised CNC machine operators and technicians, managed day-to-day operations of the CNC machining section, monitored quality control processes, and implemented corrective actions as necessary. He left EverTech in 2000.

In 2001, he joined Prodelcon Sdn Bhd as a Senior Production Engineer, where he was responsible for managing the overall production activities of CNC machining, including project management, process optimisation, and strategic decision-making related to production and manufacturing operations. In 2006, he established a partnership business under the name of Adtech Precision Engineering together with Tan Beng Beng. He was unable to dedicate his time to Adtech Precision Engineering due to his employment contract with Prodelcon Sdn Bhd at that time and as such, he withdrew from Adtech Precision Engineering in 2007 and was replaced by his spouse, Tang Swee Mei, as the new partner in Adtech Precision Engineering. In 2010, he left Prodelcon Sdn Bhd.

In 2011, he rejoined Adtech Precision Engineering, as a full-time employee holding the position of Production Lead, where he was responsible for managing the overall production activities. In the same year, he assumed a part-time Production Lead role at Ambest Technology, providing technical knowledge and advice needed to operate the business. Ambest Technology was established by his spouse, Tang Swee Mei and Tan Khai Li (the sister-in-law of Tan Beng Beng), with a focus on expanding into CNC machining of metal parts and components serving the multinational companies whereby it participated in trade shows to gain access to multinational companies, and to enjoy the benefits of a private limited company structure.

In 2015, Lim Eng Guan and Tan Beng Beng co-founded Amco Technology, where they both serve as directors. Amco Technology specialises in fabricating industrial engineering parts and products, focusing mainly on the local market. The company was incorporated to resume the operations of the business partnership of Adtech Precision Engineering which was terminated in December 2014. In 2022, Amco Technology sold all its CNC machinery to Ambest Technology and subsequently ceased its business operations in fabrication of industrial engineering parts and products in December 2024.

In March 2020, Tang Swee Mei and Tan Khai Li resigned as directors of Ambest Technology while Tan Beng Beng and Lim Eng Guan were appointed as directors of the company. Tang Swee Mei and Tan Khai Li transferred their shares in Ambest Technology to Lim Eng Guan and Tan Beng Beng respectively, with Lim Eng Guan and Tan Beng Beng each holding 50% equity interest in the company. Since then, Lim Eng Guan has been fully involved in the operations of Ambest Technology.

Lim Eng Guan does not have any family relationship with any of the Directors, substantial shareholders and Key Senior Management of our Group.

The details of his directorship and shareholding outside our Group as at LPD are disclosed in Section 5.2.3 (iii) of this Prospectus.

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### 5.1.3 Changes in our Promoters' and substantial shareholders' shareholdings

The changes in our Promoters and substantial shareholders' shareholdings since our incorporation on 16 February 2023 are as follows:

| Promoters and substantial shareholders | As at 16 February 2023 (Date of incorporation) | | | | After the Acquisition | | | | After our IPO | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Direct | | Indirect | | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | %(1) | No. of Shares | % | No. of Shares | %(2) | No. of Shares | % |
| Tan Beng Beng | 1 | 50.00 | - | - | 200,000,001 | 50.00 | - | - | 179,523,501 | 35.20 | - | - |
| Lim Eng Guan | 1 | 50.00 | - | - | 200,000,001 | 50.00 | - | - | 179,523,501 | 35.20 | - | - |

*Notes:*

*(1) Based on the issued share capital of 400,000,002 Shares before our Listing.*

*(2) Based on the enlarged issued share capital of 510,000,002 Shares after our Listing.*

### 5.1.4 Promoters and substantial shareholders remuneration and benefits-in-kind

The remuneration and benefits paid and proposed to be paid for services rendered by our Promoters and substantial shareholders in all capacities to our Group for the last FYE 2024 and current FYE 2025 are disclosed in Section 5.2.4 of this Prospectus.

### 5.1.5 Persons exercising control over our Company

Save for our Promoters and substantial shareholders as set out in Section 5.1.1 of this Prospectus, there is no other person who is able to, directly or indirectly, jointly or severally, exercise control over our Company.

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## 5.2 DIRECTORS

### 5.2.1 Shareholdings of Directors

The shareholdings of our Directors before and after the IPO are as follows:

| | | As at LPD / Before our IPO | | | | After our IPO | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Direct | | Indirect | | Direct | | Indirect | |
| Name | Designation | No. of Shares | %(1) | No. of Shares | % | No. of Shares | %(2) | No. of Shares | % |
| Tan Sri Dato' Samshuri Bin Arshad | Independent Non-Executive Chairman | - | - | - | - | 250,000(3) | 0.05 | - | - |
| Tan Beng Beng | Managing Director | 200,000,001 | 50.00 | - | - | 179,523,501 | 35.20 | - | - |
| Lim Eng Guan | Executive Director | 200,000,001 | 50.00 | - | - | 179,523,501 | 35.20 | - | - |
| Wong Thai Sun | Independent Non-Executive Director | - | - | - | - | 250,000(3) | 0.05 | - | - |
| Goh Liuh Yih | Independent Non-Executive Director | - | - | - | - | 250,000(3) | 0.05 | - | - |
| Lok Man Shung | Independent Non-Executive Director | - | - | - | - | 250,000(3) | 0.05 | - | - |

*Notes:*

*(1) Based on the share capital of 400,000,002 Shares before our Listing.*

*(2) Based on the enlarged share capital of 510,000,002 Shares after our Listing.*

*(3) Assuming full subscription of the Pink Form Shares reserved for application by our eligible Directors.*

### 5.2.2 Profiles of our Directors

The profiles of Tan Beng Beng and Lim Eng Guan, who are also our Promoters and substantial shareholders, are disclosed in Section 5.1.2 of this Prospectus. The profiles of our other Directors are set out below.

**(i) Tan Sri Dato' Samshuri Bin Arshad**
*Independent Non-Executive Chairman*

**Tan Sri Dato' Samshuri Bin Arshad**, a Malaysian, male aged 83, is our Independent Non-Executive Chairman. He was appointed to the Board on 16 June 2025.

He was awarded the First Division Certificate by the University of Cambridge in collaboration with the Federation of Malaya Ministry of Education in 1960. He was also awarded the Higher School Certificate by University of Cambridge Local Examinations Syndicate in collaboration with the University of Singapore and the University of Malaya in 1967. In 1996, he successfully completed the 151st Session of The Advanced Management Program (AMP) and The International Senior Managers' Program at Harvard University. He completed his police training at the Malaysian Police Training Centre in 1962 and immediately served in the Royal Malaysia Police ("**RMP**") force upon the completion of his training, where he began his career as a Probationary Inspector.

He retired in May 1997 upon reaching the compulsory retirement age of 55, having served the RMP force for 34 years. His final rank with the RMP was Deputy Inspector General of Police, a role he held for over three years. His notable positions held during his service with the RMP force included Head of the Criminal Investigation Department, Deputy Director of RMP Training, Deputy Director of the Criminal Investigation Department, Chief of Police for Selangor, Perak and Sabah, Director of RMP Management and Deputy Inspector General of Police. Throughout his career in the RMP force, he gained extensive experience in police operations, management, command and control, and criminal investigations. He benefitted from wide regional and international exposures, having served as the head of missions for Interpol, the Association of Asean Police Forces, and the United Nations Crime Prevention Commission (Vienna), and also underwent international police training in Japan, Australia, and the United Kingdom.

Following his retirement, Tan Sri Dato' Samshuri transitioned to the corporate sector, serving as an Independent Non-Executive Chairman for Aokam Perdana Berhad (currently known as Java Berhad) from 20 October 1997 to 31 December 2004 and Avenue Capital Resources Berhad from 20 October 1999 to 22 March 2006. He also served as an Independent Non-Executive Director for Arus Murni Corporation Berhad (currently known as Pegasus Heights Berhad) from 8 July 1997 to 10 February 1999. He was the Executive Director for George Town Holdings Bhd (which was delisted from the Official List of Bursa Securities on 29 May 2007) from 1 December 1997 to 8 March 2002. He served as an Independent Non-Executive Director for Unisem (M) Berhad from 2 April 1998 to 29 June 2010.

He is currently serving as a Non-Independent Non-Executive Chairman for Binastra Corporation Berhad. With effect from 28 February 2025, he is redesignated from Independent Non-Executive Chairman to Non-Independent Non-Executive Chairman for Binastra Corporation Berhad, after serving the board for a cumulative term of 12 years as Independent Director of Binastra Corporation Berhad since 28 June 2004.

As an Independent Non-Executive Chairman, he led the Board of Directors with a strong emphasis on effective governance, fostering collaboration between the board and management, and facilitating effective communications and strategic discussions. In his capacity as an Independent Non-Executive Director, he provided valuable oversight and independent judgment, ensuring compliance with the regulatory requirements and safeguarding the interests of minority shareholders while leveraging his previous experience as a law enforcer.

He has no family relationships with the Promoters, substantial shareholders, Directors and Key Senior Management of our Group.

Please refer to Section 5.2.3 (i) of this Prospectus for the involvement of Tan Sri Dato' Samshuri in other companies outside our Group.

**(ii) Wong Thai Sun**
*Independent Non-Executive Director*

**Wong Thai Sun**, a Malaysian, male aged 70, is our Independent Non-Executive Director. He was appointed to the Board on 16 June 2025. He is the Chairman of the Audit and Risk Management Committee and a member of the Nomination Committee and the Remuneration Committee.

He graduated from The Australian National University, Australia, in April 1978 with a Bachelor of Economics. He was admitted to the Malaysian Institute of Accountants as a Chartered Accountant, Malaysia, and The Australian Society of Certified Practising Accountants as a Certified Practising Accountant, Australia in December 1983 and January 1985 respectively.

He began his career with Wong Loh Hun & Associates as an Audit Associate in 1978, where he was responsible for assisting with audit engagements for Small and Medium-Sized Enterprises across various industries. He was promoted to Audit Senior in 1981, where he led several statutory audit engagements, performing necessary audit procedures to obtain sufficient audit evidence and ensuring reasonable assurance could be obtained for the audit opinion. In 1983, he was further promoted to Audit Manager, where his responsibilities included managing and reviewing multiple audit engagements, supervising audit teams, scheduling timelines, and liaising with clients to ensure timely completion. He left Wong Loh Hun & Associates in 1984.

In 1985, he founded his own audit firm, Wong Thai Sun & Associates, and became the firm's Audit Partner, a position he continues to hold. His responsibilities include overseeing and directing all activities of the audit engagements, planning and supervising audit teams, reviewing audit working papers, and other relevant documents to ensure the quality and accuracy of audit work performed complies with the International Standards on Auditing.

In December 2001, he served as an Independent Non-Executive Director for Suiwah Corporation Berhad (which was delisted from the Official List of Bursa Securities on 23 July 2019). He was an Independent Non-Executive Director for D'nonce Technology Berhad from November 2006 to December 2018. He also served as an Independent Non-Executive Director for Emico Holdings Berhad from December 2008 to April 2023. He was appointed as the Independent Non-Executive Chairman of P.I.E Industrial Berhad in February 2020 and was later redesignated as Independent Non-Executive Director in April 2022, a position he currently holds. In August 2024, he was appointed as an Independent Non-Executive Director for Iconic Worldwide Berhad, a position he currently holds.

He has no family relationships with the Promoters, substantial shareholders, Directors and Key Senior Management of our Group.

Please refer to Section 5.2.3 (iv) of this Prospectus for the involvement of Wong Thai Sun in other companies outside our Group.

**(iii) Goh Liuh Yih**
*Independent Non-Executive Director*

**Goh Liuh Yih**, a Malaysian, female aged 39, is our Independent Non-Executive Director. She was appointed to the Board on 16 June 2025. She is the Chairman of the Nomination Committee and a member of the Audit and Risk Management Committee and the Remuneration Committee.

She graduated from the University of Manchester, United Kingdom, in June 2009 with a Bachelor of Laws degree in the Faculty of Humanities. She was admitted as a Barrister by Lincoln's Inn and called to the Bar of England and Wales in July 2010. She was subsequently admitted as an Advocate & Solicitor of the High Court of Malaya and called to the Malaysian Bar in July 2012. She ceased her membership with The Honourable Society of Lincoln's Inn in 2011, as it was no longer relevant for her legal practice in Malaysia. She also ended her membership with the Bar Council of Malaysia in 2017 after ceasing legal practice as a lawyer.

She began her career at Khaw Seng Chuan & Jeffrey Peh, a law firm in Penang, as a Legal Assistant in June 2012. Her main areas of practice included conveyancing, property financing, and general litigation matters. She left Khaw Seng Chuan & Jeffrey Peh in May 2017.

In June 2017, she joined Paramount Property (Utara) Sdn Bhd (a subsidiary of Paramount Corporation Berhad), a company principally involved in the property development as a Legal Officer. She was involved in managing and advising on legal matters and agreements related to conveyancing, construction, and operational matters. In June 2018, she was transferred to Paramount Corporation Berhad (the holding company of Paramount Property (Utara) Sdn Bhd) and was re-designated to the position of Senior Executive of the legal department. In this role, she was involved in mergers and acquisitions, real estate transactions, fundraising activities, policy implementation, and providing advice on general corporate and commercial matters.

In October 2021, she left Paramount Corporation Berhad and joined Clarivate (Malaysia) Sdn Bhd, a company principally involved in the provision of solutions in advanced analytics in the area of life sciences and intellectual properties as a Legal Counsel. In this role, her responsibilities include advising on a wide range of commercial agreements, handling legal inquiries, and managing cross-border transactions.

In August 2025, she joined Paramount Property Development Sdn Bhd (a subsidiary of Paramount Corporation Berhad) as the Senior Manager of Legal Affairs, a position she currently holds, following her resignation from Clarivate (Malaysia) Sdn Bhd. In this role, she is responsible for contract management, regulatory compliance, legal advisory and litigation support, as well as stakeholder coordination.

She has no family relationships with the Promoters, substantial shareholders, Directors and Key Senior Management of our Group.

Please refer to Section 5.2.3 (v) of this Prospectus for the involvement of Goh Liuh Yih in other companies outside our Group.

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**(iv)** ***Lok Man Shung***
*Independent Non-Executive Director*

**Lok Man Shung**, a Malaysian, female, aged 39, is our Independent Non-Executive Director. She was appointed to the Board on 16 June 2025. She currently serves as the Chairman of the Remuneration Committee and is a member of the Audit and Risk Management Committee and the Nomination Committee.

She graduated from Multimedia University in July 2009 with a Bachelor of Laws (Honours) and was admitted to the Malaysian Bar in June 2010.

She began her legal career in September 2009 at Khoo Chye Beng & Associates in Penang, where she worked as a Pupil-in-Chambers. She completed her 9-month pupillage and was admitted to the bar in June 2010 where she began her journey as Legal Associate in the same firm, with responsibilities that included handling civil litigation cases such as debt recovery, divorce matters, and estate disputes.

In April 2012, she joined May Chan Eiza & Co as a Lawyer, where she expanded her practice to include banking (both conventional and Islamic), housing development projects, sub-sales, tenancy matters, uncontested family matters, estate administration, and corporate agreements. In January 2017, she was promoted to Partner at the same firm, continuing to focus on these areas of expertise.

In April 2019, she resigned from May Chan Eiza & Co and joined Y.C. Wong, where she currently serves as a Partner at Y.C. Wong, managing the corporate and conveyancing departments, provides legal advisory services, and oversees matters related to banking, real estate, tenancy, family law, and business agreements, a role she continues to hold at the firm.

She has no family relationships with the Promoters, substantial shareholders, Directors and Key Senior Management of our Group.

Lok Man Shung has no involvement in other companies outside our Group.

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### 5.2.3 Involvement of our Directors in other business/corporation outside our Group

Save as disclosed below, our Directors do not have any other principal directorships or principal business activities performed by them in other corporations outside our Group within the past five (5) years up to the LPD:

**(i) Tan Sri Dato' Samshuri Bin Arshad**

| Name of company | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation/ cessation | Equity interest held as at the LPD | |
|---|---|---|---|---|---|---|
| | | | | | Direct (%) | Indirect (%) |
| **Present Involvement** | | | | | | |
| Comintel Sdn Bhd | Turnkey engineering design and integration, programme management, installation and commissioning, and investment holdings | Director | 2 January 2024 | - | - | - |
| Orbit Asia Risk Consultancy Sdn Bhd | Trading in industrial safety equipment and safety consultants; security advisers and consultants, private investigators and loss prevention consultants | Director | 20 July 2010 | - | - | - |
| Binastra Corporation Berhad (a public company listed on Main Market of Bursa Securities) | Investment holding, where its subsidiaries are involved in general contractor, property developer, building and civil engineering works in turnkey projects, design and build, engineering, procurement and construction and commissioning works, transportation and logistic | Non-Independent Non-Executive Chairman / shareholder | 28 June 2004 | - | 0.10 | - |

| Name of company | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation/ cessation | Equity interest held as at the LPD | |
|---|---|---|---|---|---|---|
| | | | | | Direct (%) | Indirect (%) |
| **Past Involvement** | | | | | | |
| Gallant Guard Services Sdn Bhd | Security guard safeguarding services, security operations centers, security system solutions | Director | 22 August 1997 | 3 November 2022 | - | - |
| Comintel Sdn Bhd | Turnkey engineering design and integration, programme management, installation and commissioning, and investment holding | Director | 30 July 1997 | 8 December 2021 | - | - |

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**(ii) Tan Beng Beng**

| Name of company / Status | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation/ cessation | Equity interest held as at the LPD | |
|---|---|---|---|---|---|---|
| | | | | | Direct (%) | Indirect (%) |
| **Present Involvement** | | | | | | |
| Skygate Solutions Berhad (a public company listed on Main Market of Bursa Securities) | Investment holding activities. The company's segments include property development, manufacturing, investment holding, property management and letting. | Shareholder | - | - | 0.49 | - |
| Visio World Sdn Bhd | Retail sale of articles for lighting, installation of lighting conductors in buildings or other construction projects, wholesale of lighting equipment | Director / shareholder | 7 September 2022 | - | 50.00 | - |
| Allied Ace Sdn Bhd | Manufacture of metal-forming machinery and machine tools. Primarily involved in manufacture of cutting tools[(i)] | Director / shareholder | 4 March 2022 | - | 47.50 | - |
| BB & KC Holdings Sdn Bhd | Activities of real estate agents and brokers for buying, selling and renting of real estate, activities of holding companies, real estate activities with own or leased property not elsewhere classified | Director / shareholder | 9 September 2020 | - | 50.00 | 50.00[(ii)] |
| Selat Adabi Sdn Bhd | Investment advisory services | Director / shareholder | 15 May 2019 | - | 36.00 | - |

| Name of company / Status | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation/ cessation | Equity interest held as at the LPD | |
|---|---|---|---|---|---|---|
| | | | | | Direct (%) | Indirect (%) |
| Arnotec Sdn Bhd | Traders in all kinds tools and hardwares | Director / shareholder | 18 March 2016 | - | 30.00 | - |
| Amco Technology | Property holding company | Director / shareholder | 31 December 2015 | - | 50.00 | - |
| Amex Marketing Sdn Bhd | Trading in all kinds of industrial machineries, general hardware and mechanical parts and products. Primarily involved in trading of measurement tools and equipment[(i)] | Director / shareholder | 10 August 2009 | - | 50.00 | - |
| Yomax | Trading all kinds of industrial machineries and industrial engineering parts and products. Primarily involved in trading of cutting tools[(i)] | Director / shareholder | 13 March 2007 | - | 97.50 | 2.50[(ii)] |
| **<u>Past Involvement</u>** | | | | | | |
| Allied Altra Sdn Bhd (formerly known as Ambest Altra Sdn Bhd) | Engineering services | Director | 11 October 2019 | 8 September 2025 | - | - |

*Notes:*

*(i) These entities are not involved in similar trade or business nature with that of our Group, in terms of products offered, suppliers and customers. As such, there is no conflict of interest due to his involvement in these entities.*

*(ii) Deemed interested by virtue of his spouse's interest in the company pursuant to Section 8 of the Act.*

**(iii) Lim Eng Guan**

| Name of company / Status | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation/ cessation | Equity interest held as at the LPD | |
|---|---|---|---|---|---|---|
| | | | | | Direct (%) | Indirect (%) |
| **Present Involvement** | | | | | | |
| Amco Technology | Property holding company | Director / shareholder | 31 December 2015 | - | 50.00 | - |
| **Past Involvement** | | | | | | |
| Allied Altra Sdn Bhd (formerly known as Ambest Altra Sdn Bhd) | Engineering services | Director | 11 October 2019 | 8 September 2025 | - | - |

**(iv) Wong Thai Sun**

| Name of company / Status | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation/ cessation | Equity interest held as at the LPD | |
|---|---|---|---|---|---|---|
| | | | | | Direct (%) | Indirect (%) |
| **Present Involvement** | | | | | | |
| Enrich Meadow Sdn Bhd | Export and import of a variety of goods without any particular specialization, activities of holding companies, buying, selling, renting and operating of self-owned or leased real estate – residential buildings | Director / Shareholder | 15 May 2025 | - | 100.00 | - |
| Sungei Bongkoh Estate Sdn Bhd | Cultivation of oil palm and sales of fresh fruit bunches | Director | 7 April 2025 / 1 October 2024 | 31 March 2025 | - | - |

| **Name of company / Status** | **Principal activities** | **Nature of interest or involvement** | **Date of appointment** | **Date of resignation/ cessation** | **Equity interest held as at the LPD** | |
|---|---|---|---|---|---|---|
| | | | | | **Direct (%)** | **Indirect (%)** |
| | | | | (subsequently re-appointed on 7 April 2025) | | |
| Iconic Worldwide Berhad (a public company listed on Main Market of Bursa Securities) | Investment holding, where its subsidiaries are involved in property development, provision of management services for hotels and residences, manufacturer, distributor and dealer of protective equipment products, related appliances, personal hygiene and cosmetics related products, property investment, and hotelier | Director | 30 August 2024 | - | - | - |
| Ecovis Malaysia PLT | Profession of licensed auditors – accounting, bookkeeping and auditing activities, tax consultancy | Partner | 6 December 2022[i] (date when he joined the entity as partner) | - | - | - |
| P.I.E. Industries Berhad (a public company listed on Main Market of Bursa Securities) | Investment holding and provision of management services, where its subsidiaries are involved in electronic manufacturing services and the production of wires and cables for various industries. | Independent Non-Executive Director | 14 February 2020 | - | - | - |
| Sumber Lenang Sdn Bhd | Investment holding company. Currently dormant. | Director / shareholder | 28 October 2016 | - | 1.00 | - |
| Suiwah Corporation Berhad (delisted from the Official List of | Investment holding, provision of management services and letting of property | Independent Non-Executive Director | 26 December 2001 | - | - | - |

| Name of company / Status | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation/ cessation | Equity interest held as at the LPD | |
|---|---|---|---|---|---|---|
| | | | | | Direct (%) | Indirect (%) |
| Bursa Securities on 23 July 2019) | | | | | | |
| Reliance Commercial Consultants Sdn Bhd | Engaged as commercial consultants | Director / shareholder | 11 February 1992 | - | 0.002 | - |
| Jeenhuat Foodstuffs Industries Sdn Berhad | The company is principally engaged in the manufacturing of canned food products, processed seafood and other food products, as well as general trading and investment holding | Shareholder | - | - | 15.00 | - |
| Arena Frontier Sdn Bhd | The company is principally engaged as an investment holding company (in shares) | Shareholder | - | - | 51.00 | - |
| **Past Involvement** | | | | | | |
| Emico Holdings Berhad (a public company listed on Main Market of Bursa Securities) | Investment holding, with its subsidiaries mainly involved in manufacturing and trading of consumable products, property development and investment holding | Independent and Non-Executive Director | 26 December 2008 | 1 April 2023 | - | - |
| Sungei Bongkoh Estate Sdn Bhd | Cultivation of oil palm and sales of fresh fruit bunches | Director | 1 October 2024 | 31 March 2025 | - | - |

*Note:*

*(i) The date when Wong Thai Sun joined the entity as Partner.*

**(v) Goh Liuh Yih**

| Name of company/ Status | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation/ cessation | Equity interest held as at the LPD | |
|---|---|---|---|---|---|---|
| | | | | | Direct (%) | Indirect (%) |
| **Present Involvement** | | | | | | |
| Goh Beng Guan Realty Sdn Bhd | Investment holding (in properties and shares) | Director | 11 May 2022 | - | - | 25.00[(i)] |

*Note:*

*(i) Deemed interested by virtue of her father's interest in the company pursuant to Section 8 of the Act.*

As at the LPD, none of our Directors has any interest, direct or indirect, or directorship in other businesses or corporations which may give rise to a situation of conflict of interest with our Group as none of the business or corporations are involved in similar trade as our Group and none of them are either customers or suppliers of our Group.

The above involvement of Tan Beng Beng and Lim Eng Guan in other businesses and corporations outside our Group is not expected to require a significant amount of their time or attention as they are not actively involved in the management and day-to-day operations of those businesses and corporations, other than attending meetings of shareholders and the board of directors on which they serve. As such, their involvement in those business activities outside our Group will not affect their ability to perform their roles and responsibilities as well as their contributions to our Group.

The involvement of our non-executive Directors in other business and corporations outside our Group will not affect their contributions to our Group as their involvement in our Company are to the extent of attending meetings and discharging their responsibilities as non-executive Directors.

### 5.2.4 Directors' remuneration and benefits-in-kind

The aggregate remuneration and material benefits-in-kind paid and proposed to be paid to our current Directors for services rendered to our Group for FYE 2024 and FYE 2025 respectively are as follows:

**FYE 2024 (actual)**

| Name | Salaries (RM'000) | Director's fees and allowances (RM'000) | Bonuses (RM'000) | Statutory Contributions[(i)] (RM'000) | Benefits-in-kind (RM'000) | Total (RM'000) |
|---|---|---|---|---|---|---|
| Tan Sri Dato' Samshuri Bin Arshad | - | - | - | - | - | - |
| Tan Beng Beng | 540 | - | 45 | 71 | - | 656 |
| Lim Eng Guan | 540 | - | 45 | 71 | - | 656 |
| Wong Thai Sun | - | - | - | - | - | - |
| Goh Liuh Yih | - | - | - | - | - | - |
| Lok Man Shung | - | - | - | - | - | - |

**FYE 2025 (Proposed)**

| Name | Salaries (RM'000) | Director's fees and allowances (RM'000) | Bonuses (RM'000) | Statutory Contributions[(i)] (RM'000) | Benefits-in-kind (RM'000) | Total (RM'000) |
|---|---|---|---|---|---|---|
| Tan Sri Dato' Samshuri Bin Arshad[(ii)] | - | 27 | - | - | - | 27 |
| Tan Beng Beng | 630 | - | 45 | 83 | - | 758 |
| Lim Eng Guan | 630 | - | 45 | 83 | - | 758 |
| Wong Thai Sun[(ii)] | - | 21 | - | - | - | 21 |
| Goh Liuh Yih[(ii)] | - | 21 | - | - | - | 21 |
| Lok Man Shung[(ii)] | - | 21 | - | - | - | 21 |

*Notes:*

*(i)* *Comprise contributions to Employees Provident Fund (EPF), SOCSO Social Security Organisation (SOCSO) and Employment Insurance System (EIS).*

*(ii)* *The directors' fees are estimated for the period from the appointment date of 16 June 2025 to 31 December 2025.*

The remuneration of our Directors, which includes salaries, Directors' fees and allowances, bonuses, as well as other benefits, shall be reviewed and recommended by our Remuneration Committee before being approved by our Board, subject to the provisions of our Constitution. Payment of fees and benefits to our Directors must be further approved and endorsed by our shareholders at a general meeting.

## 5.3 BOARD PRACTICE

### 5.3.1 Board

Our Board assumes, amongst others, leadership, due care and fiduciary duties under the Act, and applicable laws, and the following principal duties and responsibilities:

(i) reviewing and if thought fit, approving the Management's strategic action plans including setting performance objectives and policies which have long term value creation and include strategies, on economic, environmental and social consideration underpinning sustainability;

(ii) monitoring the implementation of the strategic action plans by the Management on a regular basis;

(iii) overseeing the conduct of the business of the Group and monitoring whether the businesses are being properly managed in line with the Group's policies and procedures as well as any relevant rules and regulations;

(iv) promoting good corporate governance culture within the Group which reinforces ethical, integrity, prudence and professional behaviour;

(v) overseeing and reviewing the risk management systems of the Group, including the management of principal risks affecting the Group's businesses, setting the appropriate risk appetite for the risk management framework as well as monitoring significant financial and non-financial risks affecting the Group, including sustainability considerations;

(vi) reviewing the adequacy and the integrity of the internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines and to ensure the implementation of appropriate internal controls and mitigation measures;

(vii) establishing a succession plan, including the appointment of senior management and to provide them with appropriate guidance as and when needed;

(viii) evaluating and fixing the remuneration of the Group Managing Director and Executive Directors of the Group;

(ix) monitoring and reviewing the Group's policy and procedures for effective communication with its stakeholders, including having an effective investor relations programme and shareholders communication;

(x) overseeing and monitoring the policies and processes relating to quality, safety & health, environmental and the compliance with relevant laws and regulations relating to work health and safety;

(xi) establishing appropriate ethical standards and behaviour and an appropriate code of conduct and integrity for adherence by the Directors, Management and employees at all times; and

(xii) overseeing and monitoring the sustainability practices of the Group, including setting sustainability strategies, priorities and targets risks and ensure that sustainability considerations are incorporated in the Group's businesses and strategies so as to create value for its businesses and stakeholders in the longer terms as well as to support business continuity and competitiveness over the longer term.

As at the LPD, the date of expiry of the current term of office for each of our Directors and the periods that each of them has served in that office are as follows:

| Directors | Designation | Age | Date of appointment as Director | Date of expiry of the current term in office | Approximate no. of years and months in office up to the LPD |
|---|---|---|---|---|---|
| Tan Sri Dato' Samshuri Bin Arshad | Independent Non-Executive Chairman | 83 | 16 June 2025 | At the next AGM to be held in 2026 | Less than 1 year |
| Tan Beng Beng | Managing Director | 49 | 16 February 2023 | At the next AGM to be held in 2026 | 2 years and 9 months |
| Lim Eng Guan | Executive Director | 48 | 16 February 2023 | At the next AGM to be held in 2026 | 2 years and 9 months |
| Wong Thai Sun | Independent Non-Executive Director | 70 | 16 June 2025 | At the next AGM to be held in 2026 | Less than 1 year |
| Goh Liuh Yih | Independent Non-Executive Director | 39 | 16 June 2025 | At the next AGM to be held in 2026 | Less than 1 year |
| Lok Man Shung | Independent Non-Executive Director | 39 | 16 June 2025 | At the next AGM to be held in 2026 | Less than 1 year |

In accordance with our Constitution, 1/3 of our Directors for the time being or if the number is not 3 or a multiple of 3, then the number nearest to 1/3 shall retire from office at each AGM of our Company, provided always that all Directors shall retire from office at least once in every 3 years, but shall be eligible for re-election. Any new or additional Director appointed by our Board during the year shall hold office until the next AGM and shall then be eligible for re-election as a Director. The election of each Director shall be voted separately.

As at the LPD, we have adopted the recommendations under the MCCG in terms of board composition where:

(i) our Board comprises a majority of independent directors;

(ii) the chairman of our Board should not be a member of our Board committees; and

(iii) our Board comprises at least 30% of women directors.

### 5.3.2 Audit and Risk Management Committee

The Audit and Risk Management Committee shall solely comprise non-executive directors with a majority of them being Independent Non-Executive Directors. The Audit and Risk Management Committee was constituted by our Board on 20 June 2025 with the function of assisting our Board in fulfilling its oversight responsibilities. The composition of our Audit and Risk Management Committee is set out below:

| Name | Designation | Directorship |
|---|---|---|
| Wong Thai Sun | Chairman | Independent Non-Executive Director |
| Goh Liuh Yih | Member | Independent Non-Executive Director |
| Lok Man Shung | Member | Independent Non-Executive Director |

The function, duties and responsibilities of our Audit and Risk Management Committee as stated in its terms of reference include, amongst others, the following:

(a) To review the quarterly results and year-end financial statements of the Group and the Company before recommending them to the Board of Directors for approval, focusing particularly on:-

   (i) any changes in or implementation of major accounting policies and practices;

   (ii) significant and unusual events or transactions, significant matters highlighted arising from the audit;

   (iii) the going concern assumption; and

   (iv) compliance with accounting standards and other legal and regulatory requirements;

(b) To recommend the nomination of a person or persons as the external auditors and to review the audit fee;

(c) To consider any letter of resignation from the external auditors and relevant questions pertaining to their resignation or dismissal as well as whether there is reason (supported by grounds) to believe that the external auditors are not suitable for re-appointment;

(d) To review and discuss the audit plan with the external auditors, before the audit commences, the nature and scope of audit, and ensure co-ordination where more than one audit firm is involved;

(e) To review with the external auditors, their evaluation of the Group's system of internal controls;

(f) To review with the external auditors, their audit report to the committee and management's response;

(g) To review the assistance given by employees of the Group to the external auditors;

(h) To carry out annual assessment on the performance, suitability and independence of the external auditors based on, among others, the following considerations:

   (i) the competence, audit quality and resource capacity of the external auditors in relation to the audit;

   (ii) the nature and extent of non-audit services rendered and the appropriateness of the level of fees; and

(iii) obtaining written assurance from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements;

(i) To review the following in respect of the internal audit function:

(i) the adequacy of the scope, functions, competency and resources of the internal audit functions, and that it has the necessary authority to carry out its works;

(ii) the internal audit programme, process, results of the internal audit programme and process and where necessary ensure that appropriate actions are taken on the recommendations of the internal audit function;

(iii) any appraisal or assessment of the performance of members of the internal audit function; and

(iv) the major findings of internal investigations and the management's response;

(j) To discuss the problems and reservations arising from any interim and final audit, and any matter the external and/or internal auditors may wish to discuss (in the absence of management where necessary);

(k) To review any related party transactions and conflict of interest and/ or potential conflict of interest situations that arose, 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 such conflicts;

(l) To review and verify at the end of each financial year, the options allocated and granted under the Employees Share Option Scheme, if any, are in compliance with the approved allocation criteria;

(m) To review the Statement on Risk Management and Internal Control, Sustainability Statement, as well as other disclosures concerning the activities of the Committee prior to inclusion in the Company's Annual Report and recommend the same for approvals of the Boards;

(n) To review and discuss with the Management;

(i) the guidelines and policies governing the Group's significant processes for risk assessment and risk management;

(ii) the validity of the identified risks and ensuring appropriate actions are taken to mitigate the risks;

(iii) the adequacy of infrastructure, resources and systems that are available for an effective and efficient risk management process; and

(iv) the periodic reports on risk exposure, risk portfolio, composition and risk management activities.

(o) To report to the Board on the Group's risk exposures, including the review on the risk assessment framework used to monitor the risk exposures and the level of risks faced by the Group and actions taken by the respective business units/division of the Group to address the risks;

(p) To review and recommend to the Board on the matters relating to risk management policies, risk strategies as well as risk appetite;

(q) To review the risk management policies of the Group which address key elements of the enterprise risk management framework, risk appetite, strategies, processes and methodology;

(r) To assess, oversee and monitor the adequacy and effectiveness of the risk management system put in place by the management are in tandem with the changing business circumstances to safeguard shareholders' interests and the Group's assets;

(s) To review the identified significant and material economic, environment and social ("**EES**") risks and opportunities against existing sustainable business practices and reporting framework and ensuring the effective management of such EES risks and opportunities impacting the principal businesses of the Group; and

(t) To carry out such other functions as may be delegated by the Board from time to time.

### 5.3.3 Nomination Committee

The Nomination Committee was constituted by our Board on 20 June 2025. The composition of our Nomination Committee is set out below:

| Name | Designation | Directorship |
|---|---|---|
| Goh Liuh Yih | Chairman | Independent Non-Executive Director |
| Lok Man Shung | Member | Independent Non-Executive Director |
| Wong Thai Sun | Member | Independent Non-Executive Director |

The functions, duties and responsibilities of our Nomination Committee as stated in its terms of reference include, amongst others, the following:

(a) To determine the criteria for Board membership, including qualities, experience, skills, expertise, education background and qualifications, competencies, integrity, contribution, level of commitment in terms of time and other qualities that will best qualify a candidate to serve on the Board;

(b) To review annually and recommend to the Board with regard to the structure, size, tenure, directorships, balance and composition of the Board and Committees including the required mix of skills and experience, core competencies which the Directors should bring to the Board and other qualities to function effectively and efficiently;

(c) To identify, consider, review, evaluate and recommend to the Board any new Board appointment, whether of executive or non-executive position, to fill board vacancies as and when arises. The Committee shall recommend to the Board with regard to the candidate for directorship, based on the following:

  (i) skills, knowledge, expertise and experience;

  (ii) education background, qualifications and professionalism;

  (iii) competency;

  (iv) integrity and objectivity;

  (v) in the case of candidates for the position of independent non-executive directors, the candidates' ability to discharge such responsibilities/function as expected from an independent non-executive director;

(vi) diversity targets in the boardroom to include diversity in gender, ethnicity and age;

(vii) level of commitment, resources and time that the recommended candidate can contribute to the existing Board and Group; and

(viii) ability to work together with other members of the Board for the best interest of the Company;

(d) To recommend to the Board the duties and responsibilities of the Directors, including membership and Chairmanship of the Board Committees;

(e) To annually review the term of office and performance of the Audit and Risk Management Committee and each of its members annually to determine whether such Audit and Risk Management Committee and members have carried out their duties in accordance with their terms of reference;

(f) To annually evaluate the Board and Board Committees including but not limited to the following:

(i) The effectiveness of the Board Committees (including its size and composition);

(ii) The effectiveness of the Board as a whole;

(iii) Skills and contributions of each individual Director; and

(iv) The independence of the Independent Directors, particularly when there is any new interests or relationships surface; and

All assessments and evaluations carried out by the Committee in the discharge of all its functions shall be properly documented and conducted at least once a year either internally or via other independent sources;

(g) To review the results of the evaluation and recommend to the Board the initiatives/improvements moving forward, to enhance the effectiveness of the Board;

(h) To determine appropriate trainings for Directors, review the fulfillment of such training and disclose details in the annual report as appropriate, in accordance with Bursa Malaysia's requirements on continuing education;

(i) To consider and recommend to the Board:

(i) Candidates for re-election of retiring Directors by shareholders under the annual retirement and re-election provisions;

(ii) Whether the Independent Director(s) should remain independent or be re-designated, after the assessment of Independent Director(s) be conducted and concluded;

(iii) Matters relating to the continuation in office of any Director at any time, including the suspension or termination of service of the Executive Director as an employee of the company subject to the provisions of the law and his/her service contract; and

(iv) The re-appointment of any Non-Executive Director at the conclusion of his/her term of office having given due regard to his/her performance and the ability to continue to contribute to the Board in terms of knowledge, skills and experience required;

(j) To establish appropriate framework and plans for succession at Board level to ensure that the Board is comprised Directors with the skills and experience relevant to the Company's strategic direction and objectives;

(k) To establish appropriate framework and plans for succession at Senior Management level including Managing Director and Executive Directors to ensure that the Senior Management is comprised of individuals with the skills and experience relevant to the Company's strategic direction and objectives;

(l) To periodically review the Fit and Proper Policy and making any changes as and when the Committee deemed fit, and recommend any such changes to the Board for consideration and approval; and

(m) To carry out such other functions as may be delegated by the Board from time to time.

### 5.3.4 Remuneration Committee

The Remuneration Committee was constituted by our Board on 20 June 2025. The composition of our Remuneration Committee is set out below:

| Name | Designation | Directorship |
|---|---|---|
| Lok Man Shung | Chairman | Independent Non-Executive Director |
| Goh Liuh Yih | Member | Independent Non-Executive Director |
| Wong Thai Sun | Member | Independent Non-Executive Director |

The functions, duties and responsibilities of our Remuneration Committee as stated in its terms of reference include, amongst others, the following:

(a) Establish and recommend:

(i) the remuneration structure and policy for the Managing Director and Executive Director(s);

(ii) their terms of employment or contract of employment/service, any benefit, pension or incentive scheme entitlement; and

(iii) other bonuses, fees and expenses; any compensation payable on the termination of their service contract by the Company and to review for changes to the policy, as necessary,

The Managing Director and Executive Director(s) should play no part in decisions involving their own remuneration;

(b) Maintain a strong link between the level of remuneration and individual performance against agreed targets, the performance-related elements of remuneration forming a significant proportion of the total remuneration package of the Managing Director and the Executive Director(s);

(c) Review with the Managing Director and the Executive Director(s), their performance against these objectives as well as contribution to the corporate strategy;

(d) Review and recommend the proposed remuneration framework and packages of Non-Executive Directors to the Board and for approval by the shareholders at Annual General Meeting as relevant;

(e) Annually review and recommend the bonus payment rate and salary increment range to all employees of the Group based on the Group's policy;

(f) Review and recommend to the Board regarding any proposed new employees' share option scheme to be given to the Directors and employees and/or amendments to the existing scheme;

(g) Assist the Board in discharging their responsibilities relating to, amongst others, compensation strategy, management development and other compensation arrangement;

(h) Ensure corporate accountability and governance in respect of the Board remuneration and compensation function;

(i) Review the remuneration policies, framework and procedures for Directors, Key Senior Management and employees every (2) two years;

(j) To recommend the remuneration packages of non-executive Directors, including non-executive chairman, to the Board, subject always to approval by the shareholders in general meetings. The individuals concerned should abstain from discussion of their own remuneration; and

(k) to carry out such other functions as may be delegated by the Board from time to time.

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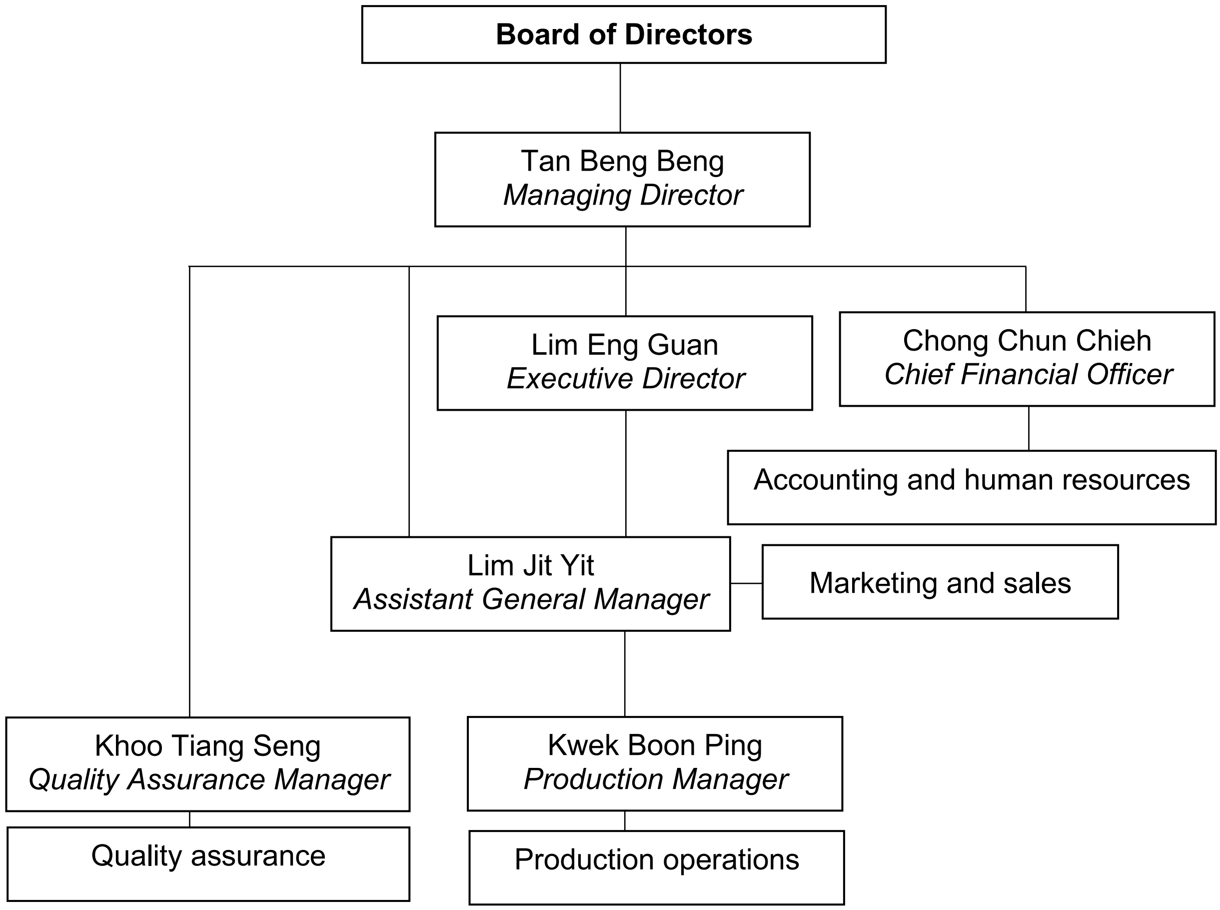
## 5.4 KEY SENIOR MANAGEMENT

### 5.4.1 Management structure

The management reporting structure of our Group is as follows:

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### 5.4.2 Key Senior Management's shareholdings

The shareholdings of our Key Senior Management in our Company before and after our IPO, save for the shareholdings of Tan Beng Beng and Lim Eng Guan which are set out in Section 5.1.1 of this Prospectus, assuming that they fully subscribe for their respective allocated Pink Form Shares under the Pink Form Allocation are set out below:

| | | As at the LPD / Before our IPO | | | | After our IPO | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Direct | | Indirect | | Direct | | Indirect | |
| Name | Designation | No. of Shares | % | No. of Shares | % | No. of Shares | %(1) | No. of Shares | % |
| Chong Chun Chieh | Chief Financial Officer | - | - | - | - | 1,000,000 | 0.20 | - | - |
| Khoo Tiang Seng | Quality Assurance Manager | - | - | - | - | 330,000 | 0.06 | - | - |
| Lim Jit Yit | Assistant General Manager | - | - | - | - | 1,000,000 | 0.20 | - | - |
| Kwek Boon Ping | Production Manager | - | - | - | - | 1,000,000 | 0.20 | - | - |

*Note:*

*(1) Based on our enlarged share capital comprising 510,000,002 Shares after our IPO and assuming that our Key Senior Management fully subscribe for their respective allocated Pink Form Shares under the Pink Form Allocation.*

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### 5.4.3 Profiles of our Key Senior Management

Save for the profiles of Tan Beng Beng and Lim Eng Guan which are set out in Section 5.1.2 of this Prospectus, the profiles of our Key Senior Management are as follows:

**(i) Chong Chun Chieh**
*Chief Financial Officer*

**Chong Chun Chieh**, a Malaysian, male aged 57, is our Chief Financial Officer. He is primarily responsible for overseeing the overall accounting and finance related functions of our Group.

He completed his Bachelor of Accountancy from Universiti Utara Malaysia in 1993. Subsequently, he obtained a Master of Business Administration from the same institution in 2001. He has been a member of the Malaysian Institute of Accountants since 1996.

In 1993, he began his career as an Account Executive at Singatronics (Malaysia) Sdn Bhd, where he was responsible for preparing financial statements, cost accounting, and shipping management. He left Singatronics (Malaysia) Sdn Bhd in 1994 to join Hiroshima Precision Sdn Bhd as an Account and Shipping Supervisor. He was later promoted to Finance Manager, where he handled overall accounting matters, business operations, and human resource functions before leaving Hiroshima Precision Sdn Bhd in 1997.

In 1997, he joined Chin Well Fasteners Co Sdn Bhd, a company involved in the manufacturing of screws, nuts, bolts, and other fastening products as Financial Controller, overseeing corporate finance functions such as financial planning and strategy, capital structure management, and regulatory compliance. He also supervised the accounting functions to ensure financial statements were prepared in accordance with Malaysian Financial Reporting Standards (MFRS). Chin Well Fasteners Co Sdn Bhd was subsequently acquired by Chin Well Holdings Berhad (a public company listed on Main Market of Bursa Securities) as part of the group restructuring, a public listed company listed on Main Market of Bursa Securities. He left Chin Well Holdings Berhad in 2002.

He then joined Texchem Corporation Sdn Bhd (a subsidiary of Texchem Resources Berhad, a public company listed on Main Market of Bursa Securities) as Senior Manager, responsible for business operations in the same year. In 2003, he was seconded to Texchem Food Sdn Bhd within the same group as Assistant General Manager, where he continued to manage business operations. In 2005, he was again seconded to Sea Master Trading Co. Sdn Bhd (currently known as Wilpack Food Services Sdn Bhd) as General Manager, where he oversaw and managed the operations of the company following its acquisition by Texchem Resources Berhad. He left Sea Master Trading Co. Sdn Bhd in 2008.

In the same year, he joined Boon Koon Group Berhad (now known as Chin Hin Group Property Berhad), a company listed on the Main Market of Bursa Securities, principally involved in property development, construction, and commercial vehicles as Group Chief Financial Officer, responsible for corporate finance and accounting functions. In 2012, he was appointed as Executive Director, where he was involved in strategic planning, corporate finance, and finance management. He relinquished his role as Executive Director in 2015 to pursue personal interests.

In 2015, he became shareholder and director of Merbok Eco Park Sdn Bhd, a company involved in the business of planters and providing inoculation services for agarwood trees; Global Starhill Sdn Bhd, which was involved in the plantation and trading of plantation products; and Sinar Akarjaya Sdn Bhd, which was involved in the agarwood plantation. All three companies were dissolved as at LPD.

He served as the Independent Non-Executive Director for Comintel Corporation Bhd from April 2018 to May 2021. He joined our Group as Chief Financial Officer in June 2022. He is responsible for the overall financial and accounting functions, including strategic planning, corporate finance, accounting, and finance management.

**(ii) Khoo Tiang Seng**
*Quality Assurance Manager*

**Khoo Tiang Seng**, a Malaysian, male aged 64, is our Quality Assurance Manager and acting as the Quality Management Representative (QMR) for the Group. He is primarily responsible for overseeing the operations of the Quality Assurance Department by implementing quality control strategies to ensure products meet design specifications and quality standards.

He completed his full-time studies at the Workers Institute of Technology, where he was awarded a Technician Diploma in Electrical (Class 2) in 1983 and an Engineering Diploma in Electrical/Mechanical (Class 1) in 1984.

He began his career in 1984 at Micro Machining Sdn Bhd as a Junior Designer, where he assisted in the design and creation of detailed technical drawings for custom tooling solutions, including jigs, fixtures, dies, and moulds to guide manufacturing and assembly processes. He left Micro Machining Sdn Bhd in 1989 to join Towam Sdn Bhd as a Senior Designer, where he was responsible for designing custom tools, fixtures, and dies required for machining processes, ensuring the tooling designs met the desired specifications.

In 1996, he left Towam Sdn Bhd and joined DMS Manufacturing Sdn Bhd as a Design Engineer, where he was responsible for designing and developing specialized tooling systems for CNC machining processes, ensuring the tools were optimised for efficiency, precision, and durability.

In 2000, he left DMS Manufacturing Sdn Bhd and joined Prodelcon Sdn Bhd as a Design Engineer, where he was responsible for designing tooling for more complex or high-tolerance manufacturing processes, including those requiring precision and intricate details.

In 2011, he left Prodelcon Sdn Bhd and joined Polytool Technologies Sdn Bhd as a Quality Assurance Engineer, where he was involved in developing, implementing, and managing quality assurance processes to ensure that products met strict quality standards before, during, and after production.

In 2015, he left Polytool Technologies Sdn Bhd and joined Amco Technology as a Quality Assurance Manager, where he was responsible for developing, implementing, and managing quality assurance processes to ensure that products met strict quality standards before, during, and after production. In 2020, he left Amco Technology to join our Group as Quality Assurance Manager, a position he currently holds.

He has no family relationships with the Promoters, substantial shareholders, Directors and Key Senior Management of our Group. As at the LPD, save for his involvement in a sole proprietorship as disclosed in Section 5.4.4(ii) of this Prospectus, he does not hold any directorship in any other company.

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**(iii) Lim Jit Yit**
*Assistant General Manager*

**Lim Jit Yit**, a Malaysian, male aged 45, is our Assistant General Manager. He is primarily responsible for overseeing our Group's overall production operations and implementing sales and marketing strategies, which include supervising production operations and processes, securing sales opportunities with clients, liaising closely with potential clients to understand their needs, and promoting our services both in Malaysia and internationally.

He completed his Advanced CNC Machining course at the Penang Skills Development Centre and was awarded the Certificate of Attendance in October 2000.

He began his career at Prodelcon Sdn Bhd as a Production Executive in 2000, where he was involved in process development, including developing and managing production schedules to meet deadlines and optimise machine utilisation, and coordinating with the procurement department to ensure the timely availability of raw materials and components. He left Prodelcon Sdn Bhd in 2011 to join Yomax as a Trading Manager, where he was responsible for planning and executing trading and marketing strategies for the company's high-performance cutting tools, machine tools, and general hardware.

In 2017, he resigned from Yomax and joined our Group, where he assumed the position of Sales Engineering Manager, and was responsible for the overall sales and marketing strategies of our Group. In 2025, he was promoted to Assistant General Manager, a position he currently holds, where his responsibilities expanded beyond sales and marketing to include overseeing the Group's overall production operation.

He has no family relationships with the Promoters, substantial shareholders, Directors and Key Senior Management of our Group. As at the LPD, he does not hold any directorship in any other company.

**(iv) Kwek Boon Ping**
*Production Manager*

**Kwek Boon Ping**, a Malaysian, male aged 41, is our Production Manager. He is primarily responsible for overseeing our Group's manufacturing and maintenance activities, and is also involved in new product development for projects with customers.

In 2001, he completed his high school education at Sekolah Menengah Jenis Kebangsaan Heng Ee, Pulau Pinang. Subsequently, he completed the Introduction to CNC Machining course and was awarded a Certificate of Attendance from the Penang Skills Development Centre in 2004.

He began his career at Prodelcon Sdn Bhd in 2002 as a Machinist, where he was involved in setting up CNC machines for the manufacturing of precision engineering components. In 2008, he left Prodelcon Sdn Bhd and joined Adtech Precision Engineering as a Machinist, where he handled similar tasks, including machine operations and programming for the manufacturing of precision engineering components. He joined Amco Technology in 2015 as a Production Manager, overseeing the company's manufacturing activities. In 2020, he left Amco Technology to join our Group as Production Manager, a position he currently holds.

He has no family relationships with the Promoters, substantial shareholders, Directors and Key Senior Management of our Group. As at the LPD, he does not hold any directorship in any other company.

### 5.4.4 Principal directorships of our Key Senior Management and principal business activities performed outside of our Group

The details of the principal directorships or principal business activities performed by Tan Beng Beng and Lim Eng Guan in other corporations outside our Group within the past five (5) years up to the LPD are set out in Section 5.2.3 of this Prospectus. Save as disclosed below, none of our other Key Senior Management has any principal directorships and/or principal business activities performed outside our Group in the past 5 years up to the LPD.

**(i) Chong Chun Chieh**

| Company | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation / cessation | Equity interest as at the LPD (%) | |
|---|---|---|---|---|---|---|
| | | | | | Direct | Indirect |
| **Past Involvement** | | | | | | |
| Comintel Corporation Bhd (now known as Binastra Corporation Berhad) (a public company listed on Main Market of Bursa Securities) | Investment holding, where its subsidiaries are involved in general contractor, property developer, building and civil engineering works in turnkey projects, design and build, engineering, procurement and construction and commissioning works, transportation and logistic | Director | 26 April 2018 | 3 May 2021 | - | - |
| Sinar Akarjaya Sdn Bhd | To commence business operation in agarwood plantation | Director / Shareholder | 15 October 2015 | Company dissolved on 5 August 2022 | 45 | - |
| MCM Global Fitness Venture PLT | Retail sale of sports goods and equipment; organization, promotions and/or management of event; business management consultancy services | Partner | 22 July 2019 | 23 June 2025 | - | - |

**(ii) Khoo Tiang Seng**

| Company | Principal activities | Nature of interest or involvement | Date of appointment | Date of resignation / cessation | Equity interest as at the LPD (%) | |
|---|---|---|---|---|---|---|
| | | | | | Direct | Indirect |
| **Present Involvement** | | | | | | |
| Hobbyxscape Trading[(i)] | Trading in plastic scale replicas, model kits and accessories | Sole proprietor | 24 August 2016 | - | - | - |

*Note:*

*(i) His present involvement in this sole proprietorship will not affect his contribution to our Group, as the business is operated on a small-scale basis and is currently in the process of clearing existing stock items before the cessation of business.*

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### 5.4.5 Key Senior Management's remuneration and benefits-in-kind

The aggregate remuneration and material benefits-in-kind paid and proposed to be paid to Tan Beng Beng and Lim Eng Guan for FYE 2024 and FYE 2025 respectively are set out in Section 5.2.4 of this Prospectus. The aggregate remuneration and material benefits-in-kind paid and proposed to be paid to our other Key Senior Management for FYE 2024 and FYE 2025 respectively (in the bands of RM50,000) are as follows:

| | Remuneration Band | |
|---|---|---|
| **Name** | **Actual for FYE 2024 RM'000** | **Proposed for FYE 2025[(1)] RM'000** |
| Chong Chun Chieh | 300 – 350 | 300 – 350 |
| Khoo Tiang Seng | 100 – 150 | 100 – 150 |
| Lim Jit Yit | 200 – 250 | 150 – 200 |
| Kwek Boon Ping | 250 – 300 | 150 – 200 |

*Note:*

*(1) Excluding bonuses/incentives for the FYE 2025 which will be determined at a later date in 2025 based on their respective performance review, subject to the recommendation of our Remuneration Committee and approval of our Board.*

The remuneration of our Key Senior Management, which includes salaries, bonuses, as well as other benefits, shall be reviewed and recommended by our Remuneration Committee before being approved by our Board, subject to the provisions of our Constitution.

## 5.5 FAMILY RELATIONSHIPS AND/OR ASSOCIATIONS

As at the LPD, there are no other family relationships and/or associations amongst our Promoters, substantial shareholders, Directors and Key Senior Management.

## 5.6 EXISTING OR PROPOSED SERVICE AGREEMENTS

As at the LPD, there are no existing or proposed service agreements, providing for benefits upon termination of employment, entered into or to be entered into by our Directors or any member of our Key Senior Management with our Group, save for the service agreements entered between our Managing Director and Executive Director ("**Executive**") with our Group ("**Agreement**").

The following provisions are extracted from the Agreement dated 3 March 2025 entered into between the Executive and Ambest Technology.

**Benefits upon termination of employment**

The validity period of the Agreement is two years expiring in 30 June 2027 with the option to extend the agreement for a further period of two (2) years thereafter on terms and conditions to be mutually agreed upon, provides that should the Agreement be terminated prematurely by either party, payment of a liquidated sum equivalent to the Executive's salary for the remaining period of the two (2) years contract shall be made as liquidated damages by the party responsible for such premature termination to the other party. As such, the Agreement provides for compensation upon termination of employment in the form of liquidated damages to the Executive, in the event the Agreement is terminated by our Group.

**Other salient terms on termination of employment**

Notwithstanding the abovementioned provision in the Agreement for compensation upon termination of employment in the form of liquidated damages to the Executive in the event the Agreement is terminated by our Group, the Agreement provides that our Group shall be entitled to terminate the Agreement without cause, indemnities, liquidated damages and compensation to the Executive in any one of the following events:

(i) if in the opinion of our Group, the Executive shall commit any act of gross dishonesty, misconduct or negligence in the performance of his duties; or

(ii) the Executive is in breach of any statutory requirements; or

(iii) the Executive is proven to be incompetent in the discharge of his duties; or

(iv) the Executive is in breach of any of the terms of the Agreement.

## 5.7 DECLARATION BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

Each of our Promoters, Directors and Key Senior Management has confirmed that, as at the LPD, he/she is not and has been involved in any of the following events (whether in or outside Malaysia):

(i) in the last ten (10) years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against him/her or any partnership in which he/she was a partner or any corporation of which he/she was a director or member Key Senior Management;

(ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;

(iii) in the last ten (10) years, charged and/or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;

(iv) in the last ten (10) years, any judgement that was entered against him/her, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his/her part, involving a breach of any law or regulatory requirement that relates to the capital market;

(v) in the last ten (10) years, he/she was the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his/her part that relates to the capital market;

(vi) being the subject of any order, judgement or ruling of any court, government or regulatory authority or body temporarily enjoining him/her from engaging in any type of business practice or activity;

(vii) in the last ten (10) years, he/she has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and

(viii) having any unsatisfied judgement against him/her.

# 6. INFORMATION ON OUR GROUP

## 6.1 INFORMATION ON OUR COMPANY

Ambest was incorporated in Malaysia under the Act on 16 February 2023 as a private limited company under the name of Ambest Group Sdn Bhd. On 12 June 2025, we converted into a public limited company and assumed our present name.

Our Company is an investment holding company to facilitate our Listing. Through our subsidiary, our Group is an engineering supporting services provider that primarily provides precision machining, to customers in the semiconductor industry.

Please refer to the Section 7.1 of this Prospectus for the details of our Group's history and background and Sections 7.2 and 7.3 of this Prospectus for the principal activities and business processes of our Group.

As at the LPD, we have a share capital of RM29.60 million comprising 400,000,002 Shares, all of which have been issued and fully paid-up. The movements in our share capital since the date of our incorporation are set out below:

| Date of allotment | No. of ordinary shares allotted | Consideration | Cumulative issued share capital | |
|---|---|---|---|---|
| | | | RM | No. of shares |
| 16 February 2023 | 2 | Cash | 2.00 | 2 |
| 1 December 2025 | 400,000,000 | Otherwise than cash(1) | 29,600,002.00 | 400,000,002 |

*Note:*

*(1) The allotment of shares was pursuant to the Acquisition which was completed on 1 December 2025. Further details of the Acquisition are set out below in Section 6.2 of this Prospectus.*

As at the LPD, we do not have any outstanding warrants, options, convertible securities and uncalled capital. In addition, there were no discounts, special terms or instalment payment terms applicable to the payment of the consideration for the allotment of Shares as tabulated above.

Upon the completion of our IPO, our enlarged share capital will increase to RM55,734,335 comprising 510,000,002 Shares.

*[The rest of this page has been intentionally left blank]*

## 6.2 PRE-IPO RESTRUCTURING

To facilitate our Listing, on 9 June 2025, we have entered into a SSA with Tan Beng Beng and Lim Eng Guan to acquire the entire equity interest in Ambest Technology comprising 2,500,000 ordinary shares for a total purchase consideration of RM29,600,000 which is to be fully satisfied by the issuance and allotment of 400,000,000 new Shares to the following vendors at an issue price of RM0.074 each:

| Vendors | Shareholdings in Ambest Technology | | Purchase consideration (RM'000) | No. of new Shares |
|---|---|---|---|---|
| | No. of shares | % | | |
| Tan Beng Beng | 1,250,000 | 50.00 | 14,800.00 | 200,000,000 |
| Lim Eng Guan | 1,250,000 | 50.00 | 14,800.00 | 200,000,000 |

The purchase consideration for the Acquisition of RM29.60 million was arrived at based on a "willing-buyer willing-seller" basis after taking into consideration the following:

(i) audited NA of Ambest Technology as at 31 December 2024 of RM29,610,168; and

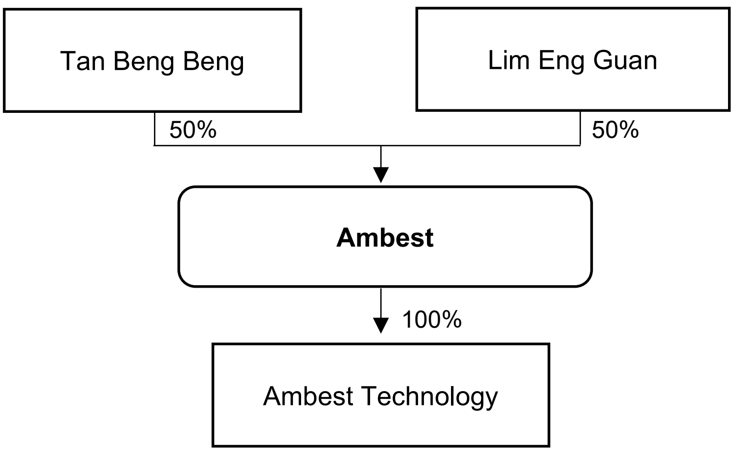
(ii) the adjustment of RM10,168 to round down the audited NA amount for the purpose of computing a whole number of 400,000,000 Shares as consideration for the Proposed Acquisition.

The Acquisition was completed on 1 December 2025. Thereafter, Ambest Technology became our wholly-owned subsidiary.

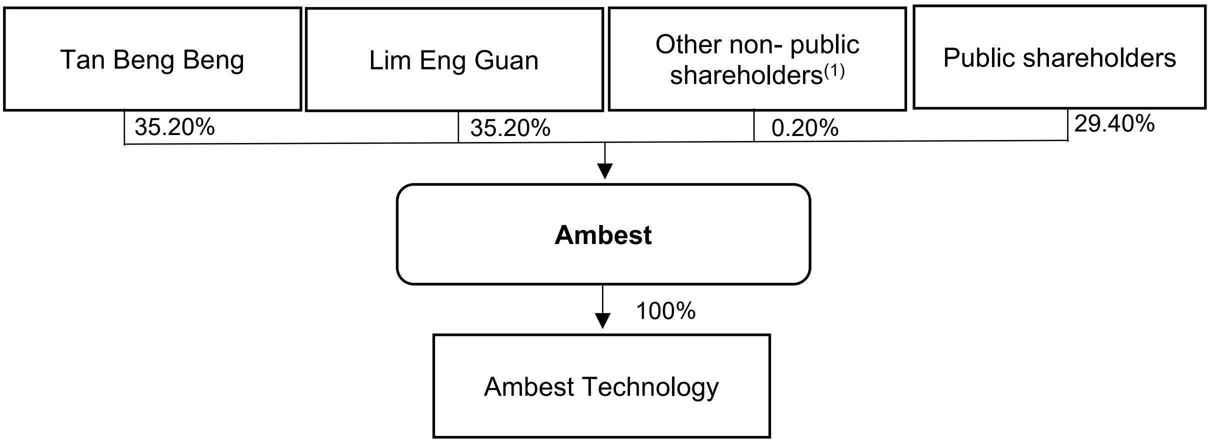
The new Shares issued under the Acquisition rank equally in all respects with our existing Shares including voting rights and will be entitled to all rights and dividends and/or other distributions, the entitlement date of which is subsequent to the date of issuance of the new Shares.

## 6.3 OUR GROUP STRUCTURE

Our Group structure before the IPO is as follows:



Our Group structure upon our IPO is as follows:




*Note:*

*(1) Other non-public shareholders include the Independent Non-Executive Directors, assuming they fully subscribe for a total of 1,000,000 Shares pursuant to the Pink Form Allocation.*

## 6.4 OUR SUBSIDIARY

As at the LPD, we have only one subsidiary, namely Ambest Technology, and we do not have any associated companies.

The details of our Subsidiary are set out as follows:

### (i) Background, history and principal activities

Ambest Technology (Registration No.: 201101016032 (944166-A)) was incorporated in Malaysia under the Companies Act 1965 as a private limited company under its present name and is deemed incorporated under the Act on 11 May 2011.

Ambest Technology's principal activity is the manufacturing of precision-machined parts and components.

### (ii) Principal place of business

The principal place of business is at Facility No. 9, Office and Factory No. 11 and Facility 42A.

*[The rest of this page has been intentionally left blank]*

**(iii) Share capital**

As at the LPD, the issued share capital of Ambest Technology is RM2.50 million comprising of 2,500,000 ordinary shares.

The changes in Ambest Technology's issued share capital since incorporation are as follows:

| Date of allotment | No. of ordinary shares allotted | Consideration | Cumulative no. of shares | Cumulative share capital (RM) |
|---|---|---|---|---|
| 11 May 2011 | 2 | Cash | 2 | 2.00 |
| 14 January 2021 | 199,998 | Otherwise than cash(1) | 200,000 | 200,000.00 |
| 15 March 2022 | 300,000 | Otherwise than cash(2) | 500,000 | 500,000.00 |
| 21 December 2023 | 1,000,000 | Cash | 1,500,000 | 1,500,000.00 |
| 8 January 2024 | 1,000,000 | Cash | 2,500,000 | 2,500,000.00 |

*Notes:*

*(1) The Shares were allotted by way of capitalising the amount owing by Ambest Technology to Tan Beng Beng and Lim Eng Guan of RM99,999.00 each.*

*(2) The Shares were allotted by way of capitalising the amount owing by Ambest Technology to Tan Beng Beng and Lim Eng Guan of RM150,000.00 each.*

Ambest Technology does not have any outstanding warrants, options, convertible securities and uncalled capital as at the LPD. In addition, there were no discounts, special terms or instalment payment terms applicable to the payment of the consideration for the allotments above.

**(iv) Directors and shareholder**

Ambest Technology is a wholly-owned subsidiary of our Company.

As at the LPD, the directors of Ambest Technology are Tan Beng Beng and Lim Eng Guan.

**(v) Subsidiary, associated company and joint venture**

As at the LPD, Ambest Technology does not have any subsidiary companies, associated companies and joint venture.

## 6.5 PUBLIC TAKE-OVERS

None of the following has occurred during the last financial year up to the LPD:

(i) Public take-over offers by third parties in respect of our Shares; and

(ii) Public take-over offers by our Company in respect of other company's shares.

# 7. BUSINESS OVERVIEW

## 7.1 HISTORY AND BACKGROUND

Our Company was incorporated in Malaysia under the Act on 16 February 2023 as a private limited company under the name of Ambest Group Sdn Bhd. On 12 June 2025, our Company was converted into a public limited company and adopted our present name, Ambest Group Berhad.

Our Company is primarily an investment holding company and through our Subsidiary, Ambest Technology, we are an engineering supporting services provider that primarily provides precision machining, to customers in the semiconductor industry. Kindly refer to Section 7.2 of this Prospectus for further details of our Group's principal activities.

In 2006, our Promoters, Tan Beng Beng and Lim Eng Guan established a partnership business under the name of Adtech Precision Engineering. Adtech Precision Engineering was principally involved in the provision of CNC machining of metal parts and components to electrical and electronics companies. Tan Beng Beng was involved in the day-to-day operations of the Adtech Precision Engineering, primarily focusing on securing sales; while also running his sole proprietorship, Yomax Engineering, which was primarily engaged in engineering work, hardware and service. Tan Beng Beng subsequently incorporated a private company, namely Yomax in 2007 to be involved in similar operations. In contrast, Lim Eng Guan was unable to dedicate his time to Adtech Precision Engineering due to his employment contract with Prodelcon Sdn Bhd, a company unrelated to our Group. As such, Lim Eng Guan withdrew from Adtech Precision Engineering in February 2007, and was replaced by his spouse, Tang Swee Mei, who emerged as the new partner in Adtech Precision Engineering. Tang Swee Mei's responsibilities include bookkeeping and financial management of the partnership business. In 2011, Lim Eng Guan re-joined Adtech Precision Engineering as a full-time employee holding the position of Production Lead, where he is responsible for managing the overall production activities.

On 11 May 2011, Ambest Technology was established by two (2) shareholders, Tang Swee Mei and Tan Khai Li (each holding 50% equity interest in the company), with a focus on expanding into CNC machining of metal parts and components serving multinational companies ("**MNCs**") whereby it participated in trade shows to gain access to multinational companies, and to enjoy the benefits of a private limited company structure. Tan Khai Li is the sister-in-law of Tan Beng Beng and was responsible for overseeing the administrative functions of the company, while Tang Swee Mei was responsible for the financial management of the company. The shares of Ambest Technology were initially held by Tang Swee Mei and Tan Khai Li, who were also the directors of the company at that point of time, in order to facilitate daily operations and routine administrative tasks such as processing of payments and signing of documents, as Tan Beng Beng and Lim Eng Guan were involved in other businesses at that time. At the inception of Ambest Technology, Tan Beng Beng was responsible for sales and marketing function of the company on a part-time basis, while Lim Eng Guan was responsible for overseeing the technical function of the company on a part-time basis; as Tan Beng Beng was running his other businesses (namely, Yomax Engineering and Yomax) alongside Adtech Precision Engineering, while Lim Eng Guan primarily focused on Adtech Precision Engineering.

In 2012, Ambest Technology secured its first purchase order and in the same year attained ISO 9001:2008 for its quality management system ("**QMS**") from Moody International Certification Ltd under the scope of "Manufacture of High Precision Machines Components, Jigs and Fixtures".

In December 2014, Adtech Precision Engineering was terminated as Tan Beng Beng and Lim Eng Guan intended to set up a company to replace the partnership in order to enjoy the benefits of a private limited company structure. On 31 December 2015, Amco Technology was incorporated by Tan Beng Beng and Lim Eng Guan (each holding a 50% equity interest in the company), to resume the operations of the business partnership of Adtech Precision Engineering. Amco Technology operated from the same premises as Ambest Technology, namely the Previous Premises No. 5 and Previous Premises No. 10.

As Amco Technology was established to assume the operations of Adtech Precision Engineering, the principal activity of Amco Technology was fabrication of industrial engineering parts and products, similar to Adtech Precision Engineering. For clarity, after the termination of Adtech Precision Engineering in 2014, Tan Beng Beng continued to run his sole proprietorship business, while Lim Eng Guan continued to be involved in the operations of Ambest Technology on a part-time basis. After Amco Technology was established to replace the business of Adtech Precision Engineering in December 2015, Lim Eng Guan shifted his focus on Amco Technology.

In 2016, Ambest Technology secured its first purchase orders from Customer A and Customer B, both of which are Malaysian entities of multinational companies, marking its successful expansion into precision machining of parts and components for multinational companies.

In 2018, Ambest Technology's QMS certification was updated to ISO 9001:2015 by Intertek Certification Limited under the scope of "Manufacture of High Precision Machines Components, Jigs and Fixtures".

In March 2020, Tang Swee Mei and Tan Khai Li resigned as directors of Ambest Technology while Tan Beng Beng and Lim Eng Guan were appointed as directors of the company and they have since been involved in Ambest Technology on a full-time basis. At the same time, Tang Swee Mei and Tan Khai Li transferred their shares in Ambest Technology to Lim Eng Guan and Tan Beng Beng (each holding 50% equity interest in the company) respectively, marking the entry of Lim Eng Guan and Tan Beng Beng as the shareholders of Ambest Technology in line with their decision to focus on growing Ambest Technology. After disposing their shares in Ambest Technology, Tang Swee Mei is no longer involved in our Group, while Tan Khai Li is an employee of our Group, assuming the role of secretary to Tan Beng Beng. Additionally in 2020, Ambest Technology secured its first purchase order from Customer C.

In November 2021, Ambest Technology executed the SPA to purchase Facility No. 9 to cater for further expansion of its operations. Kindly refer to Section 7.22, Item (i) of this Prospectus for further details of the said SPA.

In 2022, as part of the efforts to streamline operations in order to better serve both local and multinational customers, Tan Beng Beng and Lim Eng Guan made the decision for Ambest Technology to purchase all of Amco Technology's CNC machinery and gradually ceased Amco Technology's business in fabrication of industrial engineering parts and products. The decision to acquire Amco Technology's CNC machinery, instead of the entire equity interests of Amco Technology, was made as our Promoters intend to gradually cease Amco Technology's business in fabrication of industrial engineering parts and products. After the acquisition of Amco Technology's CNC machinery by Ambest Technology, Amco Technology was primarily focused on lower end products (which is less complex in terms of manufacturing processes) to local customers where the company outsourced all its manufacturing processes up to December 2024. As such, there were no overlap in terms of customers served and resources utilised. In the same year, Ambest Technology implemented an enterprise resource planning ("**ERP**") system, thus integrating various processes such as planning, purchasing inventory, sales, marketing, accounting in its operations.

In May 2023, Ambest Technology entered into a tenancy agreement with Amco Technology for the lease of the Office and Factory No. 11. In June 2023, Ambest Technology relocated its manufacturing operations to Facility No. 9 and Office and Factory No. 11 from the rented premises (namely, Previous Premises No. 5 and Previous Premises No. 10). For clarity, Office and Factory No. 11 is a newly constructed premises completed in April 2023, and it was not in use before being leased to Ambest Technology.

In January 2024, Ambest Technology executed the SPA to purchase Facility 42A. Kindly refer to Section 7.22, Item (viii) of this Prospectus for further details of the said SPA. The purchase of Facility 42A was undertaken to cater for future expansion and to house new and additional CNC machinery, as there is limited factory space within Facility No. 9 and Office and Factory No. 11 for further expansion. This is in line with our Group's expansion strategy, in order to demonstrate to customers that our Group is capable of handling new and additional orders. Kindly refer to Section 7.17.1 of this Prospectus for further information on Facility 42A.

As at the LPD, Amco Technology has ceased its business operation in fabrication of industrial engineering parts and products and has changed its nature of business to that of a property holding company, earning rental income received mainly from Ambest Technology for the lease of Office and Factory No.11.

Our Group's key events are set out as below:

| Year | Events |
|---|---|
| 2011 | • Incorporation of Ambest Technology on 11 May 2011.<br>• Ambest Technology began operations at Previous Premises No. 5. |
| 2012 | • Ambest Technology attained ISO 9001:2008 for its QMS from Moody International Certification Ltd under the scope of "Manufacture of High Precision Machines Components, Jigs and Fixtures". |
| 2016 | • Began providing precision machining services to multinational companies.<br>• Secured our first purchase order from Customers A and B. |
| 2017 | • Rented Previous Premise No. 10, which was in the vicinity of our Group's premises at Previous Premises No. 5 for expansion. |
| 2018 | • Ambest Technology's QMS certification was updated to ISO_9001:2015 by Intertek Certification Limited under the scope of "Manufacture of High Precision Machines Components, Jigs and Fixtures". |
| 2020 | • Secured our first purchase order from Customer C. |
| 2021 | • Purchased Facility No. 9, for expansion. |
| 2022 | • Ambest Technology purchased all of Amco Technology's CNC machineries. Amco Technology's business of fabrication of industrial engineering parts and products was ceased gradually and since December 2024, Amco Technology has ceased its business operation in fabrication of industrial engineering parts and products. In May 2025, Amco Technology had changed its nature of business to property holding, earning rental income received mainly from Ambest Technology for the lease of Office and Factory No.11.<br>• Ambest Technology implemented an ERP system, thus integrating various processes such as planning, purchasing inventory, sales, marketing, accounting in its operations. |
| 2023 | • Ambest Technology rented Office and Factory No. 11 from Amco Technology for expansion.<br>• Relocated our Group's operations from Previous Premises No. 5, and Previous Premises No. 10 to Facility No. 9 and the Office and Factory No. 11. |
| 2024 | • Purchased Facility 42A for further expansion. |
| 2025 | • Ambest Technology attained ISO 14001:2015 for its environmental management system from Intertek Certification Limited under the scope of "Manufacture of High Precision Machines Components, Jigs and Fixtures". |

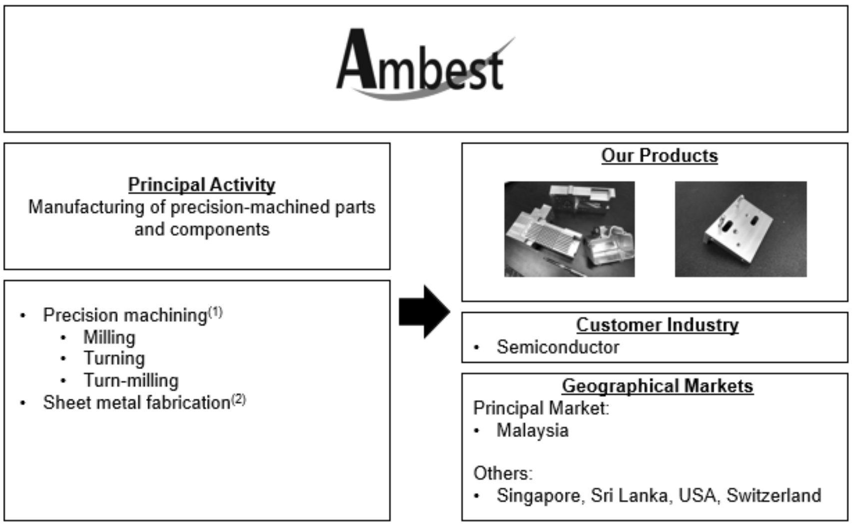
## 7.2 PRINCIPAL ACTIVITIES

Our Group is an engineering supporting services provider that primarily provides precision machining, to customers in the semiconductor industry. We also offer additional processes such as sub-modular assembly and surface finishing treatment as part of value-added services to our customers when required.

Our precision machining involves various processes of working with metal such as milling, turning, and turn-milling to produce precision-machined parts and components. Sub-modular assembly is a value-added service that we can provide when required by our customers. It involves the assembly of the precision-machined components together with other metal parts such as fabricated sheet metal parts to produce frames, structures, or enclosures. Surface finishing treatment is a value-added service that we can provide when required by our customers. It involves processes that modify the surface of a product to enhance its properties such as improving corrosion resistance, durability, or changing its appearance. For clarity, we outsource the surface finishing treatment to sub-contractors to focus on our core business of precision machining.

In addition to precision machining, we also provide sheet metal fabrication to our customers. Sheet metal fabrication involves processes such as stamping, bending, and welding to form the desired shapes. The fabricated sheet metal can then be used as enclosures and assembled with the precision-machined parts and components that are produced in-house. For clarity, we outsource the sheet metal fabrication to sub-contractors to focus on our core business of precision machining.

Our principal activities can be summarised in the following diagram:



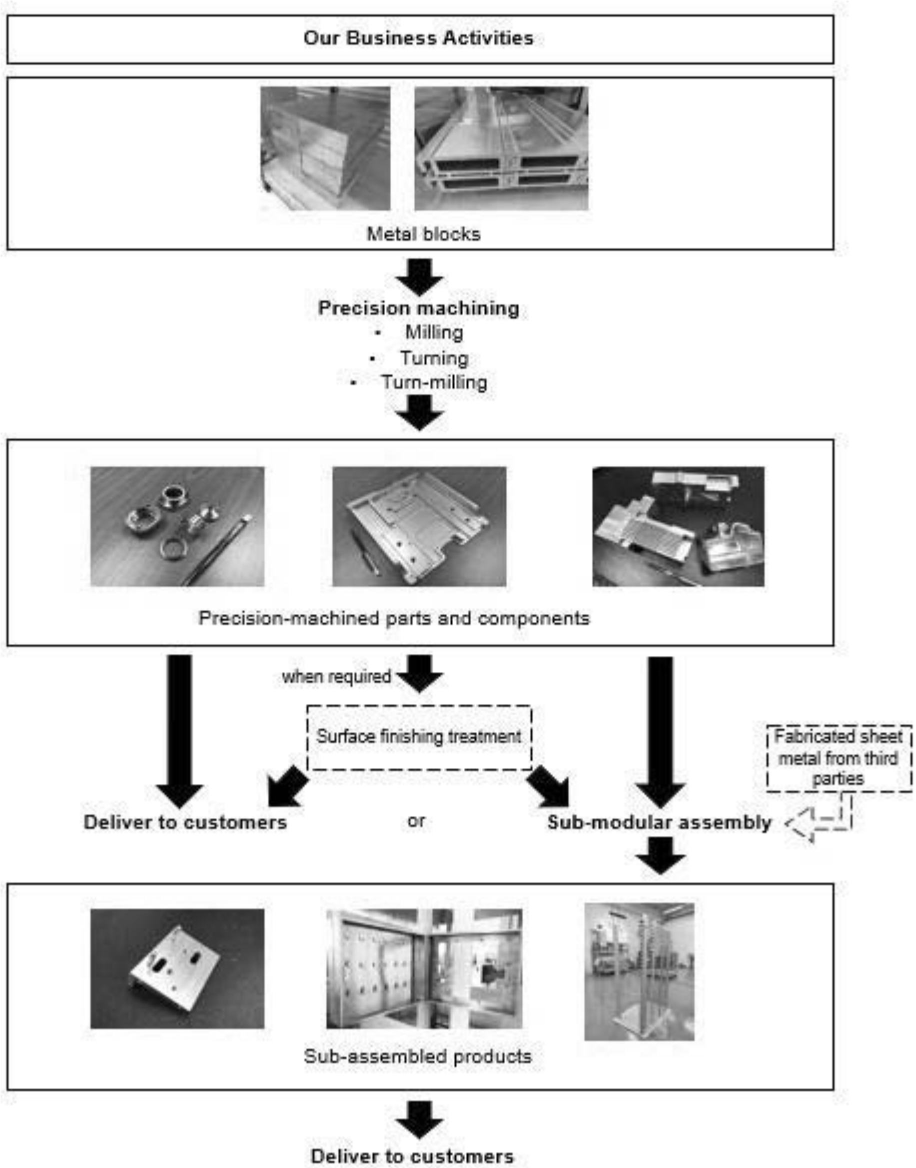

*Notes:*

*(1) Includes provision of sub-modular assembly and surface finishing treatment that can be offered to customers when requested. The provision of surface finishing treatment is subcontracted by the Group.*

*(2) Denotes process that is subcontracted by the Group.*

Please refer to Section 7.8 of this Prospectus for further details of our purchases from sub-contractors during the Financial Periods Under Review.

The following diagram illustrates our production process:




### 7.2.1 Precision machining

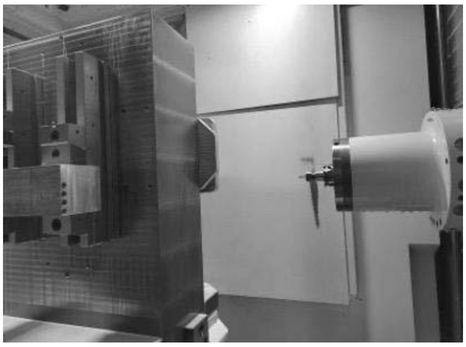
We provide precision machining that produces precision-machined parts and components according to our customers' design and specifications. We utilise CNC machining processes such as milling, turning, and turn-milling to produce the precision-machined parts and components. CNC machining enables us to produce precision-machined parts and components with close tolerance finishes precisely and consistently. If our customers require the precision-machined parts and components to undergo surface finishing treatment such as anodising or electroplating, we will outsource the surface finishing treatment to third-party sub-contractors.

For clarity, if our Group faces a sudden increase in orders that leads to constraints in resources, we may also outsource some precision machining processes (i.e., roughing process whereby sections of the metal blocks are removed, turning the metal block into a form closer to the required shape and dimensions of the precision-machined parts and components) to third-party sub-contractors, before the semi-finished machining parts are returned to us to proceed with further precision machining processes, to achieve the required standards of flatness, roughness, thickness and tolerances, before delivery to its customers. We produce precision-machined parts and components from metal blocks as well as from semi-finished machining parts.

We select our third-party sub-contractors based on their capability, quality of services, pricing and the ability to meet the delivery timeframe. As at the LPD, our Group has over 38 third-party sub-contractors under the precision machining business segment.

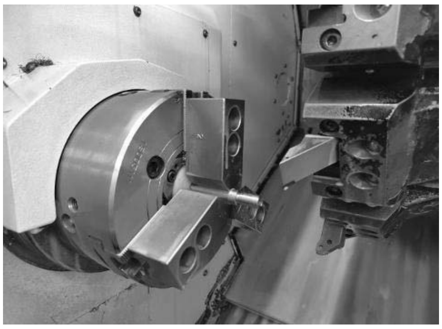
The precision machining processes we undertake are as follows:

**(a) Milling**



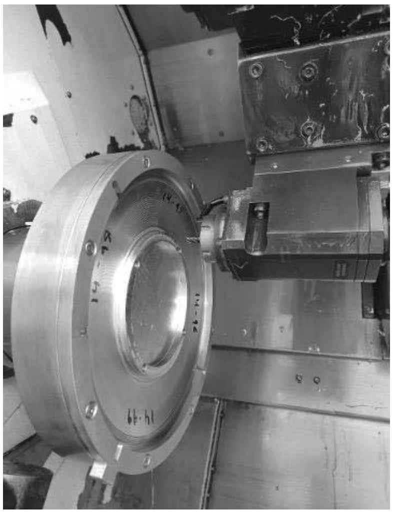
In the milling process, the metal block is held stationary while a rotating cutting tool is held against the block to remove excess material and shape the block according to the design and specifications of the part or component. This process is suitable for cutting flat surfaces or deep cavities into the metal blocks. We will utilise different cutting tools depending on the type of cuts that are required.

**(b) Turning**



In the turning process, the secured metal block is rotated and a stationary cutting tool is pressed against the rotating metal block to remove excess material and shape the block according to the design and specifications of the part or component. The turning process is suitable for producing cylindrical parts with different diameters in different sections.

**(c) Turn-milling**

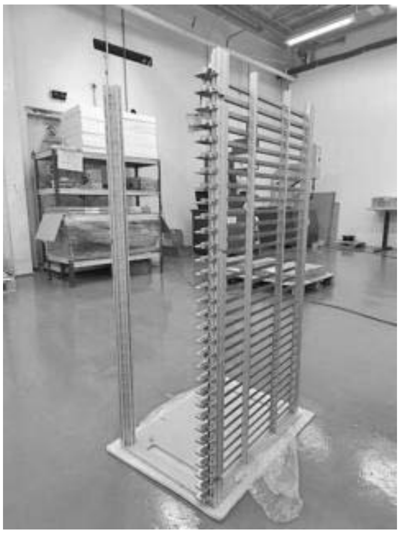


The turn-milling process combines the milling and turning processes. In the turn-milling process, the secured metal block is rotated, and a rotating cutting tool is pressed against the metal block to remove excess material and shape the block according to the design and specifications of the part or component. Turn-milling can be a more efficient process as it reduces the need for transferring the metal block from one machine to another, thereby reducing processing time.

*Sub-modular assembly*

When requested by our customers, we offer sub-modular assembly whereby we assemble precision-machined parts and components and fabricated sheet metal into sub-assembled products such as frames, structures, or enclosures. For clarity, we outsource the sheet metal fabrication process and will receive the fabricated sheet metal from the sub-contractor which will be used in our sub-modular assembly services. The sub-assembled products are then delivered to our customers where they may undergo further processing into finished products.

Examples of the sub-modular assembled products we have produced are as follows:



**Surface finishing**

When requested by our customers, we offer surface finishing treatment such as anodising or electroplating of the precision-machined parts and components. Anodising is an electrochemical process that produces a metal oxide coating on the surface of the precision-machined parts and components. The metal oxide coating serves to provide improved resistance to wear and corrosion and can also be used to provide a decorative layer on the precision-machined parts and components. Electroplating is a process whereby an electrical current is used to deposit thin layers of metal onto the precision-machined parts and components. For clarity, we will outsource the surface finishing treatment to third-party sub-contractors and will receive the anodised or electroplated precision-machined parts and components from the sub-contractor. Subsequently, the products are either delivered to our customers or undergo sub-modular assembly before delivery to our customers.

### 7.2.2 Sheet metal fabrication

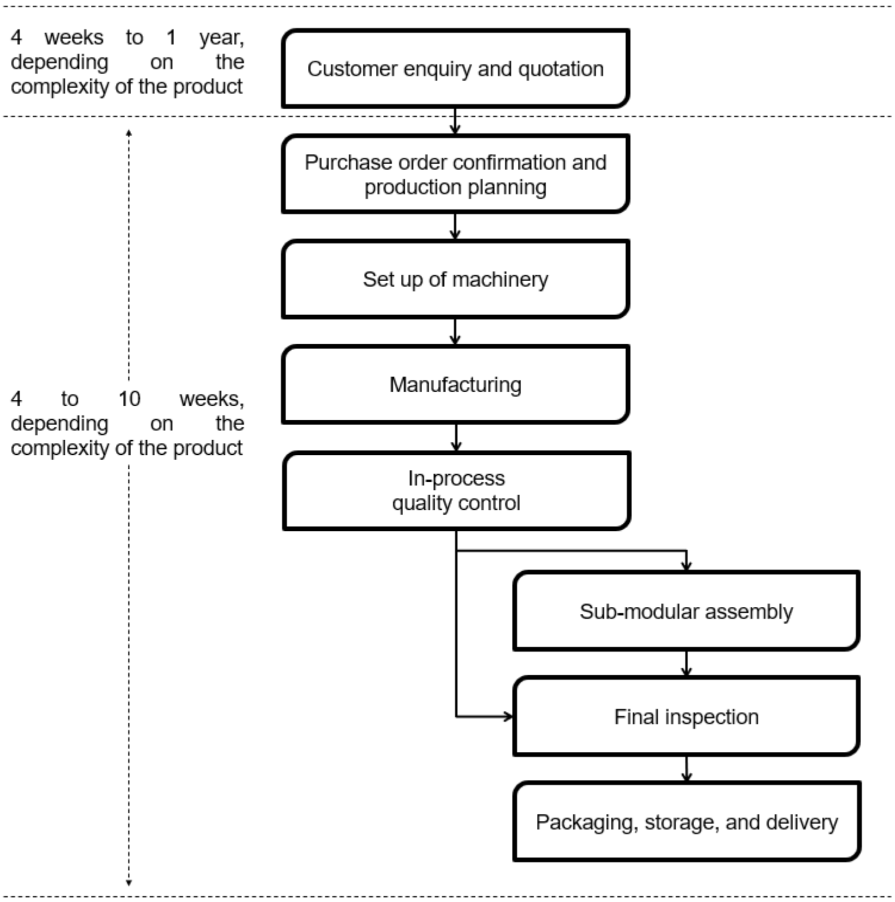
Sheet metal fabrication refers to the process of converting sheet metal into fabricated sheet metal through processes such as stamping, bending, and welding. These processes will allow us to shape the sheet metal into the desired shape. For clarity, we outsource sheet metal fabrication to third-party sub-contractors. We select our third-party sub-contractors based on their capability, quality of services, pricing and the ability to meet the delivery timeframe. As at the LPD, our Group has six (6) third-party sub-contractors that provides sheet metal fabrication.

The sheet metal fabrication processes that we commonly utilise are as follows:

| Process | Description |
|---|---|
| Stamping | Stamping is a process that converts flat sheet metal into specific shapes. There are various stamping techniques such as punching, blanking, and embossing. The sheet metal is placed into a stamping press, and the sheet metal is pressed against a die or a tool to cut out shapes or shape the sheet metal accordingly. |
| Bending | The bending process involves applying force on the sheet metal, causing it to bend at a specific angle to form the desired shape. The sheet metal is inserted into a machine and placed between a die on the bottom and a punch on top. Thereafter, the machine is programmed to press the punch against the sheet metal into the die, thus bending the sheet accordingly. |

| Process | Description |
|---|---|
| Welding | Welding joins together 2 or more separate pieces of metal. Generally, the welding process involves melting the separate metal pieces to join them together. In some cases, a filler may be added to form a joint between the metal pieces. |

## 7.3 BUSINESS PROCESS




### (a) Customer enquiry and quotation

A customer will approach us and enquire about our services, and we will provide them with information on our production capabilities as well as a quotation for our services. We will also go through the customer's product request to ensure that we are able to fulfil the required specifications.

We will then provide our customers a quotation based on the product requested, and subsequently our customers will issue us with a purchase order for the first article to confirm the order.

**First article testing**

After setting up the machinery, we proceed to undertake first article testing by trialling and evaluating the required processes, tooling, and programming of machinery. The first article produced will be sent to our QA department for inspection and we may be required to undergo additional trial runs prior to submitting the first article to our customer. Our customer may then provide us with feedback on the first article. As such, we may be required to undertake multiple rounds of trial runs to produce the final first article that passes our quality inspections and meets the specifications of our customers. Upon finalisation of the final first article, our customers will issue us with a purchase order for mass manufacturing of the product.

The duration of the customer enquiry and quotation stage can range from 4 weeks to 1 year and the duration is dependent on the product's complexity and whether the customer is an existing customer or a new customer. For existing customers where our Group is an approved supplier, this stage is typically faster as we have been qualified as an approved supplier. For new customers, especially MNCs, our Group is required to undergo an audit before the customer deems us as an approved supplier. This process may take up to 1 year.

**(b) Purchase order confirmation and production planning**

After we receive approval from the customer on the final first article and the purchase order confirmation for mass manufacturing of the product, our customer will issue a purchase order to us. Our engineering department will utilise design software such as CAD and computer aided manufacturing ("**CAM**") software to generate detailed drawings of the part or component to be manufactured based on the drawings and specifications from our customer. Our engineering department may also be required to procure the necessary jig/fixture for manufacturing of the part or component. If required, we will also procure additional tools for the manufacturing process.

Meanwhile, our production department begins to plan for production by requesting for the required raw materials and appropriate tools needed from our production manager for the manufacturing process. If we do not have the required raw materials in store, we will source them from our suppliers. Thereafter, we will inspect the raw materials inwards from our suppliers, to ensure the quantity and quality of the raw materials are correct and satisfy the requirements. If the raw materials do not pass inspection, we will return them to our suppliers.

**(c) Set up of machinery**

We will then set up the required machinery for the manufacturing process. This may involve programming and setting parameters on the machinery as well as fastening the necessary tools on the machinery.

**(d) Manufacturing**

Once the customer has confirmed the first article, we will begin undertaking precision machining via the various processes such as milling, turning and turn-milling which are used to produce the metal parts and components according to the specifications of our customers. Further details on the processes involved are outlined in Section 7.2.1 of this Prospectus.

This stage also involves outsourced processes such as sheet metal fabrication and surface finishing treatment.

**(e) In-process quality control**

To ensure that the parts and components meet the design specifications and quality standards, we conduct in-process quality control after the precision machining process. This includes visual checking of the parts and components as well as conducting machine inspection to eliminate possible human error.

For avoidance of doubt, we also undertake in-process quality control on our sub-contractors for fabrication of sheet metal by sending a QA personnel to our sub-contractors' manufacturing facility to inspect the products. On the other hand, products that have undergone surface finishing treatment will be inspected at our facility after we receive them from our sub-contractors.

**(f) Sub-modular assembly**

When required, we can provide sub-modular assembly services for our customers. The necessary intermediate metal products will be sent to undergo sub-modular assembly based on the design and specifications of the customers.

Further details on the process of sub-modular assembly are outlined in Section 7.2.1 of this Prospectus.

**(g) Final inspection**

We will undertake final inspection and QA of the intermediate metal products and sub-modular assembled products.

Further details on our quality control procedures are outlined in Section 7.12 of this Prospectus.

**(h) Packaging, storage, and delivery**

After final inspection, the products are packed and stored accordingly. When it is time for delivery, our team will issue a delivery order and the required products are picked, packaged, and labelled according to our customers' requirements.

For deliveries in Malaysia, our Group will deliver the products to our customers using our delivery vehicles at our own cost. For deliveries outside of Malaysia, our Group or our customers will engage a third-party logistics service provider to deliver the products. Overseas deliveries are generally conducted on ex-factory terms, meaning that our customers are responsible for the logistics cost. The logistics cost of delivering the products outside of Malaysia is borne by our customers.

We do not provide warranty for our products, which is in line with the industry practices, as the products supplied to our customers are customised precision-machined parts and components that may undergo further processing into finished products after being delivered to our customers. Nevertheless, if our customers observe a defect in our products or are unsatisfied with the quality of our products when they inspect our products upon delivery, they may reject the delivery and request us to rework the products at no extra cost to them. Once the delivery of our products is accepted by our customers, we will not accept requests for rework.

## 7.4 PRINCIPAL MARKETS

### 7.4.1 Revenue by business segment

The breakdown of our revenue by business segment for the Financial Periods Under Review is as follows:

| Business segment | FYE 2022 | | FYE 2023 | | FYE 2024 | | FPE 2025 | |
|---|---|---|---|---|---|---|---|---|
| | RM'000 | % | RM'000 | % | RM'000 | % | RM'000 | % |
| Precision machining[(1)] | 49,095 | 82.68 | 33,959 | 74.21 | 38,165 | 80.76 | 31,912 | 80.21 |
| Sheet metal fabrication | 10,281 | 17.32 | 11,801 | 25.79 | 9,095 | 19.24 | 7,873 | 19.79 |
| **Total** | **59,376** | **100.00** | **45,760** | **100.00** | **47,260** | **100.00** | **39,785** | **100.00** |

*Note:*

*(1) Includes revenue from sub-modular assembly and surface finishing treatment.*

### 7.4.2 Revenue by geographical location

The breakdown of our revenue by geographical location for the Financial Periods Under Review is as follows:

| Geographical location | FYE 2022 | | FYE 2023 | | FYE 2024 | | FPE 2025 | |
|---|---|---|---|---|---|---|---|---|
| | RM'000 | % | RM'000 | % | RM'000 | % | RM'000 | % |
| Domestic | 59,349 | 99.95 | 37,813 | 82.63 | 39,643 | 83.88 | 39,535 | 99.37 |
| Malaysia | 59,349 | 99.95 | 37,813 | 82.63 | 39,643 | 83.88 | 39,535 | 99.37 |
| International | 27 | 0.05 | 7,947 | 17.37 | 7,617 | 16.12 | 250 | 0.63 |
| Singapore | 20 | 0.04 | 7,905 | 17.28 | 7,533 | 15.94 | 144 | 0.36 |
| Sri Lanka | 1 | * | 42 | 0.09 | 53 | 0.11 | 66 | 0.17 |
| Japan | 6 | 0.01 | - | - | - | - | - | - |
| Others | - | - | - | - | 31(1) | 0.07 | 40(2) | 0.10 |
| **Our total revenue** | **59,376** | **100.00** | **45,760** | **100.00** | **47,260** | **100.00** | **39,785** | **100.00** |

*Notes:*

* *Negligible*

*(1) Comprises USA, Thailand, and Switzerland.*

*(2) Comprises USA and Switzerland.*

### 7.4.3 Revenue by industries

The breakdown of our revenue by customers' industries for the Financial Periods Under Review is as follows:

| Customers' industries | FYE 2022 | | FYE 2023 | | FYE 2024 | | FPE 2025 | |
|---|---|---|---|---|---|---|---|---|
| | RM'000 | % | RM'000 | % | RM'000 | % | RM'000 | % |
| Semiconductor | 59,376 | 100.00 | 45,760 | 100.00 | 47,260 | 100.00 | 39,785 | 100.00 |
| **Our total revenue** | **59,376** | **100.00** | **45,760** | **100.00** | **47,260** | **100.00** | **39,785** | **100.00** |

## 7.5 COMPETITIVE STRENGTHS

### 7.5.1 Long track record and long-standing relationships with our customers

We have a track record of more than 10 years as an engineering supporting services provider, beginning with the fabrication of industrial engineering parts and products to provision of CNC machining services and expanding to sub-modular assembly services. We have implemented a QMS to ensure that we provide our customers with quality products and services on a consistent basis. Currently, our QMS is accredited with ISO 9001:2015 under the scope of "Manufacture of High Precision Machines Components, Jigs, and Fixtures".

Our ability to provide our customers with quality products and services on a consistent basis has enabled us to secure repeat orders from our customers. As at the LPD, our Group has business relationships of more than 5 years with 3 of our major customers, namely Customer A, Customer B, and Customer E.

### 7.5.2 Experienced and knowledgeable Key Senior Management team

The success of our Group, to a certain extent, can be attributed to the experience and knowledge of our key management team. Our Managing Director, Tan Beng Beng, and our Executive Director, Lim Eng Guan, have 25 years and 29 years of experience in the engineering support industry respectively. They are supported by other members of the Key Senior Management team who each have over 20 years of experience in their respective fields. The combined knowledge and experience of our Key Senior Management team have contributed to our ability to provide products and services that meets our customers' needs and will help to continue the growth of our Group's business in the future.

| Name | Designation | Years of experience in their respective fields |
|---|---|---|
| **Directors** | | |
| Tan Beng Beng | Managing Director | 25 years |
| Lim Eng Guan | Executive Director | 29 years |
| **Key Senior Management** | | |
| Chong Chun Chieh | Chief Financial Officer | 31 years |
| Khoo Tiang Seng | Quality Assurance Manager | 41 years |
| Lim Jit Yit | Assistant General Manager | 24 years |
| Kwek Boon Ping | Production Manager | 23 years |

### 7.5.3 Continuous investment in machinery and equipment

In order to serve our customers better, we continuously invest in machinery and equipment in line with the growing requirements of our customers. Aside from meeting existing customers' growing requirements, continuous investment in machinery and equipment allows us to keep up with the more advanced requirements of the markets and potentially allows us to secure additional customers with higher requirements.

For the Financial Periods Under Review and up to the LPD, our Group has invested more in CNC milling machines, as milling is a common machining process that we need to perform on our products for precision machining business segment. Notwithstanding that turn-milling can be a more efficient process, not all our products require the integration of turning and milling processes. Hence, taking into consideration the needs of our production processes, our Group is in possession of more CNC milling machines as compared to CNC turning and turn-milling machines.

*[The rest of this page has been intentionally left blank]*

Our Group's investment in machinery and equipment for the Financial Periods Under Review is as such:

| Machinery and equipment purchased | FYE 2022[(1)] | | FYE 2023 | | FYE 2024[(2)] | |
|---|---|---|---|---|---|---|
| | **Units** | **RM'000** | **Units** | **RM'000** | **Units** | **RM'000** |
| CNC milling machines | 15 | 3,048 | 1 | 1,373 | 13 | 6,714 |
| CNC turning machines | 1 | 125 | - | - | - | - |
| CNC turn-milling machines | 5 | 1,454 | - | - | - | - |
| Testing machines | 2 | 420 | 3 | 829 | - | - |
| **Total** | **23** | **5,047** | **4** | **2,202** | **13** | **6,714** |

| Machinery and equipment purchased | FPE 2025 | | 1 October 2025 up to LPD | |
|---|---|---|---|---|
| | **Units** | **RM'000** | **Units** | **RM'000** |
| CNC milling machines | 3 | 2,295 | 1 | 1,600 |
| CNC turning machines | - | - | - | - |
| CNC turn-milling machines | - | - | - | - |
| Testing machines | 3 | 441 | - | - |
| **Total** | **6** | **2,736** | **1** | **1,600** |

*Notes:*

*(1) The machinery and equipment purchased in FYE 2022 include 9 units of CNC milling machines, 1 unit of CNC turning machines, 2 units of CNC turn-milling machines, and 2 units of testing machines acquired by Ambest Technology from Amco Technology, in line with our Promoters' decision to cease the business operations of Amco Technology in fabrication of industrial engineering parts and products.*

*(2) Given the highly competitive nature of the machining industry, our Group must demonstrate strong manufacturing capabilities to manage higher order volumes without compromising quality by highlighting to customers the number of high-end machines the Group owns and operate in order to secure orders from them. As such, our Group made higher investment in machinery and equipment during FYE 2024, in line with the gradual recovery of the semiconductor industry in 2024.*

We believe that continuous investment in machinery and equipment will enable us to attract additional customers as more advanced machinery and equipment can allow for faster and more precise manufacturing.

### 7.6 SEASONALITY AND CYCLICAL EFFECTS

Our business is not affected by any seasonal trends or cyclical effects.

### 7.7 INTERRUPTION TO BUSINESS AND OPERATIONS

We have not experienced any other material interruptions to our business during the Financial Periods Under Review.

## 7.8 TYPES, SOURCES AND AVAILABILITY OF RAW MATERIALS OR INPUTS

The raw materials or inputs (inclusive of outsourced services/products sourced from third-party sub-contractors) purchased by our Group for the Financial Periods Under Review is as follows:

| Raw materials or inputs | FYE 2022 | | FYE 2023 | | FYE 2024 | | FPE 2025 | |
|---|---|---|---|---|---|---|---|---|
| | RM'000 | % | RM'000 | % | RM'000 | % | RM'000 | % |
| Semi-finished machining parts* | 21,070 | 56.66 | 14,949 | 60.30 | 10,839 | 42.75 | 5,157 | 25.21 |
| Aluminium | 4,686 | 12.60 | 1,407 | 5.68 | 6,746 | 26.61 | 7,891 | 38.58 |
| Fabricated sheet metal parts* | 5,623 | 15.12 | 5,801 | 23.40 | 4,879 | 19.24 | 4,720 | 23.08 |
| Surface finishing treatment* | 1,545 | 4.15 | 1,174 | 4.74 | 1,598 | 6.30 | 1,733 | 8.47 |
| Others[(1)] | 4,266 | 11.47 | 1,460 | 5.88 | 1,292 | 5.10 | 952 | 4.66 |
| **Our total purchases** | **37,190** | **100.00** | **24,791** | **100.00** | **25,354** | **100.00** | **20,453** | **100.00** |

*Notes:*

* *Sourced from third-party sub-contractors.*

(1) *Mainly comprises plastic, stainless steel, standard items (i.e., screws, bolts, nuts, pins, washers, plugs, gaskets, threads, dowel pins, rings and shafts).*

The percentage of raw materials or inputs purchased from local and foreign suppliers (inclusive of third-party sub-contractors who provide outsourced services/products to our Group) are as follows:

| Suppliers | FYE 2022 | | FYE 2023 | | FYE 2024 | | FPE 2025 | |
|---|---|---|---|---|---|---|---|---|
| | RM'000 | % | RM'000 | % | RM'000 | % | RM'000 | % |
| Local | 34,076 | 91.63 | 24,275 | 97.92 | 24,477 | 96.54 | 19,377 | 94.74 |
| Foreign | 3,114 | 8.37 | 516 | 2.08 | 877 | 3.46 | 1,076 | 5.26 |
| **Our total purchases** | **37,190** | **100.00** | **24,791** | **100.00** | **25,354** | **100.00** | **20,453** | **100.00** |

Our raw materials, such as aluminium and stainless steel, are commodity-based products and are subject to demand and supply conditions which may lead to fluctuation in market prices. Nevertheless, the raw materials that we source are easily available in the market, and there are alternative suppliers from which we can source form, and we have not experienced any major fluctuation in prices of our raw materials or inputs that have materially affected our financial performance for the Financial Periods Under Review and up to the LPD.

*[The rest of this page has been intentionally left blank]*

## 7.9 SALES AND MARKETING

Our sales and marketing activities are spearheaded by our Managing Director, Tan Beng Beng. He is supported by a team of 11 personnel (inclusive of one (1) member of Key Senior Management), and they are responsible for growing our customer base by securing orders from new customers as well as retaining existing customers and securing repeat orders from customers.

We undertake direct marketing whereby we will contact and conduct meetings with potential customers to understand their needs and to showcase our manufacturing capabilities and offer them our services. We also follow up on referrals from our existing customers, suppliers, and other contacts within the engineering support industry and the end-user markets served by the engineering support industry.

Additionally, we maintain a corporate website (www.ambestgroup.com.my) which showcases our Group's profile, products and services offered and contact details to potential customers in the local and overseas markets.

## 7.10 RESEARCH AND DEVELOPMENT

We are not involved in any design, research and development activities, and we have not incurred any research and development expenditure during the Financial Periods Under Review.

## 7.11 TECHNOLOGY USED

We utilise the following technology in our manufacturing processes and business operations:

### (a) Computer software

We utilise computer software namely CAD and CAM software for our principal activities. CAD software is used to generate two (2)-dimensional or three (3)-dimensional computer models of the intermediate metal parts, thus enabling our team to generate computer models of the intermediate metal parts according to the design and specifications of our customers. On the other hand, CAM software is used to generate a programme for our CNC machines to manufacture the intermediate metal parts according to the designs generated using the CAD software.

### (b) CNC machinery

We utilise CNC machinery to undertake precision machining activities such as turning, milling, and turn-milling. Designs produced by our team using CAD software are translated into numbers by computers. The numbers are used as coordinates to guide the CNC machinery to determine where to cut the metal blocks, thus controlling the movement of the CNC machinery.

### (c) Coordinate measuring machines

We utilise coordinate measuring machines to measure the dimensions (i.e., height, width, and depth) of the precision-machined parts and components during quality checks.

**(d) Enterprise resource planning ("ERP") system**

On 28 July 2022, Ambest Technology has entered into a Licence, Support and Update Agreement ("**Licence Agreement**") with Monitor ERP System Sdn Bhd ("**MERPS**") for the purpose of taking a time-limited, non-exclusive, non-transferable Licence to use the software called "MONITOR" in Ambest Technology's business. "MONITOR" is an ERP system used to integrate various functions of Ambest Technology such as planning, purchasing, inventory, sales, marketing and accounting, in order to enhance efficiency and traceability across various functions. The Group is not dependent on the Licence Agreement as there are other alternative ERP systems available in the market in the event the Licence Agreement is discontinued/terminated in the future.

The salient terms of the Licence Agreement are as follows:

| | | |
|---|---|---|
| **Purpose** | MERPS grants to Ambest Technology a time limited, non-exclusive, non-transferable Licence to use the software called "MONITOR" in Ambest Technology's business. | |
| **Licence** | • Ambest Technology shall not modify, revise, customise, improve, adjust and make changes to MONITOR without written consent of MERPS. The rights, title, and interest in and to MONITOR belong to MERPS and shall not be conveyed to Ambest Technology and shall remain solely and exclusively vested with MERPS.<br>• Ambest Technology may sign hosting (or similar) agreements within the scope of this Licence Agreement but this does not imply MERPS agrees that MONITOR will be signed or assigned to other parties.<br>• Ambest Technology shall not by itself or permit any other person to create, duplicate, reconfigure, decompile or disassemble MONITOR or to do so into source code or any other software to analyse, modify or in other ways open/use this source code/software | |
| **Scope of Work** | <u>Scope</u> | Throughout the validity and subsistence of this Licence Agreement, MERPS agrees to provide support services to Ambest Technology regarding MONITOR (within the scope set forth in in the Support Information applicable at the respective time at : http://www.monitorerp.com/customerweb/conditions-support/) at no extra charges.<br><br>MERPS retains the right to change/modify the support services offered at its sole discretion. |
| | <u>Exclusion</u> | The following support and other support not stated in this Agreement shall be excluded from the cost-free support services:<br>• adaptations of MONITOR or support due to adaptations of MONITOR;<br>• using MONITOR procedures that have been provided by MONITOR Help-texts;<br>• training sessions;<br>• services in connection with the update;<br>• hardware and network errors;<br>• internet connection errors;<br>• installation not performed by MERPS or consulting or distribution company appointed by MERPS concerning MONITOR ("**Distributor**"); and<br>outstation communication/travelling/accommodation and per diem allowance. |
| | <u>Update</u> | The following updates (excluding services) are included in the Licence Agreement:-<br>• continuous updates and improvements of MONITOR and documentation; and |

| | | |
|---|---|---|
| | | • adjustments of non-conformities in MONITOR confirmed by MERPS.<br>Any costs incurred in testing, adjusting and adaptation due to changes in computing platform shall be paid by Ambest Technology. |
| **Termination** | • Both parties may terminate the agreement by giving three (3) months' written notice, and there shall be no refund of the Licence fee (or part thereof) by MERPS.<br>• If either party pass a resolution or the Courts make an order that the company be wound up other than for purpose of reconstruction/amalgamation/receiver or manager on behalf of creditor is appointed, the other party shall be entitled to terminate by giving the other party a written notice.<br>• Upon termination, Ambest Technology's right to use MONITOR will terminate and Ambest Technology shall confirm and warrant in writing that Ambest Technology is no longer using MONITOR. | |
| **Confidentiality** | Both parties:<br>• agree to treat as confidential all information received from the other party or acquired in the course of performance of this Agreement which the other party indicated in writing to be confidential except if such information already exists in public domain, is already in MERPS' possession, is independently developed by MERPS outside the scope of this agreement or is rightfully obtained from third party.<br>• agree to disclose this information only to those of its employees and third party who need to know it for the performance of the agreement and to ensure that they are informed and agree to keep the information confidential.<br>• agree that the parties and their employees and third parties shall observe all security requirements at the other party's premises and comply with the security procedures for confidential material. | |
| **Limitation of Liability** | • MERPS shall in no event be liable for any damage (direct, indirect, special or consequential) arising in any way of the use of MONITOR.<br>• MERPS shall in no event be liable for any damage caused by Ambest Technology's failure to perform responsibilities or for any indirect or consequential damages or for any claim made against Ambest Technology by any other party. MERPS shall not be liable for any damages claimed by Ambest Technology based on any third party claim.<br>• MERPS shall totally be excluded from the following liabilities for errors/defects in MONITOR due to:<br>▪ the use that is in conflict with MERPS' rules or MONITOR's documentation;<br>▪ installation/modifications by Ambest Technology or Distributor or service provide by the Distributor under a separate agreement;<br>▪ the use that is in conflict with bases and information provided by MERPS;<br>▪ the hardware, software, equipment not provided by MERPS;<br>▪ the use of another version of MONITOR;<br>▪ power failure; or<br>▪ non-conformities of performance in MONITOR in relation to information provided by Distributor (if differs from Help-texts in MONITOR)<br>• Ambest Technology's sole and exclusive remedy for damage/loss in any way connected with the Support Services, whether by breach of contract or warranty shall be having MERPS offering services to diagnose and rectify defect of MONITOR at MERPS' own cost. | |

## 7.12 QUALITY CONTROL MANAGEMENT

Our Group is committed to consistently producing high-quality products for our customers. To do so, we have put in place various quality assurance processes throughout the pre-production, production, and post-production stages.

| Stage | Quality control processes |
|---|---|
| Pre-production | Prior to mass production, we review the design and specifications of the required precision-machined parts and components or fabricated sheet metal. We will then conduct production planning which includes outlining the engineering processes required, programming the CNC machinery, and mapping out the entire production flow. We will also set up the machinery to ensure that it can effectivity conduct the manufacturing process.<br><br>We also carry out quality checks on incoming raw materials to ensure that they conform to the specified quality requirements. |
| Production | We undertake in-process quality control during the stages of the manufacturing process. This typically includes verification of machine setup and first piece verification.<br><br>We also undertake quality checks on incoming semi-finished parts such as precision-machined components and fabricated sheet metal from our subcontractors to ensure that they meet the desired requirements. |
| Post-production | We perform a final quality check (outgoing quality assurance) before shipment to ensure every product meets our customers' exact specifications. |

As a testament to our Group's commitment to quality, our QMS is currently accredited with ISO 9001:2015 under the scope of "Manufacture of High Precision Machines Components, Jigs, and Fixtures". Our QMS was first accredited with ISO 9001:2008 in 2012 under the same scope. Our QMS helps us to ensure consistent, high-quality products and services that meet the requirements and standards of our customers, authorities, and regulatory bodies. It also allows for continuous improvement in customer satisfaction by identifying areas for enhancement.

## 7.13 MATERIAL MACHINERIES

As at 31 December 2024, the material machineries used in our operations are as follows:

| Machinery/ equipment | Number of units as at 31 December 2024 (Units) | Average lifespan[(1)] (Years) | Age range of machinery/ equipment[(2)] (Years) | NBV as at 31 December 2024 (RM'000) |
|---|---|---|---|---|
| CNC milling machines | 40 | 5 | 1 to 21 | 9,336 |
| CNC turning machines | 2 | 5 | 1 to 8 | 81 |
| CNC turn-milling machines | 7 | 5 | 1 to 12 | 1,052 |
| Testing machines[(3)] | 5 | 5 | 2 to 3 | 823 |
| **Total** | **54** | | | **11,292** |

As at 30 September 2025, the material machineries used in our operations are as follows:

| Machinery/ equipment | Number of units as at 30 September 2025 (Units) | Average lifespan(1) (Years) | Age range of machinery/ equipment(2) (Years) | NBV as at 30 September 2025 (RM'000) |
|---|---|---|---|---|
| CNC milling machines | 43 | 5 | 1 to 22 | 9,738 |
| CNC turning machines | 2 | 5 | 2 to 9 | 48 |
| CNC turn-milling machines | 7 | 5 | 2 to 13 | 696 |
| Testing machines(3) | 8 | 5 | 1 to 4 | 1,059 |
| **Total** | **60** | | | **11,541** |

*Notes:*

*(1) Average lifespan is based on the depreciation rate adopted for the machinery/equipment.*

*(2) Age range of machinery/equipment is based on the year of manufacture of the machinery/equipment. The age range of machinery/equipment in use is generally longer than the average lifespan, as our Group undertakes periodic maintenance for the machinery/equipment.*

*(3) Testing machines are used for quality control purposes and therefore would not affect our Group's production capacity.*

## 7.14 OPERATING CAPACITIES AND UTILISATION RATES

Our Group currently operates from our production facilities located at Facility No. 9 and Office and Factory No. 11. We utilise a variety of machinery and equipment to produce precision-machined components based on the designs and specifications of our customers. Depending on the type of products required by our customers and the complexity of each product, the machinery and equipment used, as well as the production time, will differ.

Our Group's annual production capacity and utilisation rate for FYE 2024 are as follows:

| Types of Machines | No. of units as at 31 December 2024 | Estimated Maximum Annual Capacity(i) (hour) | Actual Production Time per Annum (hour) | Annual Production Capacity Utilisation Rates(ii) (%) |
|---|---|---|---|---|
| CNC milling machines | 40 | 156,190(iii) | 82,831(iii) | 53.03(iii) |
| CNC turning machines | 2 | 8,443 | 7,391 | 87.54 |
| CNC turn-milling machines | 7 | 29,550 | 27,608 | 93.43 |

*Notes:*

*(i) We use a variety of machinery to produce the products required by our customers. Depending on the complexity and specifications of the products required by our customers, the production time as well as the type of machinery used would vary for each order. As such, our Group's operating annual capacity is measured by the production running time of the CNC machines owned by our Group.*

*The estimated maximum annual capacity is calculated based on the number of machines x 5 working days per week x 52 weeks per year x 17.16 working hours per day, minus non-operating hours) (calculated based on number of machines x 14 non-operating days x 17.16 working hours per day), based on the following:*

- *The 17.16 working hours per day is based on 2 shifts per day, 8.58 working hours (namely, 8 hours and 35 minutes and excluding breaktime of 1 hour) per shift.*
- *Non-operating days refer to certain public holidays granted by our Group to its employees.*

*(ii) Utilisation rate is computed based on actual annual operating hours divided by estimated annual operating capacity hours and multiplied by 100%.*

*(iii) Three (3) units of CNC milling machines acquired between November and December 2024 yet to be operational during FYE 2024, and hence, has been excluded from the calculation of the estimated maximum annual capacity and annual production capacity utilisation rates.*

Our Group's production capacity and utilisation rate for FPE 2025 are as follows:

| **Types of Machines** | **No. of units as at 30 September 2025** | **Estimated Maximum 9-month Capacity[(i)] (hour)** | **Actual Production Time for FPE 2025 (hour)** | **Production Capacity Utilisation Rates[(ii)] (%)** |
|---|---|---|---|---|
| CNC milling machines | 43 | 135,770 | 78,923 | 58.13 |
| CNC turning machines | 2 | 6,315 | 3,291 | 52.11 |
| CNC turn-milling machines | 7 | 22,102 | 18,759 | 84.87 |

*Notes:*

*(i) We use a variety of machinery to produce the products required by our customers. Depending on the complexity and specifications of the products required by our customers, the production time as well as the type of machinery used would vary for each order. As such, our Group's operating capacity is measured by the production running time of the CNC machines owned by our Group.*

*The estimated maximum 9-month capacity is calculated based on the number of machines x 5 working days per week x 39 weeks for the FPE 2025 x 17.16 working hours per day, minus non-operating hours) (calculated based on number of machines x 11 non-operating days x 17.16 working hours per day), based on the following:*

- *The 17.16 working hours per day is based on 2 shifts per day, 8.58 working hours (namely, 8 hours and 35 minutes and excluding breaktime of 1 hour) per shift.*
- *Non-operating days refer to certain public holidays granted by our Group to its employees.*

*(ii) Utilisation rate is computed based on actual operating hours divided by estimated 9-month operating capacity hours and multiplied by 100%.*

*[The rest of this page has been intentionally left blank]*

### 7.15 MAJOR CUSTOMERS

Our top 5 major customers in the Financial Periods Under Review are as follows:

**FYE 2022**

| No. | Name | Country of operation | Products supplied | Length of relationship as at FYE 2022 | Revenue contribution | |
|---|---|---|---|---|---|---|
| | | | | Year(s) | RM'000 | % |
| 1. | Customer A | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 7 | 29,481 | 49.65 |
| 2. | Customer B | Malaysia | Precision-machined parts and components | 7 | 19,372 | 32.63 |
| 3. | Customer C | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 2 | 3,709 | 6.25 |
| 4. | Customer E | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 3 | 2,594 | 4.37 |
| 5. | Customer D | Malaysia | Precision-machined parts and components | 11 | 2,128 | 3.58 |
| **Sub-total** | | | | | **57,284** | **96.48** |
| **Our Group's total revenue** | | | | | **59,376** | **100.00** |

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**FYE 2023**

| No. | Name | Country of operation | Products supplied | Length of relationship as at FYE 2023 | Revenue contribution | |
|---|---|---|---|---|---|---|
| | | | | Year(s) | RM'000 | % |
| 1. | Customer A | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 8 | 21,324 | 46.60 |
| 2. | Customer B | Malaysia | Precision-machined parts and components | 8 | 11,876 | 25.95 |
| 3. | RT Supplies | Singapore | Precision-machined parts and components | 1 | 7,857 | 17.17 |
| 4. | Customer E | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 4 | 1,433 | 3.13 |
| 5. | Customer C | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 3 | 1,083 | 2.37 |
| **Sub-total** | | | | | **43,573** | **95.22** |
| **Our Group's total revenue** | | | | | **45,760** | **100.00** |

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**FYE 2024**

| No. | Name | Country of operation | Products supplied | Length of relationship as at FYE 2024 | Revenue contribution | |
|---|---|---|---|---|---|---|
| | | | | Year(s) | RM'000 | % |
| 1. | Customer B | Malaysia | Precision-machined parts and components | 9 | 22,255 | 47.09 |
| 2. | Customer A | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 9 | 10,503 | 22.22 |
| 3. | RT Supplies | Singapore | Precision-machined parts and components | 2 | 7,396 | 15.65 |
| 4. | Customer E | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 5 | 2,986 | 6.32 |
| 5. | Altra Precision[(1)] | Malaysia | Precision-machined parts and components | 4 | 1,390 | 2.94 |
| **Sub-total** | | | | | **44,530** | **94.22** |
| **Our Group's total revenue** | | | | | **47,260** | **100.00** |

*Note:*

*(1) Altra Precision, one of our major suppliers for the Financial Periods Under Review, emerged as one of our top five (5) customers in FYE 2024; contributing approximately RM1.39 million or 2.94% of our Group's total revenue for FYE 2024. This was due to higher purchases of precision-machined parts and components by Altra Precision from our Group to cater for the needs of its own customers; which may not be recurring in the future at similar level.*

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**FPE 2025**

| No. | Name | Country of operation | Products supplied | Length of relationship as at FPE 2025 Year(s) | Revenue contribution RM'000 | % |
|---|---|---|---|---|---|---|
| 1. | Customer B | Malaysia | Precision-machined parts and components | 10 | 25,229 | 63.41 |
| 2. | Customer A | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 10 | 7,731 | 19.43 |
| 3. | Customer E | Malaysia | Precision-machined parts and components, and fabricated sheet metal parts | 6 | 4,376 | 11.00 |
| 4. | Customer F | Malaysia | Precision-machined parts and components | 5 | 814 | 2.05 |
| 5. | Customer G | Malaysia | Precision-machined parts and components | 3 | 608 | 1.53 |
| **Sub-total** | | | | | **38,758** | **97.42** |
| **Our Group's total revenue** | | | | | **39,785** | **100.00** |

Our top 5 major customers contributed 96.48%, 95.22%, 94.22%, and 97.42% of our Group's total revenue for Financial Periods Under Review respectively. We are dependent on two (2) of our major customers, namely Customer A, and Customer B. They have cumulatively contributed approximately 82.28%, 72.55%, 69.31%, and 82.84% of our total revenue for Financial Periods Under Review respectively. Our Group is one of the suppliers to Customer A and Customer B for the precision-machined parts and components and/or fabricated sheet metal parts sourced by them.

Our Group produces and supplies more than 300 product items for Customer A and more than 200 product items for Customer B. Our customers typically do not enter into long-term contracts with us, and our sales are based on purchase orders. As such, our future business performance is dependent to a certain extent on our Group's ability to secure repeat orders from these customers. Our Group's ability to secure repeat orders depends largely on our manufacturing capabilities, competitive pricing, product quality, reliability, and timely delivery.

Nevertheless, our Group has maintained a good working relationship with our major customers. We have worked with Customer A and Customer B for more than 9 years. Prior to servicing them, we were required to undertake a qualification process to become an approved vendor to them. We also have not experienced any disputes with these customers over the years which have significantly affected our business or financial performance. We believe that our track record and capabilities will enable us to continue the working relationship with our major customers.

Revenue contribution from Customer A had been on a decreasing trend during the Financial Periods Under Review, from RM29.48 million in FYE 2022 to RM10.50 million in FYE 2024, and RM7.73 million in FPE 2025. While the sales from Customer A had caused an overall decrease in our Group's revenue during FYE 2023, our Group has managed to mitigate the adverse impact arising from the reduced sales from Customer A in FYE 2024 by securing higher sales from other customers.

For FYE 2023 and FYE 2024, RT Supplies contributed 17.17% and 15.65%, respectively, to our Group's total revenue. Nevertheless, our Group is of the opinion that we are not dependent on RT Supplies as our revenue in the FPE 2025 increased to RM39.79 million from RM29.65 million in the FPE 2024, despite the loss of revenue from RT Supplies.

For the FPE 2025, Customer E contributed to 11.00% of our Group's total revenue. Nevertheless, our Group is of the opinion that we are not dependent on Customer E as they have only contributed 3.13% to 6.32% of our Group's total revenue for the FYE 2022 to FYE 2024.

Our Group strives to broaden our customer base to mitigate the dependency on our major customers and to increase our revenue. During the Financial Periods Under Review, our number of transacted customers was 16 for both FYE 2022 and FYE 2023 and subsequently increased to 21 for FYE 2024. During the FPE 2025, our Group transacted with 21 customers.

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## 7.16 MAJOR SUPPLIERS

Our top five (5) major suppliers (inclusive of sub-contractors to whom we outsource our sheet metal fabrication and machining processes) in the Financial Periods Under Review are as follows:

**FYE 2022**

| No. | Name | Country of operation | Products/Services purchased | Length of relationship as at FYE 2022 year(s) | Purchase value RM'000 | Purchase value % |
|---|---|---|---|---|---|---|
| 1. | Altra Precision[(1)] | Malaysia | Fabricated sheet metal parts and semi-finished machining parts | 3 | 7,713 | 20.74 |
| 2. | Amco Technology[(2)] | Malaysia | Semi-finished machining parts | 7 | 4,655[(3)] | 12.52 |
| 3. | Supplier C[(1)] | Malaysia | Fabricated sheet metal parts and semi-finished machining parts | 4 | 4,023 | 10.82 |
| 4. | Supplier D[(1)] | Malaysia | Semi-finished machining parts | <1 | 2,348 | 6.31 |
| 5. | Supplier E[(1)] | Malaysia | Fabricated sheet metal parts and semi-finished machining parts | 4 | 2,297 | 6.18 |
| **Sub-total** | | | | | **21,036** | **56.57** |
| **Our Group's total purchases** | | | | | **37,190** | **100.00** |

*Notes:*

*(1) Sub-contractors to whom we outsource our sheet metal fabrication and machining processes.*

*(2) Amco Technology has sold all its CNC machinery to Ambest Technology in 2022. Amco Technology has ceased its business operation in fabrication of industrial engineering parts and products since December 2024, save for the rental income charged to Ambest Technology; and has on 26 May 2025 filed with CCM to change its principal activity to property holding and to amend its memorandum and articles of association.*

*(3) The total transacted values for CNC machining services provided by Amco Technology during FYE 2022 amounting to RM4,664,929. The amount disclosed in the table above is after setting off credit note of RM9,450 issued by Amco Technology during FYE 2022 in relation to a transaction that took place in FYE 2021.*

**FYE 2023**

| No. | Name | Country of operation | Products/Services purchased | Length of relationship as at FYE 2023 | Purchase value | |
|---|---|---|---|---|---|---|
| | | | | year(s) | RM'000 | % |
| 1. | Altra Precision[(1)] | Malaysia | Fabricated sheet metal parts and semi-finished machining parts | 4 | 7,644 | 30.83 |
| 2. | Supplier B[(1)] | Malaysia | Semi-finished machining parts | <1 | 3,534 | 14.26 |
| 3. | Supplier A[(1)] | Malaysia | Semi-finished machining parts | <1 | 1,822 | 7.35 |
| 4. | Supplier C[(1)] | Malaysia | Fabricated sheet metal parts and semi-finished machining parts | 5 | 1,704 | 6.87 |
| 5. | Supplier D[(1)] | Malaysia | Semi-finished machining parts | 1 | 1,640 | 6.62 |
| **Sub-total** | | | | | **16,344** | **65.93** |
| **Our Group's total purchases** | | | | | **24,791** | **100.00** |

*Note:*

*(1) Sub-contractors to whom we outsource our sheet metal fabrication and machining processes.*

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**FYE 2024**

| No. | Name | Country of operation | Products/Services purchased | Length of relationship as at FYE 2024 year(s) | Purchase value RM'000 | Purchase value % |
|---|---|---|---|---|---|---|
| 1. | Altra Precision[(1)] | Malaysia | Fabricated sheet metal parts and semi-finished machining parts | 5 | 5,204 | 20.53 |
| 2. | SL Metals | Malaysia | Aluminium | <1 | 3,575 | 14.10 |
| 3. | Supplier D[(1)] | Malaysia | Semi-finished machining parts | 2 | 1,464 | 5.77 |
| 4. | Supplier B[(1)] | Malaysia | Semi-finished machining parts | 1 | 1,427 | 5.63 |
| 5. | Supplier C[(1)] | Malaysia | Fabricated sheet metal parts and semi-finished machining parts | 6 | 1,409 | 5.56 |
| **Sub-total** | | | | | **13,079** | **51.59** |
| **Our Group's total purchases** | | | | | **25,354** | **100.00** |

*Note:*

*(1) Sub-contractors to whom we outsource our sheet metal fabrication and machining processes.*

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**FPE 2025**

| No. | Name | Country of operation | Products/Services purchased | Length of relationship as at FPE 2025 year(s) | Purchase value RM'000 | Purchase value % |
|---|---|---|---|---|---|---|
| 1. | Altra Precision[(1)] | Malaysia | Fabricated sheet metal parts and semi-finished machining parts | 6 | 2,797 | 13.68 |
| 2. | Supplier F | Malaysia | Aluminium | 2 | 2,310 | 11.29 |
| 3. | SL Metals | Malaysia | Aluminium | 1 | 1,993 | 9.74 |
| 4. | IPC Industries Sdn Bhd | Malaysia | Aluminium | 5 | 1,737 | 8.50 |
| 5. | Supplier G[(1)] | Malaysia | Fabricated sheet metal parts, semi-finished machining parts, and standard items (i.e., screws, bolts, nuts, pins, washers, plugs, gaskets, threads, dowel pins, rings and shafts) | 7 | 1,491 | 7.29 |
| **Sub-total** | | | | | **10,328** | **50.50** |
| **Our Group's total purchases** | | | | | **20,453** | **100.00** |

*Note:*

*(1) Sub-contractors to whom we outsource our sheet metal fabrication and machining processes.*

Save for SL Metals and Supplier F (being approved vendors of our Group's major customer, Customer B which requires Ambest Technology to obtain raw materials from SL Metals and Supplier F for certain products) where we would require the consent of our Group's major customer, Customer B before sourcing from alternative supplier in relation to the raw materials for certain products, there are alternative suppliers readily available from whom we could source if our existing suppliers are unable to supply to us. For avoidance of doubt, there are 7 other suppliers or sub-contractors who are under a similar arrangement as SL Metals and Supplier F (i.e. being approved vendors of our Group's Customer A or Customer B) during the Financial Periods Under Review. The arrangement with these suppliers or sub-contractors does not materially impact our Group's financial performance in terms of profit margin, as the transactions with these suppliers or sub-contractors are based on market prices and the costs have been factored into the selling prices of the relevant products sold by our Group to Customer A and Customer B. Purchases sourced from these suppliers or sub-contractors aggregating to approximately RM1.26 million or 3.39%, RM1.06 million or 4.29%, RM5.08 million or 20.03%, and RM7.69 million or 37.60% of our Group's total purchases for Financial Periods Under Review respectively.

Altra Precision, one of our major suppliers for the Financial Periods Under Review, emerged as one of our top five (5) customers in FYE 2024; contributing approximately RM1.39 million or 2.94% of our Group's total revenue for FYE 2024. This was due to higher purchases of precision-machined parts and components by Altra Precision from our Group to cater for the needs of its customers; which may not be recurring in the future at similar level.

None of our major suppliers specialise in, or are confined to, producing customised products for our Group.

Our Group's top 5 major suppliers contributed approximately 56.57%, 65.93%, 51.59%, and 50.50% of our Group's total purchases for Financial Periods Under Review respectively. Our Group is dependent on 3 of our major suppliers, namely Altra Precision (a sub-contractor of our Group to whom we outsource our sheet metal fabrication and machining processes), SL Metals and Supplier F (both of whom are approved vendors of our Group's major customer, Customer B, which requires Ambest Technology to obtain raw materials from SL Metals and Supplier F for certain products), who have cumulatively contributed approximately 20.74%, 30.83%, 34.63%, and 34.71% of our Group's total purchases for Financial Periods Under Review respectively. For avoidance of doubt, the aforementioned arrangement for SL Metals commenced in FYE 2024, while the arrangement with Supplier F commenced in FPE 2025. Our Group's purchases from Altra Precision are mainly fabricated sheet metal products, while our Group purchases aluminium from SL Metals and Supplier F. We have maintained good working relationships with Altra Precision and SL Metals as well as Supplier F, and have not experienced any material disputes in the past and up to the LPD. We believe that the long-standing business relationships and on-going efforts in maintaining a good relationship with Altra Precision, SL Metals and Supplier F respectively will enable us to continue sourcing the necessary products and raw materials from them.

Our Group sources precision machining parts and components from Supplier C, which had contributed 10.82% of our Group's total purchases for FYE 2022. Nevertheless, our Group's purchases from Supplier C had decreased to 6.87% and 5.56% of our Group's total purchases in FYE 2023 and FYE 2024 respectively. Our Group sources precision machining parts and components from Supplier B, which had contributed 14.26% of our Group's total purchases for FYE 2023. Nevertheless, our purchases from Supplier B had decreased to 5.63% of our Group's total purchases in FYE 2024. As both suppliers' contribution to our Group's total purchases have decreased below 10.00% during FYE 2024, we are of the opinion that we are not dependent on Supplier C or Supplier B.

## 7.17 FUTURE PLANS

Our Group aims to improve our long-term growth by undertaking the following future plans:

### 7.17.1 Renovation of Facility 42A

Our Group currently operates from Facility No. 9, and Office and Factory No. 11. Our Group had in 2024 purchased the Facility 42A, a single storey industrial facility located in Bayan Lepas, Penang, which is in the vicinity of our Facility No. 9, and Office and Factory No. 11.

The acquisition of Facility 42A was undertaken to cater for future expansion and to house new and additional CNC machinery, as there is limited factory space within Facility No. 9 and Office and Factory No. 11 for further expansion. This is in line with our Group's expansion strategy, in order to demonstrate to customers that our Group is capable of handling new and additional orders.

Since June 2024 and as at the LPD, we are utilising the Facility 42A to store raw materials, packing materials, finished goods, as well as five (5) CNC milling machines (pending maintenance and installation) and one (1) 5-axis CNC milling machine. We intend to add an additional storey to a part of the building to increase the built-up area of the building from approximately 2,010 sq. m. to 2,910 sq. m. This will enable us to expand our manufacturing area and accommodate additional machinery and equipment to expand our production capacity and capabilities. We also intend to construct a new cleanroom in the Facility 42A. Our Group currently has a cleanroom divided into two sections, Class 10,000 and Class 100,000 in Facility No. 9 and Office and Factory No. 11. As at the LPD, the cleanroom in Facility No. 9 and Office and Factory No. 11 has been tested and has been certified with a certificate of compliance and has commenced operations. We intend to construct a similar cleanroom with the same two classifications, Class 10,000 and Class 100,000, in Facility 42A to increase our ability to package the precision-machined parts and components under cleanroom conditions.

We are in the midst of finalising the building plan for the renovation of the Facility 42A and intend to submit said building plan to the authorities by the second quarter of 2026.

The estimated timeline in relation to renovation of Facility 42A and installation of a cleanroom is as follows:

| Milestones | Estimated Quarter and Year |
|---|---|
| Submission of building plan | Second quarter of 2026 |
| Approval of the building plan | Fourth quarter of 2026 |
| Commencement of renovation and fit-out works to construct a mezzanine floor, a conference room, office spaces, a lobby, and other facilities | Fourth quarter of 2026 |
| Completion of renovation and fit-out works | Second quarter of 2027 |
| Installation of additional new machinery and equipment and cleaning line in the cleanroom | Fourth quarter of 2027 |

The Facility 42A is expected to be fully operational by the first quarter of 2028.

The estimated cost to renovate the factory and install the cleanroom is approximately RM5.00 million, and we intend to use internally generated funds and/or bank borrowings to fund the renovation. The breakdown of the estimated cost for renovation of Facility 42A and installation of a cleanroom is as follows:

| Details of utilisation | Total Estimated Cost (RM'000) |
|---|---|
| Renovation costs | 3,800 |
| Installation of a cleanroom | 1,200 |
| **Total** | **5,000** |

### 7.17.2 Purchase of machinery and equipment

Notwithstanding that we have continuously invested in machinery and equipment and have purchased 23, 4, 13, and 6 additional units of machinery and equipment for the Financial Periods Under Review respectively, we intend to invest and purchase new machinery and equipment, which will be placed in the Facility 42A, to grow our business.

The rationale for purchasing new machinery and equipment is to demonstrate strong manufacturing capabilities to secure additional orders from our existing customers and new customers. The purchase of new machinery and equipment also allows us to keep up with the more advanced requirements and potentially allows us to secure additional customers with higher requirements.

We intend to allocate approximately RM3.90 million of the IPO Proceeds to purchase 2 new machineries.

The total cost of the details of the machines are as follows:

| Machineries to be purchased | Function of the machinery | Number of units | Total estimated cost (RM'000) |
|---|---|---|---|
| 5-axis CNC machine | A machine that is used to perform simultaneous cutting in all five axes to create complex shapes on a workpiece. | 1 | 2,200 |
| CNC horizontal machine | A machine used for high-precision machining of large or complex parts. | 1 | 1,700 |
| **Total** | | **2** | **3,900** |

The specifications of the abovementioned CNC machineries are more advanced, as compared to our existing CNC machineries; and can be used for more sophisticated precision-machining processes. The abovementioned CNC machineries can cater to precision-machined parts and components that require machining from multiple angles, with more complex geometries, curved surfaces, and/or intricate designs; and are expected to further enhance our Group's manufacturing capacity and capabilities.

If any of the above machineries is purchased with credit financing prior to the receipt of the proceeds from the Public Issue, the proceeds raised shall be utilised to repay such financing for early settlement.

If the cost of purchasing the abovementioned machinery and equipment exceeds the allocation of proceeds from IPO Proceeds, we will utilise internally generated funds or bank borrowings to fund the expansion plans. Conversely, if the actual cost is lower than the amount allocated above, the excess will be allocated for our Group's working capital purposes.

All of the above CNC machines will be allocated to the Facility 42A. The additional new 5-axis CNC machine and CNC horizontal machine are expected to increase our Group's operating annual capacity by approximately 4.00% collectively. Kindly refer to the Section 4.8.2, Note (1) of this Prospectus for further information on the calculation of the Group's operating annual capacity. The increase in our Group's overall production capacity is in line with our Group's plan to accommodate more orders from our Group's existing customers and to expand the customer base to serve customers from other industries. It is our Group's plan to approach customers from other industries. However, as at the LPD, our Group has yet to receive any formal enquiry or order of customers from other industries. Given the highly competitive nature of the machining industry, our Group must demonstrate strong manufacturing capabilities to manage higher order volumes without compromising quality by highlighting to customers the number of high-end machines the Group owns and operate in order to secure orders from them.

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## 7.18 EMPLOYEES

As at 31 December 2024, we have a total workforce of 134 employees, of which 73 are permanent employees and 61 are contractual workers. The following depicts the number of employees in our Group according to department:

| | Permanent | | Contract | | |
|---|---|---|---|---|---|
| **Category** | **Local** | **Foreign** | **Local** | **Foreign** | **Total employees** |
| Executive Directors and Key Senior Management | 6 | - | - | - | 6 |
| Sales and marketing | 5 | - | - | - | 5 |
| Administrative | 5 | - | - | - | 5 |
| Production and warehousing | 32 | - | - | 59 | 91 |
| QA | 25 | - | - | 2 | 27 |
| **Total** | **73** | **-** | **-** | **61** | **134** |

As at 30 September 2025, we have a total workforce of 146 employees, of which 87 are permanent employees and 59 are contractual workers. The following depicts the number of employees in our Group according to department:

| | Permanent | | Contract | | |
|---|---|---|---|---|---|
| **Category** | **Local** | **Foreign** | **Local** | **Foreign** | **Total employees** |
| Executive Directors and Key Senior Management | 6 | - | - | - | 6 |
| Sales and marketing | 8 | - | - | - | 8 |
| Administrative | 5 | - | - | - | 5 |
| Production and warehousing | 33 | - | - | 58 | 91 |
| QA | 35 | - | - | 1 | 36 |
| **Total** | **87** | **-** | **-** | **59** | **146** |

As at the LPD, we have a total workforce of 154 employees, of which 96 are permanent employees and 58 are contractual workers. The following depicts the number of employees in our Group according to department:

| | Permanent | | Contract | | |
|---|---|---|---|---|---|
| **Category** | **Local** | **Foreign** | **Local** | **Foreign** | **Total employees** |
| Executive Directors and Key Senior Management | 6 | - | - | - | 6 |
| Sales and marketing | 10 | - | - | - | 10 |
| Administrative | 8 | - | - | - | 8 |
| Production and warehousing | 38 | - | - | 56 | 94 |
| QA | 34 | - | - | 2 | 36 |
| **Total** | **96** | **-** | **-** | **58** | **154** |

As at the LPD, our total workforce comprises 62.34% local employees and 37.66% foreign employees.

There are no employees who are members of any union and there has been no industrial dispute pertaining to our employees. As at the LPD, all of our Group's foreign workers possess the necessary valid working permits.

We have in place a management succession plan to identify key competencies and requirements of managers and higher-ranking personnel, to take positive approach towards addressing talent management to ensure our Group has talent readily available from a capability perspective to undertake leadership positions and to frequently train our middle management to ensure they are well equipped with all the necessary knowledge to succeed at senior management positions in the future in our Group.

Our Group has not experienced any shortage of employees for the Financial Periods Under Review and up to the LPD, save for FYE 2023. During FYE 2023, our Group experienced a temporary shortage of employees where foreign workers who are unable to obtain the permit under the Program Rekalibrasi Tenaga Kerja ("**RTK**") 2.0 have been discontinued, resulting in a decrease in our Group's foreign labour headcount from 66 as at end of FYE 2022 to 17 as at end of FYE 2023. Nevertheless, our Group's operations have not been disrupted as we managed to mitigate the impact by outsourcing some precision machining processes to third-party sub-contractors. This temporary shortage of employees has been subsequently resolved, where new foreign workers with valid working permit have been recruited during FYE 2024, resulting in an increase in our Group's foreign labour headcount from 17 as at end of FYE 2023 to 61 as at end of FYE 2024.

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### 7.19 MAJOR LICENCES AND APPROVALS

Details of the major licences and approvals of our Group as at the LPD are summarised as follows:

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| 1. | Ambest Technology | MBPP | KOM00012822 | Business premise licence for Facility No. 9 and Office and Factory No. 11 | 12 December 2025 to 31 December 2026 | - | - |
| 2. | Ambest Technology | MBPP | KOM00014400 | Business premise licence for Facility 42A | 12 December 2025 to 31 December 2026 | - | - |
| 3. | Ambest Technology | MITI | A 025690 | Manufacturing licence for Facility No. 9 and Office and Factory No. 11. | Issued on 27 May 2024 with an effective date from 30 November 2023. This manufacturing licence shall remain valid unless revoked | MITI and MIDA are to be notified of the sale of shares of this company.<br><br>This company should train Malaysians so that technology transfer and expertise could be channelled at all levels of position.<br><br>The company must comply with the requirements of the Employee Capital Investment Ratio – Capital Investment Per Employee (CIPE) of at least RM140,000.00.<br><br>Total full-time employment of the entire company shall consist of at least 80% of Malaysians. Employment of foreigners including workers obtained through outsourcing is subject to current policies. | Complied<br><br>Complied<br><br>Complied<br><br>To be complied (on 16 December 2024, MITI has announced the suspension of the 80:20 employment ratio requirement for manufacturing sector.)[(i)] |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | Where required by MIDA, the company must submit information on the performance, investment and project implementation under the Coordination Act Industrial, 1975 (Act 156) and MIDA Act, 1965, failing which: | |
| | | | | | | i. the Company may be found guilty of an offence and may be liable to a fine not exceeding RM1,000.00 or imprisonment for a period not exceeding three months or both and the Company may be further fined a sum not exceeding RM500.00 for each day if the offence continues; or | Noted by Ambest Technology. |
| | | | | | | ii. the Company may be found guilty of an offence if any statement or other information provided by the Company is false or misleading in any material aspects and the Company may be liable to a fine of not exceeding RM2,000.00 or imprisonment for a period not exceeding six months or both. | Noted by Ambest Technology. |
| | | | | | | This company must implement its project as approved and in accordance with the laws and regulations of Malaysia. | Complied |

## 7. BUSINESS OVERVIEW *(CONT'D)*

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| 4. | Ambest Technology | MITI | A 026226 | Manufacturing licence for Facility 42A | Issued on 18 December 2024 with an effective date from 5 November 2024. This manufacturing licence shall remain valid unless revoked | MITI and MIDA are to be notified of the sale of shares of this company. | Complied |
| | | | | | | This company should train Malaysians so that technology transfer and expertise could be channelled at all levels of position. | Complied |
| | | | | | | The company must comply with the requirements of the Employee Capital Investment Ratio – Capital Investment Per Employee (CIPE) of at least RM140,000.00. | Complied |
| | | | | | | Total full-time employment of the entire company shall consist of at least 80% of Malaysians. Employment of foreigners including workers obtained through outsourcing is subject to current policies. | To be complied (on 16 December 2024, MITI has announced the suspension of the 80:20 employment ratio requirement for manufacturing sector.)[i] |
| | | | | | | Where required by MIDA, the company must submit information on the performance, investment and project implementation under the Coordination Act Industrial, 1975 (Act 156) and MIDA Act, 1965, failing which:<br><br>i. the company may be found guilty of an offence and may be liable to a fine not exceeding RM1,000.00 or imprisonment for a period not exceeding three months or both and the Company may | <br><br><br><br><br><br><br><br>Noted by Ambest Technology. |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | be further fined a sum not exceeding RM500.00 for each day if the offence continues; or<br><br>ii. the company may be found guilty of an offence if any statement or other information provided by the company is false or misleading in any material aspects and the company may be liable to a fine of not exceeding RM2,000.00 or imprisonment for a period not exceeding six months or both. | Noted by Ambest Technology. |
| | | | | | | This company must implement its project as approved and in accordance with the laws and regulations of Malaysia. | Complied |
| 5. | Ambest Technology | DOSH | PP/23/01/195915 | Workplace information | Registration Date:<br>8 February 2023 | - | - |
| 6. | Ambest Technology | DOSH | JKKP/PP/2025/239931 | Workplace confirmation certificate | Notification sent on 8 April 2025 | - | - |

## 7. BUSINESS OVERVIEW *(CONT'D)*

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| 7. | Ambest Technology | DOSH | PMA-PP/A24-158011 | Certificate of Fitness for lifting machinery other than lifts / escalators / moving walkways (A13) vertical lifting platform (Registration No. PP-PMA-85679) at Facility No. 9 and Office and Factory No. 11 | Expiry Date: 3 March 2026 | - | - |
| 8. | Ambest Technology | JTKSM | AC/10700/2024/0062 | Certificate of Accommodation issued for Hostel No. 1 | 25 March 2024 to 25 March 2027 | The company shall comply with the followings:<br>(i) Not to accommodate more than 72 workers in the premises;<br>(ii) Employees' Minimum Standards of Housing, Accommodations and Amenities (Accommodation and Centralized Accommodation) Regulations 2020;<br>(iii) The accommodation shall be provided free of charge or rent to every employee;<br>(iv) The company to report the accommodation of workers in this premises within 30 days from the date of accommodation; | (i) Complied;<br>(ii) Complied;<br>(iii) Complied;<br>(iv) Complied; |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | (v) The company to report the closure of this accommodation at least 30 days before the date of closure; and<br><br>(vi) The company to display the Certificate of Accommodation on the external wall of the premises, at a suitable and conspicuous place. | (v) N/A;<br><br>(vi) Complied. |
| 9. | Ambest Technology | RMCD | P79 G6 2024 00000008 | Manufacturing warehouse licence (**"LMW"**) issued for Facility No. 9 and Office and Factory No. 11, and Facility 42A | 1 July 2025 to 30 June 2027 | 1. Licence and LMW Plan approved by the State Director of Customs shall be displayed at a prominent place on the premise.<br><br>2. No dutiable goods other than raw materials / components and machinery used directly in manufacturing, and manufacturing goods which have been approved by the State Director of Customs may be stored in the licensed manufacturing warehouse.<br><br>3. A copy of every plan approved by the State Director of Customs shall be displayed at a prominent place on the premise after the premise has been licensed.<br><br>4. Manufacturing and movement in and out of dutiable goods and manufactured goods shall be allowed at any time and any | 1. Complied<br><br>2. Complied<br><br>3. Complied<br><br>4. Complied |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | day according to the needs of the licensee. | |
| | | | | | | 5. Changes to the structure of buildings and equipment in the licensed premises are not permitted except with the written approval of the State Director of Customs. | 5. Complied |
| | | | | | | 6. State Director of Customs may at any time direct licensee to make any changes in the plan deem necessary. | 6. Noted |
| | | | | | | 7. The State Director of Customs may require licensee to install any lock, seal or other safety equipment deemed necessary to ensure against the loss of revenue. | 7. Noted |
| | | | | | | 8. Licensee shall submit to the Industrial Section of the Customs Office, a monthly statement in Bahasa Malaysia by the 28th day of the following month. The statement should be certified by the Company's Account Officer with particulars as follows:<br><br>(a) Stock balance of each type of raw materials / components in storage at the beginning of the month. | 8.<br><br>(a) Complied |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | (b) The number of each type of raw materials / components that were imported in that month and its CIF price.<br><br>(c) Total quantity of each type of raw materials / components used in that month for the purpose of manufacturing.<br><br>(d) Stock balance of each type of raw materials / components in storage at the end of the month.<br><br>(e) Stock balance of each type of finished products at the beginning of the month.<br><br>(f) Total of each type of finished products manufactured within the month.<br><br>(g) Quantity of each type of finished products sold in the local market within the month. (Please note the registration number of related Customs Form No. 9). | (b) Complied<br><br>(c) Complied<br><br>(d) Complied<br><br>(e) Complied<br><br>(f) Complied<br><br>(g) Complied |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | (h) Quantity of each type of finished products exports within the month. (Please note the registration number of Customs Form No. 2 which applied).<br><br>(i) Stock balance of each type of finished products at the end of the month.<br><br>(j) Quantity of waste and waste production within the month.<br><br>(k) Quantity of waste and waste production that have been disposed within the month. | (h) Complied<br><br>(i) Complied<br><br>(j) Complied<br><br>(k) Complied |
| | | | | | | 9. Licensee shall submit Annual Statement containing details of raw materials / components used, finished good produced, released and balance stock for the period 1 January to 31 December of each year using the format in Annex M4 certified and signed by the accountant of the Company or other authorised officer by the licensee to the Customs Station before January 31 of the following year. The statement shall be accompanied by the Annual Financial Statement of the Company which has been audited by an independent auditor. However, if the Annual | 9. Complied and noted for compliance in the future periods. |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | Financial Report of the Company differ with the period of annual statement, the Company's Annual Finance Report shall be submitted to the department within 30 days after the expiration of the Company's financial year. Annual Financial Report of the Company must be audited by an independent audit. | |
| | | | | | | 10. Goods stored in the Licensed Manufacturing Warehouse should be arranged and labelled in such to ensure security as directed and for Customs Inspection. | 10. Complied |
| | | | | | | 11. Finished goods manufactured in Licensed Manufacturing Warehouse are to be kept separate from raw materials / components or manufacturing waste. | 11. Complied |
| | | | | | | 12. At least 80% of finished product (by value) are to be exported and not exceeding 20% of the finished product (by value) can be sold in the local market for the period of 12 (twelve) months within licensing period starting from the approval date. Goods sold in domestic market are subject to any prevailing duty / tax at the time. | 12. Complied[(ii)] |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | 13. Disposal of waste including manufacturing waste is subject to the written approval of the State Director of Customs. | 13. Complied |
| | | | | | | 14. The licensee is responsible for receiving, movement and storage of dutiable goods in a factory licensed under Licensed Manufacturing Warehouse. | 14. Complied |
| | | | | | | 15. Bank Guarantee / General Bond amounting to **RM2,000,000.00** is required from Licensee to ensure the safety of duties on raw materials / components, finished goods stored in the Licensed Manufacturing Warehouse and the movement of dutiable goods. | 15. Complied |
| | | | | | | 16. Licensee shall keep and maintain daily records of the quantity of raw materials / components in the store, the quantity used for manufacturing and the stock of finished goods produced. | 16. Complied |
| | | | | | | 17. Licensee shall notify the proper officer of customs in writing within 14 days if:<br><br>(a) There is any change in the Board of Director of the Company; | 17. (a) Noted |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | (b) The Company has been wound up;<br><br>(c) An application for winding up has been made against the Company;<br><br>(d) Appointment of receiver or liquidator has been made;<br><br>(e) The Company is subjected to civil claims, bankruptcy, closure and other similar matters. | (b) Not applicable<br><br>(c) Not applicable<br><br>(d) Not applicable<br><br>(e) Not applicable |
| | | | | | | 18. Licensee is required to report any case of fire, natural disaster, theft or loss of raw materials, finished goods and machines. The report should contain quantity details and the duty involved together with the investigation report from the Fire and Rescue Department and Police Department. | 18. Noted |
| | | | | | | 19. Application for renewal of a licence shall be made in the format as in "Appendix B" to the State Customs Director at least one (1) month before the expiry of the licence. | 19. Noted |

## 7. BUSINESS OVERVIEW *(CONT'D)*

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | 20. This licence can be revoked at any time in the event of breach of conditions, under the Customs Act 1967 or Regulations thereunder. | 20. Noted |
| | | | | | | 21. All duty / tax involved on the balance of raw materials, components and finished goods are payable (if any) before cancellation of licence due to breach of conditions or the Company applies to cease operations. | 21. Noted |
| | | | | | | 22. The issue of a licence shall not relief the applicant or licensee from the obligation to comply with the requirements of any written law relating to other business. | 22. Noted |
| | | | | | | 23. Breach of any conditions of the licence is an offence which the licence can be revoked or compounded under the Customs Act 1967 and the Customs Regulations 1977 or both. | 23. Noted |
| | | | | | | 24. The Company shall prepare and maintain proper records for a period of six (6) years on the details of raw materials / components / parts / finished goods, waste, etc, or as determined by the Customs Director. | 24. Complied |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | 25. The licensee is required to keep and maintain record on exempted machines and tools for a period of at least ten (10) years. These records shall be made available for inspection by Customs when required and during disposal. All machineries and equipment shall not be disposed of and removed from the LMW premise without approval from the Zone Operation Director / State Customs Director. The duty / tax involved for machineries and equipment which the life span is less than ten (10) years from the date of exemption is to be paid (if applicable). | 25. Complied[iii] |
| | | | | | | 26. Only one (1) entity is allowed to operate within the LMW premises. Any partnership with another entity within the same area is not allowed. | 26. Complied |
| 10. | Ambest Technology | BOMBA | JBPM:PP/9/028/2025 | Fire Certificate pursuant to Fire Services Act 1988 and Fire Services (Fire Certificate) (Amendment) Regulations 2020 for Facility 42A | 30 April 2025 to 29 April 2026 | Ambest Technology must comply with all the conditions imposed during the validity period of the fire certificate and take related follow-up actions as follows:<br><br>(a) no changes to the premises that would affect the adequacy of safety facilities are allowed. If Ambest Technology intends to make any changes related to any use of the premises covered by | <br><br><br><br><br>(a) Complied |

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| | | | | | | this fire certificate, a notice must be submitted to BOMBA regarding the proposal along with the relevant documents;<br><br>(b) if the fire certificate is lost or destroyed, Ambest Technology must notify the Director General in writing about the loss or destruction within 14 days from the date of the loss or destruction and apply for a replacement certificate by submitting a fee of RM50.00;<br><br>(c) the fire certificate must be displayed prominently in any part of the premises and must be available for inspection at any time;<br><br>failure to comply with the above conditions constitutes an offence under the Fire Services Act 1998 and may result in a fine or prosecution in court. | (b) Noted<br><br>(c) Complied |
| 11. | Ambest Technology | DOSH | PMT-PP/A25-169867 | Certificate of Fitness for pressure vessel (T02) Tank 1 (Registration No. PP-PMT-153993) at Facility No. 9 and Office and Factory No. 11 | Expiry date:<br>28 August 2026 | - | - |

## 7. BUSINESS OVERVIEW *(CONT'D)*

| No. | Company | Issuing authority | Licence /Approval application no. | Nature of licence | Validity period | Major conditions imposed | Status of compliance |
|---|---|---|---|---|---|---|---|
| 12. | Ambest Technology | DOSH | PMT-PP/A25-169868 | Certificate of Fitness for pressure vessel (T02) Air/Vacuum/N2 Tank 200L (Registration No. PP-PMT-153994) at Facility 42A | Expiry date: 28 August 2026 | - | - |
| 13. | Ambest Technology | DOSH | PMT-PP/A25-170953 | Certificate of Fitness for pressure vessel (T02) T2 (Registration No. PP-PMT-154056) at Facility No. 9 and Office and Factory No. 11. | Expiry date: 15 September 2026 | - | - |
| 14. | Ambest Technology | DOSH | PMA-PP/A25-171193 | Certificate of Fitness for lifting machinery other than lifts / escalators / moving walkways (A05) Goods Hoist (Registration No. PP-PMA-85394) at Facility No. 9 and Office and Factory No. 11. | Expiry date: 17 September 2026 | - | - |

*Notes:*

*(i) These manufacturing licences contain a condition for total full-time employees to comprise at least 80% Malaysians ("**Local Workforce Condition**").*

*Over the past few years, the state of Pulau Pinang has been experiencing high turnover rate, high demand for workers and talent shortages due to the bullish growth since the easing of movement control order for COVID-19 pandemic. As a result, our Group has also experienced high staff turnover rate and had difficulty in recruiting and retaining local employees over the Financial Periods Under Review. To meet our increasing production activities, our Group had to recruit more foreign workers to strengthen our production workforce.*

*As at the LPD, 62.34% of Ambest Technology's full-time workforce are Malaysians. As such, Ambest Technology has yet to comply with the Local Workforce Condition. During the 2025 Budget presentation in October 2024, the Prime Minister of Malaysia had announced that the Government would implement a multi-tier levy mechanism ("**MTLM**") in 2025 for the employment of foreign workers to encourage automation and gradually reduce dependence on foreign workers. On 16 December 2024, MIDA had announced that companies in the manufacturing sector will continue to be exempted from the compliance with the Local Workforce Condition until the MTLM is fully implemented. For the manufacturing sector, MTLM will replace the Local Workforce Condition as stipulated in the manufacturing license conditions.*

*Once the MTLM is fully implemented by the Government, the Local Workforce Condition would no longer be applicable to Ambest Technology and hence, there will be no breach or non-compliance. However, our operating costs may increase due to the imposition of the levies for employing foreign workers under the MTLM. The potential levies that we may incur for the employment of our foreign workers under the MTLM cannot be determined at this juncture as the Government has not finalised the details of the MTLM as at the LPD.*

*(ii)* *Customer A, Customer B and RT Supplies cumulatively contributed approximately 82.28%, 89.72%, 84.96% and 82.25% of our Group's total revenue for the Financial Periods Under Review. Customer A is based within the free trade zone, Customer B is in possession of LMW and RT Supplies is based in Singapore. Sales to Customer A and Customer B, while being classified as revenue from domestic market, will be counted towards the export quota. As such, Ambest Technology is considered to be in compliance with this requirement.*

*(iii)* *Facility No. 9 is currently used as factory, housing CNC machinery for the manufacturing of precision machining products, QA department, and for the storage of raw materials and finished goods.*

*Office and Factory No. 11 is currently used as office and factory, housing our Group's headquarter for administrative purposes as well as the CNC machinery for the manufacturing of precision machining products.*

*Facility 42A is currently used to store raw materials, packing materials, finished goods, as well as five (5) CNC milling machines (pending maintenance and installation) and one (1) 5-axis CNC milling machine.*

*[The rest of this page has been intentionally left blank]*

## 7.20 INTELLECTUAL PROPERTY RIGHTS

Ambest Technology has "Ambest" Trademark No. TM2022017894 registered in the name of Ambest Technology as registered proprietor of the trademark in Class 40 with the Intellectual Property Corporation of Malaysia registered in Malaysia ("**Ambest Trademark**"). The details of Ambest Trademark are as follows:

| Trademark | Trademark no. / Validity period / Class | Description | Status |
|---|---|---|---|
| | TM2022017894/10 years (15 July 2022 to 15 July 2032)/40 | Custom manufacture of metal hardware; custom manufacture of molded components; custom manufacture of molds for use in industry; custom manufacturing; machining parts for others; metal fabrication and finishing services; casting, plating and treating of metal; machining of metal parts; machining of steel parts; machining of aluminium parts; fabrication of industrial engineering parts and products.<br><br>(Source: extracted from MyIPO on 23 December 2025) | Valid |

## 7.21 DEPENDENCY ON COMMERCIAL OR FINANCIAL CONTRACTS, INTELLECTUAL PROPERTY RIGHTS, LICENCES AND PERMITS

As at the LPD, save as disclosed below, our Group is not dependent on any other commercial or financial contracts, intellectual property rights, licences and permits: -

(i) major licences and approvals as set out in Section 7.19 of this Prospectus; and

(ii) intellectual property rights as set out in Section 7.20 of this Prospectus.

## 7.22 MATERIAL CONTRACTS

Save as disclosed below, there are no contracts which are material (not being contracts entered into in the ordinary course of business) which have been entered into by our Group within the Financial Periods Under Review up to the LPD: -

| No. | Parties to the contract | Nature, purpose and salient terms of the contract |
|---|---|---|
| (i) | Ambest Technology (purchaser) and M Summit Inovazi Sdn Bhd (seller) | SPA dated 11 November 2021, entered into for the purchase of Facility No. 9 erected on part of the land of Lot No. 70101, Mukim 12, Daerah Barat Daya, Pulau Pinang held under Master Title Geran Mukim No. 3164 (now known as Geran Mukim 4193, Lot 72500, Permatang Damar Laut, Mukim 12, Daerah Barat Daya, Negeri Pulau Pinang), for a consideration of RM7,000,000.00. The property is used as office and factory.<br><br>The transaction has been completed and the title to the Facility No. 9 has been registered in the name of Ambest Technology on 30 April 2024. |

| No. | Parties to the contract | Nature, purpose and salient terms of the contract |
|---|---|---|
| (ii) | Ambest Technology (customer) and Monitor ERP System Sdn Bhd (supplier) | Implementation Agreement dated 28 July 2022, entered into for the purpose of delivery and implementation of the software called "MONITOR" in Ambest Technology. |
| (iii) | Ambest Technology (Licencee) and Monitor ERP System Sdn Bhd (licensor) | Licence, Support and Update Agreement dated 28 July 2022 entered into for the purposes of taking a time-limited, non-exclusive, non-transferable licence to use the software called "MONITOR" in Ambest Technology's business. |
| (iv) | Ambest Technology (purchaser) and Eng Oing Heng and Ku Gaik Chin (seller) | SPA dated 16 December 2022, entered into for the purchase of the Bungalow No. 32A held under Geran Mukim No. Hakmilik 1768 (previously known as H.S.(M) 1969, Lot 13989, Mukim 12, Tempat Bayan Lepas, Daerah Barat Daya, Negeri Pulau Pinang for a consideration of RM1,200,000.00. The property was intended to be used as hostel for foreign employees. The property is currently not occupied.<br><br>The transaction has been completed and the title to the Bungalow No. 32A has been registered in the name of Ambest Technology on 27 June 2023. |
| (v) | Ambest Technology (tenant) and Amco Technology (landlord) | Tenancy agreement dated 1 May 2023, entered into for the rental of the Office and Factory No. 11 for our Group's production activities, at the rental rate of RM36,000.00 per month for a duration of 3 years (from 1 May 2023 to 30 April 2026). |
| (vi) | Ambest Technology (customer) and BEAR Resources Sdn Bhd (supplier) | Outsourcing Agreement dated 2 August 2023, entered into for the performance of certain work in relation to information technology in Ambest Technology. |
| (vii) | Ambest Technology (purchaser) and XLENT Innovator Sdn Bhd (seller) | SPA dated 3 October 2023, entered into for the purchase of the Hostel No. 1 held under Geran Mukim No Hakmilik 1985 and 2049, Lot 10374 and 10439 respectively both of Mukim 12, Tempat Permatang Damar Laut, Daerah Barat Daya, Pulau Pinang for a consideration of RM1,870,000.00. Ambest Technology has turned the property into a hostel for foreign employees.<br><br>The transaction has been completed and the title to the Hostel No. 1 has been registered in the name of Ambest Technology on 24 January 2024. |
| (viii) | Ambest Technology (purchaser) and Airmas Development Sdn Bhd (seller) | SPA dated 15 January 2024, entered into for the purchase of the Facility 42A erected on all that piece of land known as Lot No. 72811, Tempat Bayan Lepas, Mukim 12, Daerah Barat Daya, Negeri Pulau Pinang held under Hakmilik No. GM4211 for a consideration of RM24,500,000.00. The property is intended to be used for the purposes of warehouse, office and production.<br><br>The transaction has been completed and the title to the Facility 42A has been registered in the name of Ambest Technology on 18 April 2024. |
| (ix) | Ambest (purchaser) and Tan Beng Beng (Seller) and Lim Eng Guan (Seller) | SSA dated 9 June 2025 entered into for the purchase of the entire equity interest in Ambest Technology comprising 2,500,000 ordinary shares for a total purchase consideration of RM29,600,000 which is to be fully satisfied by the issuance and allotment of 400,000,000 new Shares to the vendors at an issue price of RM0.074 each, which was completed on 1 December 2025. |

| No. | Parties to the contract | Nature, purpose and salient terms of the contract |
|---|---|---|
| (x) | Ambest (issuer) and Malacca Securities (underwriter) | Underwriting agreement dated 11 December 2025 entered into between our Company and Malacca Securities for the underwriting of 38,250,000 Issue Shares under Public Issue, for the underwriting commission at the rate set out in Section 4.9.1 of this Prospectus. |

## 7.23 MATERIAL INVESTMENTS AND MATERIAL DIVESTITURES

Save as disclosed below, our Group does not have any material investments and material divestitures currently in progress. Save as disclosed below, our Group has not incurred any other material investments and material divestitures during the Financial Periods Under Review and up to the LPD:

| | FYE 2022 RM'000 | FYE 2023 RM'000 | FYE 2024 RM'000 | FPE 2025 RM'000 | 1 October 2025 up to the LPD RM'000 |
|---|---|---|---|---|---|
| **Material investments** | | | | | |
| Land and buildings | - | 1,393 | 28,048 | - | - |
| Plant and machinery | 5,237 | 2,282 | 6,907 | 2,842 | 1,627 |
| Motor vehicles | 199 | - | 83 | - | - |
| Office equipment, furniture and fittings | 87 | 702 | 57 | 85 | 37 |
| Renovation | * | 1,380 | 419 | 485 | 48 |
| Solar equipment | - | - | 360 | - | - |
| Capital work-in-progress | 3,629 | 408 | - | - | - |
| | **9,152** | **6,165** | **35,874** | **3,412** | **1,712** |
| **Material Divestitures** | | | | | |
| Plant and machinery | - | (80) | (224) | - | - |
| Renovation | - | (432) | - | - | - |
| Office equipment, furniture and fittings | (9) | (91) | - | * | - |
| | **(9)** | **(603)** | **(224)** | ***** | **-** |

*Notes:*

* *Less than RM1,000*

The above material investments for the Financial Periods Under Review were all located in Penang, Malaysia.

### 7.23.1 Material Investments

For FYE 2022, our material investments of RM9.15 million mainly comprised the following:

(a) capital work-in-progress of approximately RM3.63 million in relation to progress billings for the construction of Facility No. 9; and

(b) purchase of new machinery amounting to approximately RM3.47 million and the purchase of used machinery from Amco Technology amounting to approximately RM1.77 million used in the business operations of our Group; mainly consist of CNC machinery used in our Group's operations.

For FYE 2023, our material investments of RM6.17 million mainly comprised the following:

(a) purchase of new machinery amounting to RM2.28 million, mainly consist of CNC machinery used in our Group's operations;

(b) acquisition of Bungalow 32A amounting to RM1.25 million (inclusive of incidental costs directly attributable to the acquisition);

(c) capital work-in-progress of approximately RM0.41 million in relation to progress billings for the construction of Facility No. 9; and

(d) renovation costs and purchase of office equipment, furniture and fittings for the Facility No. 9 and Office and Factory No. 11 amounting to approximately RM1.38 million and RM0.70 million respectively.

For FYE 2024, our material investments of RM35.87 million mainly comprised the following:

(a) acquisition of Facility 42A amounting to RM25.79 million (inclusive of incidental costs directly attributable to the acquisition);

(b) acquisition of Hostel No.1 amounting to RM1.96 million (inclusive of incidental costs directly attributable to the acquisition);

(c) purchase of new machinery amounting to RM6.91 million, mainly consist of CNC machinery used in our Group's operations; and

(d) renovation costs for the Facility No. 9 and Office and Factory No. 11 amounting to RM0.42 million.

For FPE 2025, our material investments of RM3.41 million mainly comprised the following:

(a) purchase of new machinery amounting to RM2.84 million, mainly consist of CNC machinery used in our Group's operations; and

(b) renovation costs for the Facility No.9, Office and Factory No.11, as well as Facility 42A amounting to RM0.49 million.

From 1 October 2025 up to the LPD, our material investments of RM1.71 million mainly comprised the following:

(a) purchase of new machinery amounting to RM1.63 million, mainly consist of CNC machinery used in our Group's operations;

(b) renovation costs for the Facility No.9, Office and Factory No.11, as well as Facility 42A amounting to RM0.05 million; and

(c) purchase of office equipment, furniture and fittings amounting to RM0.03 million.

### 7.23.2 Material Divestitures

For FYE 2022, there was no material divestitures made by our Group.

For FYE 2023, our divestitures of RM0.60 million mainly comprised the renovation costs of Previous Premises No. 5 amounting to approximately RM0.43 million being written off upon the relocation of our Group's operations to Facility No. 9 and Office and Factory No. 11.

For FYE 2024, our divestitures of RM0.22 million were in relation to disposal of five (5) units of used CNC machinery.

For FPE 2025, there were no material divestitures made by our Group.

From 1 October 2025 up to the LPD, there was no material divestitures made by our Group.

*[The rest of this page has been intentionally left blank]*

## 7.24 MATERIAL PROPERTIES

### 7.24.1 Properties owned by our Group

As at the LPD, there is no property owned by the Company.

Details of the properties owned by Ambest Technology are as follows:

| No. | Title details / Address | Existing use | Description / Type of development / Category of land use / Tenure | Express condition / Restrictions in interest/ Encumbrance / Endorsement | Approximate land area / built up area | Date of issuance of CCC | Audited net book value as at FPE 2025 |
|---|---|---|---|---|---|---|---|
| 1. | **Title details:**<br>Geran Mukim 4193, Lot 72500, Mukim 12, Tempat Permatang Damar Laut, Daerah Barat Daya, Negeri Pulau Pinang<br><br>**Address:**<br>No. 9, Jalan Damar, 11960 Bayan Lepas, Pulau Pinang | Factory, housing CNC machinery for the manufacturing of precision machining products, QA department, and for the storage of raw materials and finished goods | **Description/Type of development:**<br>Double Storey Semi-Detached Light Industrial Factory<br><br>**Category of land use:**<br>Nil<br><br>**Tenure:**<br>Freehold | **Express condition:**<br>First Grade<br><br>The land comprised in this title:<br><br>(a) shall not be affected by any provision of the National Land Code limiting the compensation payable on the exercise by the State Authority of a right of access or use conferred by Chapter 3 of Part Three of the Code or on the creation of a Collector's right of way; and<br><br>(b) subject to the implied condition that the land is liable to be re-entered if it is abandoned for more than three years, shall revert to the State only if the proprietor for the time being dies without heirs;<br><br>and the title shall confer the absolute right to all forest produce and to all oil, mineral and other natural deposits on or below the surface of the land (including the right to work or extract any such produce or deposit and remove it beyond the boundaries of the land).<br><br>**Restrictions in interest: -**<br>Nil<br><br>**Encumbrance: -**<br>Charged to Hong Leong Islamic Bank Berhad vide the presentation no. 0705SC2024001664 on 30 April 2024. | **Land area:**<br>1,197 sq. m.<br><br>**Built up area:**<br>1,181 sq. m. | 11 April 2023 | RM7.36 million |

## 7. BUSINESS OVERVIEW *(CONT'D)*

| No. | Title details / Address | Existing use | Description / Type of development / Category of land use / Tenure | Express condition / Restrictions in interest/ Encumbrance / Endorsement | Approximate land area / built up area | Date of issuance of CCC | Audited net book value as at FPE 2025 |
|---|---|---|---|---|---|---|---|
| 2. | **Title details:**<br>Geran Mukim 1768, Lot 13989, Mukim 12, Tempat Bayan Lepas, Daerah Barat Daya, Negeri Pulau Pinang<br><br>**Address:**<br>No. 32A, Jalan Damar 2, Mk 12, 11960 Bayan Lepas, Pulau Pinang | Currently not occupied | **Description/Type of development:**<br>Double Storey Bungalow<br><br>**Category of land use:**<br>Building<br><br>**Tenure:**<br>Freehold | **Express condition:**<br>First Grade<br><br>The land comprised in this title:<br><br>(a) shall not be affected by any provision of the National Land Code limiting the compensation payable on the exercise by the State Authority of a right of access or use conferred by Chapter 3 of Part Three of the Code or on the creation of a Collector's right of way; and<br><br>(b) subject to the implied condition that land is liable to be re-entered if it is abandoned for more than three years, shall revert to the State only if the proprietor for the time being dies without heirs;<br><br>and the title shall confer the absolute right to all forest produce and to all oil, mineral and other natural deposits on or below the surface of the land (including the right to work or extract any such produce or deposit and remove it beyond the boundaries of the land).<br><br>**Restrictions in interest:**<br>Nil<br><br>**Encumbrance:**<br>(a) Private Caveat lodged by Hong Leong Islamic Bank Berhad vide the presentation no. 0705B2023000406 on 25 April 2023;<br>(b) Charged to Hong Leong Islamic Bank Berhad vide the presentation no. 0705B2023001536 on 27 June 2023. | **Land area:**<br>401 sq. m.<br><br>**Built up area:**<br>283 sq. m. | 3 August 2004 | RM1.23 million |

**7. BUSINESS OVERVIEW *(CONT'D)***

| No. | Title details / Address | Existing use | Description / Type of development / Category of land use / Tenure | Express condition / Restrictions in interest/ Encumbrance / Endorsement | Approximate land area / built up area | Date of issuance of CCC | Audited net book value as at FPE 2025 |
|---|---|---|---|---|---|---|---|
| 3. | **Title details:**<br>Geran Mukim Nos. 1985 and 2049, Lot Nos. 10374 and 10439, both of Mukim 12, Tempat Permatang Damar Laut, Daerah Barat Daya, Negeri Pulau Pinang<br><br>**Address:**<br>No. 1, Lorong Damar 1, Mk 12, 11960 Bayan Lepas, Pulau Pinang | Workers' accommodation | **Description/Type of development:**<br>Double Storey Terrace Shophouse<br><br>**Category of land use:**<br>Nil<br><br>**Tenure:**<br>Freehold | **Express condition:**<br>First Grade<br><br>The land comprised in this title:<br><br>(a) shall not be affected by any provision of the National Land Code limiting the compensation payable on the exercise by the State Authority of a right of access or use conferred by Chapter 3 of Part Three of the Code or on the creation of a Collector's right of way; and<br><br>(b) subject to the implied condition that the land is liable to be re-entered if it is abandoned for more than three years, shall revert to the State only if the proprietor for the time being dies without heirs;<br><br>and the title shall confer the absolute right to all forest produce and to all oil, mineral and other natural deposits on or below the surface of the land (including the right to work or extract any such produce or deposit and remove it beyond the boundaries of the land).<br><br>**Restrictions in interest:**<br>Nil<br><br>**Encumbrance:**<br>(a) Private caveat lodged by Public Bank Berhad vide the presentation no. 0705B2023001140 on 23 October 2023;<br>(b) Charged to Public Bank Berhad vide the presentation no. 0705SC2024000230 on 24 January 2024. | **Land area:**<br>242 sq. m.<br><br>Comprising:<br>(i) Lot 10374<br>179 sq. m.<br><br>(ii) Lot 10439<br>63 sq. m.<br><br>**Built up area:**<br>370 sq. m. | 27 September 2001 | RM1.89 million |

## 7. BUSINESS OVERVIEW *(CONT'D)*

| No. | Title details / Address | Existing use | Description / Type of development / Category of land use / Tenure | Express condition / Restrictions in interest/ Encumbrance / Endorsement | Approximate land area / built up area | Date of issuance of CCC | Audited net book value as at FPE 2025 |
|---|---|---|---|---|---|---|---|
| 4. | **Title details:**<br>Geran Mukim 4211, Lot No. 72811, Mukim 12, Tempat Bayan Lepas, Daerah Barat Daya, Negeri Pulau Pinang<br><br>**Address:**<br>No. 42A, Jalan Damar, 11960 Bayan Lepas, Pulau Pinang | Current use to store raw materials, packing materials, finished goods, as well as 3 CNC milling machines (pending maintenance and installation) | **Description/Type of development:**<br>One storey warehouse / factory<br><br>**Category of land use:**<br>Nil<br><br>**Tenure:**<br>Freehold | **Express condition:**<br>First Grade<br><br>The land comprised in this title:<br><br>(a) shall not be affected by any provision of the National Land Code limiting the compensation payable on the exercise by the State Authority of a right of access or use conferred by Chapter 3 of Part Three of the Code or on the creation of a Collector's right of way; and<br><br>(b) subject to the implied condition that the land is liable to be re-entered if it is abandoned for more than three years, shall revert to the State only if the proprietor for the time being dies without heirs;<br><br>and the title shall confer the absolute right to all forest produce and to all oil, mineral and other natural deposits on or below the surface of the land (including the right to work or extract any such produce or deposit and remove it beyond the boundaries of the land).<br><br>**Restrictions in interest:**<br>Nil<br><br>**Encumbrance:**<br>Charged to Maybank Islamic Berhad vide the presentation no. 0705SC2024001476 on 18 April 2024. | **Land area:**<br>3,881 sq. m.<br><br>**Built up area:**<br>2,010 sq. m. | 30 October 2023 | RM25.65 million |

### 7.24.2 Property rented by our Group

As at the LPD, the details of the property rented by our Group are as follows:

| No. | Landlord/Tenant | Existing use | Postal address | Description / Existing use | Approximate land area / built up area | Rental payable per month RM'000 | Date of issuance of CFO/CCC | Tenure of tenancy/lease |
|---|---|---|---|---|---|---|---|---|
| 1. | **Landlord:** Amco Technology<br><br>**Tenant:** Ambest Technology | Office and factory, housing our Group's headquarter for administrative purposes as well as the CNC machinery for the manufacturing of precision machining products | No. 11, Jalan Damar, 11960 Batu Maung, Pulau Pinang | **Description/Existing use:** As factory for fabrication of industrial engineering parts and products | **Land area:** 1,205 sq.m.<br><br>**Built up area:** 1,181 sq. m. | 36 | 11 April 2023 | Three years commencing from 1 May 2023 to 30 April 2026[(i)] |

*Note:*

*(i) The tenancy is renewable for one (1) year subject to rental increment of not more than 15% from the last preceding rental, and either party may determine the tenancy by giving two (2) months' prior written notice.*

As at the LPD, our Group is not in breach of any relevant laws, regulations, rules and requirements relating to the above properties which may materially affect our operations and utilisation of the above properties.

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### 7.24.3 Material plans to construct, expand or improve property, plant and equipment

As at the LPD, save for the expansion of Facility 42A and the purchase of new machineries pursuant to the utilisation of proceeds from our IPO, our Group does not have any significant plans to construct, expand or improve property, plant and equipment. The Group intends to finance the expansion of Facility 42A using internally generated funds and bank borrowings as disclosed in Section 7.17.1 of this Prospectus.

## 7.25 REGULATORY REQUIREMENTS AND ENVIRONMENTAL ISSUES

Our Group's business is regulated by, and in some instances required to be licensed under specific laws of Malaysia. The following are the major laws and regulations governing the conduct of our Group's business which may materially affect our business operations: -

**(i) Local Government Act 1976 ("LGA 1976") and Municipal Council of Penang Island (Trades, Businesses and Industries) By-Laws 1991 ("MBPP By-Laws 1991")**

The LGA 1976 confers the power to the local authority to make, amend and revoke by-laws. As our business is carried out in the island of Penang, we come under the jurisdiction of the MBPP and the relevant by-laws governing the conduct of our business is MBPP By-Laws 1991.

By-law 3 of the MBPP By-Laws 1991 provides that no person shall use any place or premises within MBPP for any trade, business or industry without a licence issued by the said local authority; and, if a signboard or advertisement is displayed, an advertisement licence issued by MBPP is required under By-law 5 of the Municipal Council of Penang Island (Advertisement) By-Laws 2000.

A contravention of the LGA 1976 and MBPP By-Laws 1991 will result in an offence, which upon conviction, result in a fine of not exceeding RM2,000.00 or imprisonment for a term not exceeding one (1) year and to a further fine not exceeding RM200.00 for every day during which such default continues after conviction.
A contravention of the Municipal Council of Penang Island (Advertisement) By-Laws 2000 will result in an offence, which upon conviction, result in a fine not exceeding RM2,000.00 or to imprisonment for a term not exceeding one (1) year or to both.

As at the LPD, our Group holds valid business premise licences issued by the MBPP as disclosed in Section 7.19 of this Prospectus.

**(ii) Industrial Co-ordination Act 1975 ("ICA 1975")**

Section 3 of the ICA 1975 provides that no person shall engage in any manufacturing activity unless he is issued a licence in respect of such manufacturing activity. Notwithstanding, a manufacturing licence may be exempted if the manufacturing company has (a) shareholders' funds of less than RM2,500,000.00; or (b) less than 75 full-time paid employees.

Failure to comply is an offence under the ICA 1975 and the person is liable, on conviction, to a fine not exceeding RM2,000.00 or imprisonment for a term not exceeding six (6) months and a further fine not exceeding RM1,000.00 for every day during which such default continues.

As at the LPD, our Group holds valid manufacturing licences issued by MITI as disclosed in Section 7.19 of this Prospectus.

As disclosed in Section 7.19 of this Prospectus, save for the condition of having total full-time employees consisting of at least 80% of Malaysians (the implementation of which has been suspended by MITI vide announcement on 16 December 2024), we have complied with the other conditions imposed by the MITI.

**(iii) Manufacturing warehouse licence under the Customs Act 1967**

Section 65 and/or Section 65A of the Customs Act 1967 provides that warehouse licence and/or manufacturing warehouse licence may be granted by the Director General of Customs and Excise to give customs duty exemption to all raw materials, components, machinery and/or equipment used directly in the manufacturing process of approved produce from the first stage of manufacturing until the finished product is finally packed and ready for export. The licensee may import duty-free raw materials, equipment, or spare parts, subjected to a given limit by tariff codes.

Any person who contravenes such provision shall be guilty of an offence and shall, on conviction:

(a) in the case of goods which is dutiable pursuant to an order made under Section 11(1) of the Customs Act 1967:

(i) be liable for the first offence to a fine of not less than ten times the amount of the customs duty or RM50,000.00, whichever is the greater amount, and of not more than 20 times the amount of the customs duty or RM500,000.00, whichever is the greater amount, or to imprisonment for a term not exceeding five (5) years or to both; and

(ii) be liable for a second office or any subsequent offence to a fine of not less than 20 times the amount of the customs duty or RM100,000.00, whichever is the greater amount, and of not more than 40 times the amount of the customs duty or RM1,000,000.00, whichever is the greater amount, or to imprisonment for a term not exceeding seven (7) years or to both:

provided that where the amount of the customs duty cannot be ascertained, the penalty may amount to a fine not exceeding RM500,000.00 or to imprisonment for a term not exceeding five (5) years or to both;

(b) in the case of uncustomed goods, such goods not being dutiable or prohibited, be liable to a fine not exceeding twice the value of the goods or RM10,000.00 whichever is the greater amount, provided that where the value cannot be ascertained the penalty may amount to a fine not exceeding RM10,000.00.

As at the LPD, our Group holds valid manufacturing warehouse licence issued by RMCD as disclosed in Section 7.19 of this Prospectus and our Group is in compliance with the relevant requirements imposed thereunder.

**(iv) Occupational Safety and Health Act 1994 (as amended by the Occupational Safety and Health (Amendment) Act 2022) ("OSHA")**

The OSHA regulates, among others, the safety, health and welfare of persons at work, protecting others against the risks of safety or health in connection with the activities of persons at work.

**(a) Certificate of Fitness**

Pursuant to section 27D(1) of the OSHA, no person shall operate or cause or permit to be operated any plant that has been installed under section 27C of the OSHA unless the plant has a certificate of fitness issued by an officer or a licensed person. A person who contravenes section 27D(1) of the OSHA shall be guilty an offence and shall, on conviction, be liable to a fine not exceeding RM100,000.00 or to imprisonment for a term not exceeding 1 year or to both. Pursuant to section 27D(6) of the OSHA, in the case of any contravention of section 27D(1) of the OSHA, an officer shall immediately serve to the person who operates or causes or permits to be operated the plant a written notice prohibiting the operation of the plant or may render the plant inoperative until a certificate of fitness is issued.

A person who fails to comply with the notice issued under section 27D(6) of the OSHA shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM500,000.00 or to imprisonment for a term not exceeding 2 years or to both.

For the purposes of the clauses above, "plant" is defined as any machinery, equipment, appliance, implement or tool, any component thereof and anything fitted, connected or appurtenant thereto pursuant to section 3 of the OSHA.

As at the LPD, our Group holds valid certificates of fitness for all the plants in our Group's operational facilities, namely, Facility No. 9, Office and Factory No. 11 and Facility 42A as required by DOSH as disclosed in Section 7.19 of this Prospectus.

**Certificate of fitness for lifting machine platform**

The lifting machine platform (cargo) at Facility No. 9 was installed by the contractor (appointed by the developer of Facility No. 9) and the certificate of fitness for the said lifting machine platform (cargo) issued by DOSH was in the name of the contractor (appointed by the developer of Facility No. 9) and had expired on 25 October 2024.

Upon being made aware of the expiry of the certificate of fitness for the said lifting machine platform (cargo), the Group had immediately stopped using the said lifting machine platform (cargo). For avoidance of doubt, the Group is not dependent on the said lifting machine platform (cargo) for its business operations.

The Group, through the equipment supplier, had on 26 May 2025 submitted an application to transfer the name of the certificate of fitness for the said lifting machine platform (cargo) to Ambest Technology and renew its validity until 17 September 2026.

The abovementioned non-compliance had been subsequently rectified on 19 June 2025 where the name of the certificate of fitness was transferred to Ambest Technology and the validity period was successfully renewed. Additionally, as of the date of the Prospectus, the Group has not received any fines nor received any written notice issued under section 27D(6) of the OSHA pursuant to the non-compliance.

**(b) Safety and health policy**

It shall be the duty of every employer (except those who has not more than five employees) under Section 16 of the OSHA to prepare and as often as may be appropriate revise a written statement of his general policy with respect to the safety and health at work of his employees and the organization and arrangements for the time being in force for carrying out that policy, and to bring the statement and any revision of it to the notice of all of his employees. A person who contravenes Section 16 of the OSHA shall be guilty of an offence, and shall, on conviction, be liable to a fine not exceeding RM500,000.00 or imprisonment for a term not exceeding two (2) years or both.

**(c) Establishment of safety and health committee at place of work**

Under Section 30(1)(a) of the OSHA, every employer shall establish a safety and health committee if there are 40 or more persons employed at the place of work. A person who contravenes this provision shall be guilty of an offence, and shall, on conviction, be liable to a fine not exceeding RM100,000.00 or imprisonment for a term not exceeding one (1) year or both.

**(d) Occupational safety and health coordinator**

With effect from 1 June 2024, Section 29A(1) of the OSHA provides that the employer shall appoint one of his employees to act as an occupational safety and health coordinator if he employs five or more employees at his place of work. Section 29A(3) of the OSHA provides that an employer who has appointed a safety and health officer at the place of work shall be deemed to have complied with Section 29A(1) of the OSHA. An employer who contravenes Section 29A(1) of the OSHA shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM50,000.00 or to imprisonment for a term not exceeding six (6) months or to both.

As at the LPD, our Group is in compliance with the relevant requirements under the OSHA.

**(v) Safety and health compliance pursuant to the Occupational Safety and Health (Use and Standards of Exposure of Chemicals Hazardous to Health) Regulations 2000 ("USECHH Regulations 2000")**

(a) Pursuant to Regulation 5(1) of the USECHH Regulations 2000, an employer shall identify and record in a register all chemicals hazardous to health used in the place of work.

(b) An employer shall not carry out any work which may expose or is likely to expose any employee to any chemical hazardous to health unless he has made a written assessment of the risks created by the chemical to the health of the employee pursuant to Regulation 9(1) of the USECHH Regulations 2000.

(c) Pursuant to Regulation 10 of the USECHH Regulations 2000, an assessment carried out pursuant to Regulation 9 of the USECHH Regulations 2000 shall be reviewed if: (a) there has been a significant change in the work to which the assessment relates; (b) more than five (5) years have elapsed since the last assessment; or (c) directed by the Director General, Deputy Director General or the Director of Occupational Safety and Health.

(d) Pursuant to Regulation 14(1) of the USECHH Regulations 2000, where an assessment report indicates that action is required to eliminate or reduce the actual or potential exposure of an employee to chemicals hazardous to health, an employer shall carry out such action, which may include changes to work processes, practices, procedures, plants or engineering control equipment, within one month after receiving the assessment report from the assessor.

(e) Pursuant to Regulation 27(1) of the USECHH Regulations 2000, where an assessor carries out an assessment and such assessment indicates that health surveillance is necessary for the protection of the health of employees exposed or likely to be exposed to chemicals hazardous to health, the employer shall carry out a health surveillance programme. Pursuant to Regulation 27(3) of the USECHH Regulations 2000, if an employee is exposed or likely to be exposed to chemicals hazardous to health listed in Schedule II of the USECHH Regulations 2000, the health surveillance required by Regulation 27(1) above shall include medical surveillance conducted at intervals of not more than 12 months or at such shorter intervals as determined by the occupational health doctor or an occupational safety and health officer who is also a medical practitioner.

(f) Pursuant to Regulation 29 of the USECHH Regulations 2000, where chemicals hazardous to health is used in any area in any manner which is hazardous to the health of the person who may be in that area or is likely to be at risk of being affected by such chemicals, the employer shall ensure that warning signs are posted at a conspicuous place at every entrance of that area which shall give warning of such hazard and be written in Bahasa Malaysia and English language and printed in dark red against a white background.

A person who by any act or omission contravenes any provisions of OSHA or any subsidiary legislation made thereunder shall be guilty of an offence, and if not penalty is expressly provided shall, on conviction, be liable to a fine not exceeding RM100,000.00 or to imprisonment for a term not exceeding one (1) year or to both, and in the case of a continuing offence, to a fine not exceeding RM2,000.00 for every day or part of a day during which the offence continues after conviction.

In accordance with the USECHH Regulations 2000, a chemical health risk assessment has been conducted by the DOSH registered assessor at No. 9 & No. 11, Jalan Damar, 11960 Batu Maung, Pulau Pinang, Malaysia on 26 July 2023, among others, to assess the risk to health of the employees and persons working in the factory from exposure to chemicals hazardous to health. Our Group is responsible to ensure the implementation of the recommended actions as contained in the chemical health risk assessment and monitoring thereafter, and there is no requirement for the implementation of recommended actions to be separately reviewed by the DOSH registered assessor. Our Board confirms that the necessary recommended actions have been fully carried out and undertakes to ensure that our Group shall continue to be in compliance with all relevant requirements under the USECHH Regulations 2000. Unless otherwise directed by the Director General, Deputy Director General or the Director of Occupational Safety and Health, our Group shall be required to engage the DOSH registered assessor to conduct a new chemical health risk assessment after five (5) years from the last assessment, i.e. in year 2028.

**(vi) Occupational Safety and Health (Noise Exposure) Regulations 2019 ("NE Regulations 2019")**

Pursuant to Regulation 4(1) of the NE Regulations 2019, where it appears to the employer that any of his employees may be exposed to excessive noise, the employer shall appoint a noise risk assessor to carry out noise risk assessment.

Anyone who contravenes the sub-regulations in Regulation 4 of the NE Regulations 2019 commits an offence and shall, on conviction, be liable to a fine not exceeding RM10,000.00 or to imprisonment for a term not exceeding one (1) year or to both.

In accordance with Regulation 4 of the NE Regulations 2019, an initial noise risk assessment has been conducted by the DOSH registered assessor at No. 9 & No. 11, Jalan Damar, 11960 Batu Maung, Pulau Pinang, Malaysia on 31 July 2023, to assess area noise measurement and personal employee's exposure monitoring and to recommend appropriate control measures to prevent or reduce high noise exposure. Our Group is responsible to ensure the implementation of the recommended actions as contained in the noise risk assessment and monitoring thereafter, and there is no requirement for the implementation of recommended actions to be separately reviewed by the DOSH registered assessor. Our Board confirms that the necessary recommended actions have been fully carried out and undertakes to ensure that our Group shall continue to be in compliance with all relevant requirements under NE Regulations 2019. Unless otherwise directed by the Director General of Occupational Safety and Health, our Group shall be required to engage the DOSH registered assessor to conduct a new noise risk assessment after five (5) years from the last assessment, i.e. in year 2028.

**(vii) Certificate of Completion and Compliance ("CCC") under Street, Drainage and Building Act 1974 ("SDBA 1974")**

Section 70(20) of the SDBA 1974 provides that each building requires a CCC for occupation.

Any person who occupies or permits to be occupied any building or any part thereof without a CCC, shall be guilty of an offence and shall, on conviction, and be liable to a fine not exceeding RM250,000.00 or imprisonment for a term not exceeding ten (10) years or both.

As disclosed in Section 7.24 of this Prospectus, the properties owned and rented by our Group have complied with Section 70(20) of the SDBA 1974.

**(viii) Fire Certificate under Fire Services Act 1988 ("FSA 1988")**

Section 28 of the FSA 1988 provides that every designated premises shall require a fire certificate and the said certificate shall be renewed annually pursuant to Section 28(2) of the FSA 1988.

**Designated premise** is defined in the Schedule of the Fire Services (Designated Premises) Order 1998 to include, *inter alia,* factories which are of any of the following sizes:

(a) Single storey – 2,000 square metres and over (total floor area) where the automatic sprinkler systems are installed;

(b) Two storeys and above – 2,000 square metres and over (total floor area) where the automatic sprinkler systems are installed;

(c) Special structure – Hazardous processes.

The owner of a designated premise who contravenes the above provision, shall be guilty of an offence and shall, on conviction, and be liable to a fine not exceeding RM50,000.00 or imprisonment for a term not exceeding five (5) years or both.

Our factories at No. 9 & No. 11, Jalan Damar, 11960 Batu Maung, Pulau Pinang, Malaysia are not required to have fire certificates.

As at the LPD, our Group holds valid fire certificate for No. 42A, Jalan Damar, 11900 Bayan Lepas, Pulau Pinang issued by BOMBA as disclosed in Section 7.19 of this Prospectus and our Group is in compliance with the relevant requirements imposed thereunder.

**(ix) Material Regulatory Compliances with the Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990 ("EMSH 1990")**

The EMSH 1990 prescribes the minimum standards of housing, nurseries and accommodation for employees (and their dependants, if applicable) as well as health, hospital, medical and social amenities to be provided by the employers to their employees.

The aforesaid Act was amended by the Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 ("**Amended Act**") which applies to all employment sectors providing housing and accommodation for workers. With the enforcement of the Amended Act from 1 June 2020, there are additional rules and obligations on the minimum standards that employers must follow if they provide accommodation for their employees which includes, amongst others, to obtain a certificate for accommodation from the Director General of Labour ("**Director General**") before providing accommodation for the employee, to inform the Director General of such accommodation occupied by the employees within 30 days from the date an employee occupies the accommodation as well as to ensure that every accommodation[(1)] provided for employees complies with the minimum standards required under the EMSH 1990 or any regulations made thereunder such as the Employees' Minimum Standards of Housing, Accommodations and Amenities (Accommodation and Centralized Accommodation) Regulations 2020 ("**EMSH Regulations 2020**"). Notwithstanding, there was an additional three months grace period from 1 June 2020 to allow employers to making necessary arrangements to ensure compliance with the EMSH 1990. Accordingly, the EMSH Regulations 2020 came into force on 1 September 2020.

Absence of certificate of accommodation for the accommodation provided by employers to their employees is an offence under Section 24D(3) of the EMSH 1990 and the employer shall, on conviction, be liable to a fine not exceeding RM50,000.00.

As at the LPD, our Group holds valid certificate of accommodation issued by JTKSM as disclosed in Section 7.19 of this Prospectus and our Group has complied with the conditions imposed therein.

*Note:*

*(1) Section 24E of the EMSH 1990; failing which is an offence shall, on conviction, be liable to a fine not exceeding RM10,000; Section 24E(2) of the EMSH 1990.*

**(x) Immigration Act 1959 ("Immigration Act")**

Pursuant to Section 15(1)(c) of the Immigration Act, a person shall not remain in Malaysia after the expiration of the period of any pass relating to or issued to him unless he is otherwise authorized to remain in Malaysia.

The Immigration Act also imposes liability on the employer who employs one or more persons, other than a citizen or a holder of an entry permit, who is not in possession of a valid pass where upon conviction, the employer shall be liable to a fine of not less than RM10,000 but not more than RM50,000 or to imprisonment for a term not exceeding 12 months or to both for each such employee. Additionally, where it is proved to the satisfaction of the court that the person has at the same time employed more than five (5) such employees that person shall, on conviction, be liable to imprisonment for a term of not less than six (6) months but not more than five (5) years and shall also be liable to whipping of not more than six (6) strokes.

As at the LPD, all foreign employees of our Group are issued with valid and existing work permits.

**(xi) Minimum Wages Order 2024 ("MWO 2024")**

With effect from 1 February 2025, the Minimum Wages Order 2024 ("**MWO 2024**") provides that the minimum wages rates payable to an employee employed by an employer who employs five (5) or more employees (thus, applicable to this Company) shall be RM1,700.00 per month.

Pursuant to the National Wages Consultative Council Act 2011, a failure to comply with the payment of minimum wages as specified in the MWO 2024 commits an offence and shall on conviction, be liable to a fine of not more than RM10,000.00 for each employee.

As at the LPD, our Group has complied with the minimum wages requirements specified in the MWO 2024.

**(xii) Competition Act 2010 ("Competition Act")**

In respect of promoting economic development by promoting and protecting the process of competition, thereby protecting the interests of consumers and to provide for matters connected therewith.

The following are the prohibited practices stated in the Competition Act: -

(a) Section 4(1) of the Competition Act: -

A horizontal or vertical agreement between enterprises is prohibited insofar as the agreement has the object or effect of significantly preventing, restricting or distorting competition in any market for goods or services.

(b) Sections 10(1) and (2) of the Competition Act: -

An enterprise is prohibited from engaging, whether independently or collectively, in any conduct which amounts to an abuse of a dominant position in any market for goods or services.

An abuse of a dominant position may include: -

(aa) directly or indirectly imposing unfair purchase or selling price or other unfair trading condition on any supplier or customer;

(bb) limiting or controlling: -

(i) production;
(ii) market outlets or market access;
(iii) technical or technological development; or
(iv) investment,

to the prejudice of customers;

(cc) refusing to supply to a particular enterprise or group or category of enterprises;

(dd) applying different conditions to equivalent transactions with other trading parties to an extent that may: -

(i) discourage new market entry or expansion or investment by an existing competitor;
(ii) force from the market or otherwise seriously damage an existing competitor which is no less efficient than the enterprise in a dominant position; or
(iii) harm competition in any market in which the dominant enterprise is participating or in any upstream or downstream market;

(ee) making the conclusion of contract subject to acceptance by other parties of supplementary conditions which by their nature or according to commercial usage have no connection with the subject matter of the contract;

(ff) any predatory behaviour towards competitors; or

(gg) buying up a scarce supply of intermediate goods or resources required by a competitor, in circumstances where the enterprise in a dominant position does not have a reasonable commercial justification for buying up the intermediate goods or resources to meet its own needs.

In the course of carrying out our business operations, we are to comply with the Competition Act, and in particular not to engage in any conduct which prevents the process of competition, such as price-fixing, bid-rigging, sharing market, and abuse of dominant position in any market for products or services. This is to promote healthy competition and fair trading and ultimately, to protect the interest of the consumers.

As at the LPD, there are no breach of laws and regulations governing our business operations, and environmental issues which may materially affect our Group's operation and usage of our properties.

## 7.26 ENVIRONMENTAL, SOCIAL AND GOVERNANCE PRACTICES

We are committed to adopt environmental, social and governance ("**ESG**") practices to ensure environmentally responsible operations, a conducive workplace for employees and a high standard of corporate governance, to create durable and sustainable value and maintain confidence of our stakeholders.

Our Group currently focuses on the following ESG practices:

### 7.26.1 Environmental

Our Group's principal activities is an engineering supporting services provider that primarily provides precision machining for the semiconductor industry. Our operations involve the use of electricity, machinery and industrial processes and therefore generate a degree of indirect environmental impact. Based on the nature of these activities, our Group is not deemed to be operating in a high greenhouse gas-emitting sector, such as oil and gas, power generation, mining or heavy chemical manufacturing. As at the LPD, there is no indication that our operations result in material greenhouse gas emissions compared with companies in carbon-intensive industries.

Our Group is subject to environmental and climate-related risks that may materially affect its operations, financial condition and prospects. The regulatory landscape in Malaysia and internationally continues to evolve and future changes in environmental laws, regulations, policies or standards relating to climate change, energy use, emissions, waste management, resource efficiency or related matters may result in higher compliance costs, additional capital expenditure requirements or operational adjustments. Any such regulatory developments, including more stringent enforcement or new reporting requirements in line with emerging sustainability disclosure frameworks, may adversely affect our Group's cost of operations and financial performance. Our Group also faces exposure to physical risks associated with climate change, including extreme weather events such as flooding, storms or prolonged periods of elevated temperatures, which could disrupt operations, damage facilities, interrupt utilities or adversely affect supply chain continuity and production schedules. In addition, any failure to comply with applicable environmental laws and regulatory requirements may expose our Group to enforcement actions, fines, cleanup or remediation costs and reputational harm, which could have a material and adverse effect on its business, financial condition and results of operations.

Our Group seeks to manage environmental and climate-related risks through the implementation of appropriate operational controls and by ensuring compliance with applicable environmental laws, regulations and industry standards. Our Group monitors its environmental practices and, where practicable, adopts measures aimed at improving operational efficiency, enhancing resource utilisation and reducing its environmental impact. Such measures may include investments in energy-efficient equipment and technologies, initiatives to improve energy and resource efficiency, enhancements to operational resilience and the integration of environmental considerations into its risk management and governance processes. Our Group also intends to continue evaluating the potential impacts of climate change on its operations and may refine its approach to environmental risk management in light of evolving regulatory expectations and stakeholder interests. However, there can be no assurance that such measures will be adequate to fully mitigate all environmental and climate-related risks or that future regulatory changes or climate-related developments will not materially and adversely impact our Group's business, financial condition or results of operations.

We are committed to ensure environmentally responsible operations which include energy use, water use, climate change policy and action, and material choices, among others.

Energy management

Our Group's ongoing energy savings initiatives to reduce electricity usage involve equipping our Facility No. 9 and Office and Factory No. 11 with light emitting diode ("**LED**") lights which are more energy efficient as they consume less electricity when in use. We also turn off the lights in the production floor during the lunch break to reduce energy consumption.

Additionally, to further reduce our environmental impact, we have installed a 169.92 kWp rooftop solar photovoltaic system at our Facility No. 9 and Office and Factory No. 11 in December 2024. This has enabled us to reduce our electricity costs by an average of RM5,000 per month.

Lastly, we ensure that we educate our employees on saving electricity and put up memos and signs throughout our facility to remind them of our energy-saving initiatives.

Water management

We have a rainwater harvesting tank whereby the water collected will be used for general washing purposes. We have also installed dual-flush water closets to reduce water usage.

Lastly, we ensure that we educate our employees on saving water and put up memos and signs throughout our facility to remind them of our water-saving initiatives.

Waste Reduction

As part of our commitment to responsible environmental practices, we've adopted a proper waste disposal system. This includes encouraging our employees to segregate waste, and we have placed recycle racks in our Facility No. 9 and Office and Factory No. 11 for paper, plastic, and cans. Our recyclable waste, such as paper, cardboard, plastic bottles, containers, and aluminium cans, is then processed by a third-party recycling company. We also encourage the use of scrap paper for internal uses such as printing and photocopying of documents which are only used between our Group's employees.

In addition, we have adopted paperless practices such as using a facial recognition time management system for recording daily attendance, thereby eliminating paper punch cards as well as using electronic filing systems and shared folders for documentation.

Management of scheduled wastes

Our Group's manufacturing activities generate scheduled waste namely scrap metal chips and used coolant which we are committed to managing responsibly. We maintain regular waste disposal through licensed contractors who strictly comply with the relevant regulations. This ensures the safe handling and disposal of scheduled wastes, meeting all regulatory standards.

### 7.26.2 Social

Health and safety

We have established a safety and health committee in accordance with the Occupational Safety and Health Act 1994 to ensure a safe, healthy and conducive workplace for our employees. The policy is displayed throughout our Facility No. 9 and Office and Factory No. 11 in multiple languages to ensure that our foreign employees fully understand the policy. We also display our emergency evacuation plan at every exit door and translate said document into multiple languages to ensure that our foreign employees fully understand the plan. We also ensure that our employees are equipped with personal protective equipment such as safety goggles, ear plugs, and safety shoes.

As a testament to our commitment to the safety and health of our employees, we also undertake activities such as annual fire drills, first-aid training and fire-fighting training.

Employee wellbeing

In addition to safeguarding the health and safety of our employees, we also have initiatives in place to encourage social and emotional wellbeing amongst our employees. This includes organising activities such as sporting competitions, celebrating various festive holidays such as Chinese New Year and Hari Raya, as well as providing them with a comfortable break room that enables them to relax during breaks.

We also have a zero-tolerance policy regarding sexual harassment in the workplace.

Diversity and inclusion

We are committed to fostering a diverse and inclusive working environment by providing fair and equal employment and advancement opportunities to all our employees regardless of race, religion, age, and gender.

Training

We offer our employees training opportunities to encourage continuous learning.

Community engagement

Our Group strives to develop relationships with the local community and as part of our corporate social responsibility ("**CSR**") efforts, we offer support to the local communities in the form of donations to various organisations. We have also participated in career talks whereby our employees share their experience with soon-to-be graduates to prepare them for employment.

We also actively provide internships to students from various educational organisations. This enables the interns to develop skills, gain real-world experience, and build professional connections. Aside from giving back to the local community and students, through the internship programme our Group is also able to identify and evaluate potential candidates and provide employment to the candidates in the future. For Financial Periods Under Review, our Group engaged 1, 15, 22, and 11 interns, respectively.

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### 7.26.3 Governance

We recognise our responsibility to all stakeholders, including shareholders, employees, customers, communities and government agencies, and strive to balance business development and the needs of our stakeholders. In promoting transparency and accountability within our Group, we have also communicated and created awareness on anti-bribery and anticorruption for all directors and employees and seek their commitment to comply with good practices and uphold their highest integrity and ethics.

Our suppliers (inclusive of sub-contractors) are carefully identified and assessed, possess the right skills and whose corporate values are aligned with our own standards and required to comply with local laws. In adhering to standards of ethical conduct, we design our internal approach to ensure that our procurement teams are aware of the environmental and social impact of purchasing decisions. In addition, measures are initiated to ensure that the relationships with suppliers are handled fairly and in our Group's best interests.

We do not condone human trafficking, human rights abuses, child labour and forced labour within our Group. Our employees are not required to work excessive hours or days beyond the limits prescribed under the Employment Act 1955. Our employees have equal opportunities for career advancement based on merit, performance, experience, and academic qualification regardless of race and gender. Our Group supports the upgrading of employees' skills and knowledge to enhance our workforce competency, including sponsoring training or educational programs.

Our labour standards are maintained by practising equal and fair treatment of foreign workers by housing our foreign workers at hostels which have been certified with the requisite Certificates for Accommodation. We ensure our foreign workers are compensated fairly in compliance with minimum wages stipulations under the Minimum Wages Act 2022. As part of our practice, we do not withhold passports of our foreign workers.

We are also committed to uphold good corporate governance and ethical conduct in accordance with the principles and guidance of corporate governance as set out in the MCCG.

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