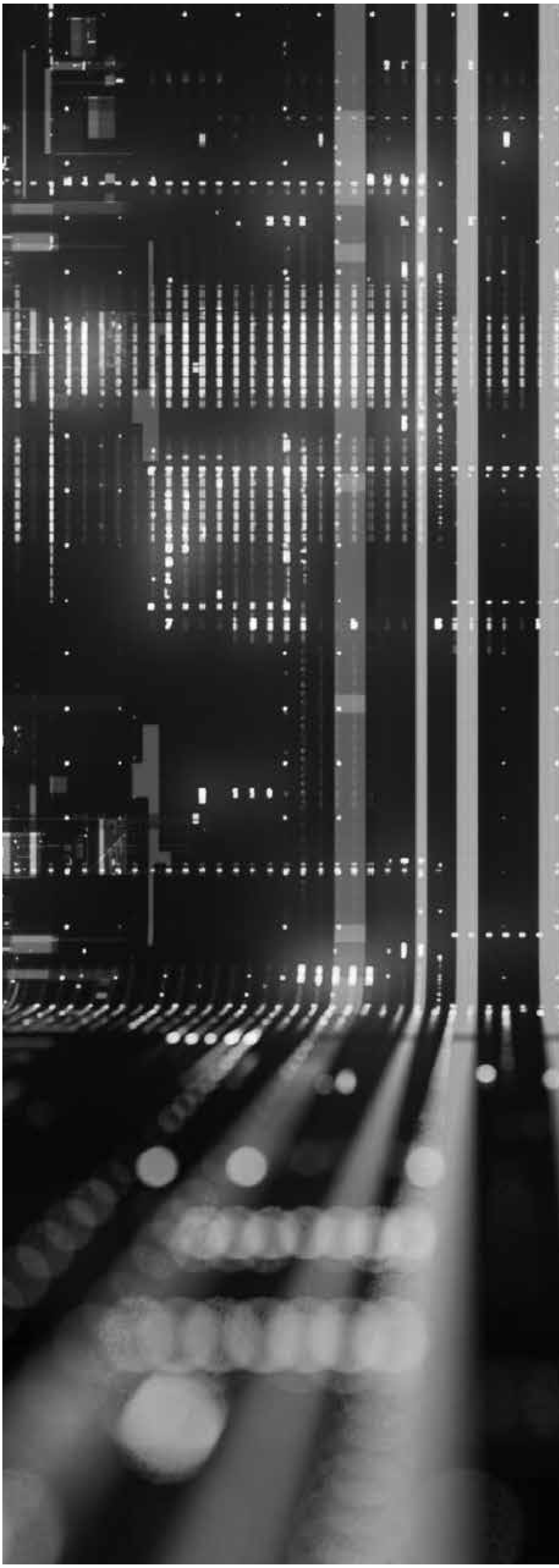
Financial Statements



DIRECTORS' REPORT

The Directors of D & O Green Technologies Berhad hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the business of investment holding.

The information of subsidiary companies' name, country of incorporation, principal activities, and effective equity interest held by the holding company are set out in the "Subsidiaries" of this report.

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

RESULTS

	The Group RM'000	The Company RM'000
Loss after taxation for the financial year	(254,280)	(18,535)
Attributable to:-		
Owners of the Company	(228,151)	(18,535)
Non-controlling interests	(26,129)	-
	(254,280)	(18,535)

DIVIDENDS

The directors do not recommend the payment of any dividends for the financial year.

RESERVES AND PROVISIONS

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

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

(a) there were no changes in the issued and paid-up share capital of the Company; and

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

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company and its subsidiaries ("the Group") to any person to take up any unissued shares in the Group except for the share options granted pursuant to the Group ESOS below.

DIRECTORS' REPORT

COMPANY'S EMPLOYEES' SHARE OPTION SCHEME

The Company's ESOS is governed by its ESOS By-Laws and was approved by shareholders on 8 June 2022. The ESOS Scheme will be in force for a period of 10 years effective from 15 June 2022 and expiring on 14 June 2032.

The main features of the ESOS are as follows:-

(a) Eligible persons are employees and/or executive directors of the Group, excluding employees of dormant subsidiaries within the Group and non-executive directors, who have attained the age of at least eighteen years old.

(b) The maximum number of new ordinary shares of the Company, which may be available under the scheme, shall not exceed in aggregate two percent (2%), or any such amount or percentage as may be permitted by the relevant authorities of the issued and paid-up share capital of the Company at any one time during the existence of the ESOS.

(c) The option price shall be determined by the Board of Directors of the Company upon recommendation of the Option Committee which is at a discount of not more than ten percent (10%) on the five (5)-day weighted average market price of shares of the Company immediately preceding the offer date of the option.

(d) The option may be exercised by the option holders by notice in writing to the Company in the prescribed form during the option period in respect of all or any part of the new ordinary shares of the Company comprised in the ESOS.

(e) All new ordinary shares issued upon exercise of the options granted under the ESOS will rank pari passu in all respects with the existing ordinary shares of the Company, provided always that new ordinary shares so allotted and issued, will not be entitled to any dividends, rights, allotments and/or other distributions declared, where the entitlement date of which is prior to the date of allotment and issuance of the new ordinary shares.

(f) The aggregate allocation to the Executive Directors and Senior Management of the Group shall not exceed sixty percent (60%) of new shares of the Company available under the Scheme.

The option prices and the details in the movement of the options granted are as follows:-

		Number of Options over Ordinary Shares							
							Cumulative At 31.12.2025		
Date of Offer	**Exercise Price RM**	**At 1.1.2025 '000**	**Granted '000**	**Lapsed^ '000**	**Exercised '000**	**At 31.12.2025 '000**	**Granted '000**	**Lapsed '000**	**Exercised '000**
20.06.2022 #	3.49	-	-	-	-	-	2,665	(772)	(1,893)
06.06.2023 #	3.27	2,017	-	(2,017)	-	-	2,626	(2,181)	(445)
02.07.2024 #	3.32	2,366	-	(130)	-	2,236	2,711	(471)	(4)
		4,383	-	(2,147)	-	2,236	8,002	(3,424)	(2,342)

Notes:-

\# *These options are exercisable upon acceptance within 2 years from the date of the offer.*

^ *The options which lapsed during the financial year were due to resignation of employees or expiry of the options.*

SUBSIDIARIES' EMPLOYEES' SHARE OPTION SCHEME

Dominant Electronics Sdn. Bhd. ("Dominant Electronics")

Dominant Electronics' ESOS is governed by its ESOS By-Laws and was approved by shareholders on 26 February 2020. The ESOS Scheme will be in force for a period of 10 years effective from 26 February 2020 and expiring on 25 February 2030.

The maximum number of ESOS Shares to be offered and allotted to eligible employees under Dominant Electronics' ESOS shall not exceed in aggregate 10% of the total number of issued shares of Dominant Electronics at any point of time throughout the duration of the Dominant Electronics' ESOS.

		Number of Options over Ordinary Shares							
							Cumulative At 31.12.2025		
Date of Offer	Exercise Price RM	At 1.1.2025 '000	Adjustment '000	Lapsed '000	Exercised '000	At 31.12.2025 '000	Granted '000	Lapsed '000	Exercised '000
6.10.2020 #	1.00	429	-	-	-	429	429	-	-

Dominant Technologies Sdn. Bhd. ("Dominant Technologies")

Dominant Technologies' ESOS is governed by its ESOS By-Laws and was approved by shareholders on 26 February 2020. The ESOS Scheme will be in force for a period of 10 years effective from 26 February 2020 and expiring on 25 February 2030.

The maximum number of ESOS Shares to be offered and allotted to eligible employees under Dominant Technologies' ESOS shall not exceed in aggregate 10% of the total number of issued shares of Dominant Technologies at any point of time throughout the duration of the Dominant Technologies' ESOS.

		Number of Options over Ordinary Shares							
							Cumulative At 31.12.2025		
Date of Offer	Exercise Price RM	At 1.1.2025 '000	Adjustment '000	Lapsed '000	Exercised '000	At 31.12.2025 '000	Granted '000	Lapsed '000	Exercised '000
6.10.2020 #	1.00	642	-	-	-	642	642	-	-

Note:-

\# *These options are exercisable upon acceptance up to expiry of the respective ESOS Scheme on 25 February 2030.*

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that there are no known bad debts and that adequate allowance had been made for impairment losses on receivables.

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

DIRECTORS' REPORT

CURRENT ASSETS

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

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

VALUATION METHODS

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

CONTINGENT AND OTHER LIABILITIES

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

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

(b) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

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

CHANGE OF CIRCUMSTANCES

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

ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Group and of the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature other than the Group recognised significant inventory impairment losses and write-offs during the financial year as disclosed in Notes 12 and 31 to the financial statements. The determination of these amounts involved the exercise of judgement and the use of estimates, including considerations of demand outlook, product lifecycle and net realisable values.

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

DIRECTORS' REPORT

DIRECTORS

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

Tan Sri Mohammed Azlan bin Hashim
Tay Kheng Chiong
Yeow See Yuen
Jennifer Chong Gaik Lan
Jesper Bjoern Madsen
Goh Chin Loong
Au Siew Loon
Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah
Lui Soek Kuen
Goh Chin San (Resigned on 20 June 2025)

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

Cheam Dau Peng
Goh Nan Kioh
Low Tek Beng
Masashi Nakamachi
Goh Keng Seng
Shi, Kaibin
Sun, Jun
Lee Han Yung (Appointed on 28 March 2025)
Goh Nan Yang (Resigned on 28 March 2025)
Goh Chin San (Resigned on 1 August 2025)

DIRECTORS' INTERESTS

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

	Number of Ordinary Shares			
	At 1.1.2025	**By exercise of ESOS**	**Bought/**	**At 31.12.2025**
The Company				
Direct Interests				
Tan Sri Mohammed Azlan bin Hashim	68,784,302	-	-	68,784,302
Tay Kheng Chiong	24,529,952	-	-	24,529,952
Yeow See Yuen	2,732,699	-	-	2,732,699
Jesper Bjoern Madsen	470,000	-	-	470,000
Jennifer Chong Gaik Lan	35,300	-	-	35,300
Au Siew Loon	13,333	-	-	13,333
Lui Soek Kuen	-	-	50,000	50,000

DIRECTORS' REPORT

DIRECTORS' INTERESTS (CONT'D)

	Number of Ordinary Shares			
	At 1.1.2025	Bought	Sold	At 31.12.2025
The Company				
Deemed Interests				
Tan Sri Mohammed Azlan bin Hashim *	30,314,113	2,350,000	-	32,664,113
Jennifer Chong Gaik Lan **	46,000	-	-	46,000

Notes:-

* *Deemed interested by virtue of Section 59(11)(c) of the Companies Act 2016 (shareholding held through his spouse, Puan Sri Nonadiah binti Abdullah and child).*

** *Deemed interested by virtue of Section 59(11)(c) of the Companies Act 2016 (shareholding held through her spouse and children).*

In addition to the above, the following directors are deemed to have interests in the shares of the Company and its related corporations to the extent of the options granted to them pursuant to the ESOS of the Company and share option agreements of related corporations, as follows:-

	Number of Options under ESOS			
Options in the Company	At 1.1.2025	Granted	Lapsed	At 31.12.2025
Tay Kheng Chiong	174,400	-	(109,400)	65,000
Options in the subsidiaries				
Dominant Electronics				
Tay Kheng Chiong	206,117	-	-	206,117
Dominant Technologies				
Tay Kheng Chiong	324,397	-	-	324,397

On 8 August 2018, the Company and its subsidiary, Dominant Opto Technologies Sdn. Bhd. ("Dominant Malaysia") entered into a share option agreement which gave the right for the Board of Dominant Malaysia to grant Tay Kheng Chiong ("Grantees") option to subscribe for up to 1,320,000 new ordinary shares in Dominant Malaysia ("Dominant Options") at an exercise price of RM5.95 per share.

The share option agreement will be in force for a period of 10 years from 8 August 2018. Under the terms of the share option agreement, the Dominant Options shall vest from the date of grant. The proposed grant of options was approved by the shareholders of the Company on 21 February 2018.

As at the date of this Report, the Board of Dominant Malaysia has not granted any Dominant Options to Tay Kheng Chiong.

The other directors holding office at the end of the financial year had no interest in shares, options over unissued shares or debentures of the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from the following transactions entered into the ordinary course of business:-

	The Group RM'000	The Company RM'000
Companies in which certain directors have substantial financial interests		
Purchase of raw materials	397	-
Rental of premises paid/payable	186	-
	583	-

Neither during nor at the end of the financial year was the Group or the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate other than the share options granted to certain directors pursuant to the ESOS of the Company and its subsidiaries.

DIRECTORS' REMUNERATION

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

	The Group RM'000	The Company RM'000
Fees	409	409
Salaries, bonuses and other benefits	813	50
Defined contribution benefits	45	-
	1,267	459

INDEMNITY AND INSURANCE COSTS

The Company maintains a Directors' and Officers' Liability Insurance Policy on a group basis. During the financial year, the amount of insurance effected for the directors and certain officers of the Group were RM5,000,000. No indemnity was given to or insurance effected for auditors of the Company.

DIRECTORS' REPORT

SUBSIDIARIES

The details of the Company's subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Effective Equity Interest %	Principal Activities
Subsidiaries of the Company:-			
Omega Semiconductor Sdn. Bhd.	Malaysia	100	Dormant.
Dominant Opto Technologies Sdn. Bhd. ("Dominant Malaysia")	Malaysia	90	Manufacturing semiconductor components and machineries.
Dominant Electronics	Malaysia	93.20	Design, manufacturing and sales of printed circuit board assemblies and provision of engineering services.
Dominant Technologies	Malaysia	93.45	An investment holding company and design, develop, purchase and sales of integrated circuits ("IC") chips.
D Capital Sdn. Bhd.	Malaysia	100	An investment holding company.
Subsidiaries of Dominant Malaysia:-			
Dominant Semiconductors Europe GmbH ^	Germany	90	Merchandising semiconductor components.
Dominant Opto Technologies Korea Inc ^	The Republic of Korea	90	Merchandising semiconductor components.
Dominant Opto Technologies (Shanghai) Co., Ltd.#	The People's Republic of China	90	Merchandising semiconductor components.
Dominant Opto Technologies North America, Inc. *	United States of America	90	Merchandising semiconductor components and receiving sales commission of related products.
Dominant Opto Technologies Japan K.K. *	Japan	90	Merchandising semiconductor components and provision of marketing services.
Subsidiary of Dominant Electronics:-			
DH Automotive Electronics Sdn. Bhd. ("DH Automotive")	Malaysia	47.53	Dormant.
Subsidiaries of Dominant Technologies:-			
Dominant Technologies (Singapore) Pte. Ltd. #	Singapore	93.45	Research and development on electronics and trade of electronic components.
Dominant Technologies (Taiwan) Co. Ltd.#	Taiwan, Republic of China	93.45	Design, develop, purchase and sales of IC chips.

Notes:-

\# *These subsidiaries were audited by other firms of chartered accountants.*

^ *These subsidiaries were audited by member firms of Crowe Global of which Crowe Malaysia PLT is a member.*

* *Not required to be audited under the laws of the country of incorporation.*

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

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

The significant events during the financial year are as follows:-

(a) Incorporation of a subsidiary, DH Automotive Electronics Sdn. Bhd.

Dominant Electronics, a 93.20%-owned subsidiary of the Company, has incorporated a 51%-owned subsidiary, DH Automotive, on 26 March 2025. The remaining 49% equity in DHAE is held by Jing Wei Hirain Automotive Electronics Malaysia Sdn. Bhd. ("Hirain").

The incorporation of DH Automotive will enable the Group to strengthen its technical expertise in automotive module development and manufacturing. Both parties will leverage their respective expertise to drive the growth of DH Automotive, with contributions as follows:

(i) Hirain will provide technical support and access to sales channels;
(ii) Dominant Electronics will oversee overall operations, including production, local research and development, and sales activities.

(b) Dissolution of a joint venture company, Domi-Star Optoelectronics Corporation

Domi-Star Optoelectronics Corporation, a 45.9% joint venture company (held through Dominant Malaysia) was approved for dissolution by Ministry of Economic Affairs, Taiwan, Republic of China on 27 May 2025.

AUDITORS

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

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

	The Group RM'000	The Company RM'000
Audit fees	522	73
Non-audit fees	6	6
	528	79

Signed in accordance with a resolution of the directors dated 27 April 2026.

Tan Sri Mohammed Azlan bin Hashim

Tay Kheng Chiong

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

We, Tan Sri Mohammed Azlan bin Hashim and Tay Kheng Chiong, being two of the directors of D & O Green Technologies Berhad, state that, in the opinion of the directors, the financial statements set out on pages 89 to 165 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 31 December 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 27 April 2026.

Tan Sri Mohammed Azlan bin Hashim

Tay Kheng Chiong

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

I, Wong Keong Fatt, being the officer primarily responsible for the financial management of D & O Green Technologies Berhad, do solemnly and sincerely declare that the financial statements set out on pages 89 to 165 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned
Wong Keong Fatt, NRIC Number: 761119-05-5217
at Melaka
on this 27 April 2026

Wong Keong Fatt

Before me

Pierre Lim Vey Yeow (M-085)
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF D & O GREEN TECHNOLOGIES BERHAD

(Incorporated in Malaysia) Registration No: 200401006867 (645371 - V)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of D & O Green Technologies Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 89 to 165.

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

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

We have determined the matters described below to be the key audit matters to be communicated in our report.

<table>
<tr><td colspan="2">Goodwill impairment
Refer to Note 11 to the financial statements</td></tr>
<tr><td>Key Audit Matter</td><td>How our audit addressed the key audit matter</td></tr>
<tr><td>Goodwill balance as at 31 December 2025 stood at RM24.207 million.

Management is required to conduct annual impairment assessment on the goodwill. For this purpose, management has estimated the recoverable amounts of the cash-generating unit in which the goodwill is attached to, using the value in use approach. This is derived from the present value of the future cash flows from the cash-generating unit.

This assessment is significant to our audit as it is highly subjective, involves significant judgement and is based on assumptions that may be affected by future market and economic conditions.

Further details are shown in Note 11 to the financial statements.</td><td>Our procedures included, amongst others:-

• Reviewed management's estimate of the recoverable amount and tested the cash flows forecast for their accuracy;
• Reviewed the key business drivers underpinning the cash flows forecast prepared to support the recoverable amount;
• Evaluated the appropriateness and reasonableness of the key assumptions by considering prior budget accuracy, comparison to recent performance and our understanding of the business, trend analysis, and historical results;
• Reviewed sensitivity analysis performed by management over the key assumptions to understand the impact of changes over the valuation model; and
• Reviewed the adequacy of the Group's disclosures.</td></tr>
</table>

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF D & O GREEN TECHNOLOGIES BERHAD

(Incorporated in Malaysia)Registration No: 200401006867 (645371 - V) (CONT'D)

KEY AUDIT MATTERS (CONT'D)

<table>
<tr><td colspan="2">Inventories
Refer to Note 12 to the financial statements</td></tr>
<tr><td>Key Audit Matter</td><td>How our audit addressed the key audit matter</td></tr>
<tr><td>The Group carries significant inventories as disclosed in Note 12 to the financial statements. The assessment of inventory write-downs due to excess quantities, obsolescence and decline in net realisable value below cost involved judgements and estimation uncertainty including forming expectations about future sales and demands.</td><td>Our procedures included, amongst others:-
• Obtained understanding of:-
  • the Group's inventory management process;
  • the Group's process of identification and assessment of inventory write-downs; and
  • the Group's procedure for the estimation of inventory write-downs.
• Reviewed the net realisable value of inventories; and
• Evaluated the reasonableness and adequacy of the allowance for inventories recognised for identified exposures.</td></tr>
</table>

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

Information Other than the Financial Statements and Auditors' Report Thereon

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

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

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

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

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

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

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

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

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF D & O GREEN TECHNOLOGIES BERHAD

(Incorporated in Malaysia)Registration No: 200401006867 (645371 - V) (CONT'D)

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 5 to the financial statements.

OTHER MATTERS

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

Crowe Malaysia PLT
201906000005 (LLP0018817-LCA) & AF1018
Chartered Accountants

Leong Pooi Kuan
03732/04/2027 J
Chartered Accountant

Kuala Lumpur

27 April 2026

STATEMENTS OF FINANCIAL POSITION
AT 31 DECEMBER 2025

		The Group		The Company	
		2025	2024	2025	2024
	Note	RM'000	RM'000	RM'000	RM'000
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	676,935	674,533
Investment in a joint venture	6	-	35	-	-
Property, plant and equipment	7	497,396	562,535	-	-
Right-of-use assets	8	17,604	17,723	-	-
Other investments	9	43,952	45,018	43,952	45,018
Intangible assets	10	31,713	37,287	-	-
Goodwill	11	24,207	24,207	-	-
Deferred tax assets	22	20,232	265	-	-
		635,104	687,070	720,887	719,551
CURRENT ASSETS					
Inventories	12	332,610	610,410	-	-
Trade receivables	13	231,092	262,868	-	-
Other receivables, deposits and prepayments	14	7,641	7,744	-	-
Amount owing by subsidiaries	25	-	-	5,922	14,224
Current tax assets		18,536	16,684	-	208
Deposits with financial institutions	15	37,872	39,270	12,099	25,843
Cash and bank balances		194,231	199,684	1,580	501
		821,982	1,136,660	19,601	40,776
TOTAL ASSETS		1,457,086	1,823,730	740,488	760,327

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

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

	Note	The Group 2025 RM'000	The Group 2024 RM'000	The Company 2025 RM'000	The Company 2024 RM'000
EQUITY AND LIABILITIES					
EQUITY					
Share capital	16	474,209	474,209	474,209	474,209
Irredeemable convertible preference shares ("ICPS")	17	228,671	228,671	228,671	228,671
Reserves	18	(24,675)	207,486	37,161	56,762
Equity attributable to owners of the Company		678,205	910,366	740,041	759,642
Non-controlling interests	5	34,832	61,286	-	-
TOTAL EQUITY		713,037	971,652	740,041	759,642
NON-CURRENT LIABILITIES					
Redeemable preference shares	19	24,000	24,000	-	-
Lease liabilities	20	328	606	-	-
Long-term borrowings	21	106,527	149,987	-	-
Deferred tax liabilities	22	-	18,507	150	150
		130,855	193,100	150	150
CURRENT LIABILITIES					
Trade payables	23	224,019	296,875	-	-
Other payables and accruals	24	35,688	28,363	297	535
Lease liabilities	20	1,120	703	-	-
Current tax liabilities		-	92	-	-
Short-term borrowings	26	352,367	332,945	-	-
		613,194	658,978	297	535
TOTAL LIABILITIES		744,049	852,078	447	685
TOTAL EQUITY AND LIABILITIES		1,457,086	1,823,730	740,488	760,327

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	The Group 2025 RM'000	The Group 2024 RM'000	The Company 2025 RM'000	The Company 2024 RM'000
REVENUE	29	989,697	1,076,163	-	-
COST OF SALES		(829,503)	(861,218)	-	-
GROSS PROFIT		160,194	214,945	-	-
OTHER INCOME		13,413	21,969	10,357	10,219
		173,607	236,914	10,357	10,219
SELLING AND DISTRIBUTION EXPENSES		(14,662)	(23,638)	-	-
ADMINISTRATIVE EXPENSES		(57,027)	(54,253)	(982)	(1,111)
OTHER EXPENSES		(369,969)	(89,404)	(27,634)	(32)
FINANCE COSTS		(19,182)	(22,379)	#	#
SHARE OF RESULTS OF A JOINT VENTURE		(4)	(14)	-	-
NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS	30	(117)	(1,553)	-	-
(LOSS)/PROFIT BEFORE TAXATION	31	(287,354)	45,673	(18,259)	9,076
TAX INCOME/(INCOME TAX EXPENSE)	32	33,074	(2,885)	(276)	(21)
(LOSS)/PROFIT AFTER TAXATION		(254,280)	42,788	(18,535)	9,055
OTHER COMPREHENSIVE (EXPENSES)/INCOME					
Items that will not be reclassified subsequently to profit or loss					
Fair value changes to equity instruments		(1,066)	(6,224)	(1,066)	(6,224)
Items that will be reclassified subsequently to profit or loss					
Foreign currency translation differences		(3,269)	(5,339)	-	-
TOTAL COMPREHENSIVE (EXPENSES)/INCOME FOR THE FINANCIAL YEAR		(258,615)	31,225	(19,601)	2,831

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

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

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

	Note	The Group 2025 RM'000	The Group 2024 RM'000	The Company 2025 RM'000	The Company 2024 RM'000
(LOSS)/PROFIT AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		(228,151)	39,499	(18,535)	9,055
Non-controlling interests		(26,129)	3,289	-	-
		(254,280)	42,788	(18,535)	9,055
TOTAL COMPREHENSIVE (EXPENSES)/INCOME ATTRIBUTABLE TO:-					
Owners of the Company		(232,161)	28,473	(19,601)	2,831
Non-controlling interests		(26,454)	2,752	-	-
		(258,615)	31,225	(19,601)	2,831
(LOSS)/EARNINGS PER SHARE (SEN)	33				
BASIC		(18.407)	3.006		
DILUTED		(14.113)	2.444		

Note:-

\# *Amount less than RM1,000*

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

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

		Non-distributable					Distributable			
	Note	Share Capital RM'000	ICPS RM'000	Employees' Share Option Reserve RM'000	Capital Reserve RM'000	Foreign Exchange Translation Reserve RM'000	Fair Value Reserve RM'000	Retained Profits RM'000	Attributable To Owners Of the Company RM'000	Non-controlling Interests RM'000	Total Equity RM'000
The Group											
Balance at 1.1.2024		468,962	228,671	3,192	29,918	5,104	45,137	104,653	885,637	58,534	944,171
Profit after taxation for the financial year		-	-	-	-	-	-	39,499	39,499	3,289	42,788
Other comprehensive income for the financial year:											
- Foreign currency translation differences		-	-	-	-	(4,802)	-	-	(4,802)	(537)	(5,339)
- Fair value changes of equity instruments	9	-	-	-	-	-	(6,224)	-	(6,224)	-	(6,224)
Total comprehensive income for the financial year		-	-	-	-	(4,802)	(6,224)	39,499	28,473	2,752	31,225
Contribution by and distribution to owners of the Company:											
- ESOS options vested		-	-	1,813	-	-	-	-	1,813	-	1,813
- Issuance of shares:											
- Exercise of ESOS options	16	4,139	-	-	-	-	-	-	4,139	-	4,139
- Transfer to share capital for ESOS options exercised	16	1,108	-	(1,108)	-	-	-	-	-	-	-
- Dividend paid:											
- by the Company		-	-	-	-	-	-	(9,696)	(9,696)	-	(9,696)
Total transactions with owners		5,247	-	705	-	-	-	(9,696)	(3,744)	-	(3,744)
Transfer of employees' share option reserve for lapsed ESOS options		-	-	(848)	-	-	-	848	-	-	-
Adjustment to fair value reserves attributable to investment in unquoted shares previously disposed of		-	-	-	-	-	1,435	(1,435)	-	-	-
Balance at 31.12.2024		474,209	228,671	3,049	29,918	302	40,348	133,869	910,366	61,286	971,652

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

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

				← Non-distributable			→	Distributable			
	Note	Share Capital RM'000	ICPS RM'000	Employees' Share Option Reserve RM'000	Capital Reserve RM'000	Foreign Exchange Translation Reserve RM'000	Fair Value Reserve RM'000	Retained Profits/ (Accumulated Losses) RM'000	Attributable To Owners Of the Company RM'000	Non-controlling Interests RM'000	Total Equity RM'000
The Group											
Balance at 1.1.2025		474,209	228,671	3,049	29,918	302	40,348	133,869	910,366	61,286	971,652
Loss after taxation for the financial year		-	-	-	-	-	-	(228,151)	(228,151)	(26,129)	(254,280)
Other comprehensive expenses for the financial year:											
- Foreign currency translation differences		-	-	-	-	(2,944)	-	-	(2,944)	(325)	(3,269)
- Fair value changes of equity instruments	9	-	-	-	-	-	(1,066)	-	(1,066)	-	(1,066)
Total comprehensive expenses for the financial year		-	-	-	-	(2,944)	(1,066)	(228,151)	(232,161)	(26,454)	(258,615)
Transfer of employees' share option reserve for lapsed ESOS options		-	-	(1,554)	-	-	-	1,554	-	-	-
Balance at 31.12.2025		474,209	228,671	1,495	29,918	(2,642)	39,282	(92,728)	678,205	34,832	713,037

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

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

	Note	Share Capital RM'000	ICPS RM'000	Non-distributable Employees' Share Option Reserve RM'000	Non-distributable Fair Value Reserve RM'000	Distributable Retained Profits RM'000	Total Equity RM'000
The Company							
Balance at 1.1.2024		468,962	228,671	3,192	45,137	14,593	760,555
Profit after taxation for the financial year		-	-	-	-	9,055	9,055
Other comprehensive expenses for the financial year:							
- Fair value changes of equity instruments	9	-	-	-	(6,224)	-	(6,224)
Total comprehensive (expenses)/ income for the financial year		-	-	-	(6,224)	9,055	2,831
Contribution by and distribution to owners of the Company:							
- ESOS options vested		-	-	1,813	-	-	1,813
- Issuance of shares:							
- Exercise of ESOS options	16	4,139	-	-	-	-	4,139
- Transfer to share capital for ESOS options exercised	16	1,108	-	(1,108)	-	-	-
- Dividends paid		-	-	-	-	(9,696)	(9,696)
Total transactions with owners		5,247	-	705	-	(9,696)	(3,744)
Transfer of employees' share option reserve for lapsed ESOS options		-	-	(848)	-	848	-
Adjustment to fair value reserves attributable to investment in unquoted shares previously disposed of		-	-	-	1,435	(1,435)	-
Balance at 31.12.2024		474,209	228,671	3,049	40,348	13,365	759,642

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

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

				Non-distributable		Distributable	
	Note	Share Capital RM'000	ICPS RM'000	Employees' Share Option Reserve RM'000	Fair Value Reserve RM'000	Retained Profits/ (Accumulated Losses) RM'000	Total Equity RM'000
The Company							
Balance at 1.1.2025		474,209	228,671	3,049	40,348	13,365	759,642
Loss after taxation for the financial year		-	-	-	-	(18,535)	(18,535)
Other comprehensive expenses for the financial year:							
- Fair value changes of equity instruments	9	-	-	-	(1,066)	-	(1,066)
Total comprehensive expenses for the financial year		-	-	-	(1,066)	(18,535)	(19,601)
Transfer of employees' share option reserve for lapsed ESOS options		-	-	(1,554)	-	1,554	-
Balance at 31.12.2025		474,209	228,671	1,495	39,282	(3,616)	740,041

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

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

		The Group		The Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM/(FOR) OPERATING ACTIVITIES					
(Loss)/Profit before taxation		(287,354)	45,673	(18,259)	9,076
Adjustments for:-					
Amortisation of intangible assets	10	8,318	6,759	-	-
Depreciation:					
- property, plant and equipment	7	89,258	82,653	-	-
- right-of-use assets	8	1,936	1,000	-	-
Employees' share options expenses		-	1,813	-	-
Impairment losses:					
- trade receivables	13	2,209	4,113	-	-
- investments in subsidiaries	5	-	-	27,598	-
- inventories	12	193,541	15,564	-	-
Interest expense		18,666	22,045	-	-
Interest expense on lease liabilities		94	48	-	-
Inventories written off	12	111,348	8	-	-
Property, plant and equipment written off	7	70	-	-	-
Intangible assets written off		240	-	-	-
Share of results of equity accounted joint venture		4	14	-	-
Loss on dissolution in a joint venture		12	-	-	-
Unrealised gain on foreign exchange		(687)	(8,244)	-	-
Dividends income:					
- quoted ordinary shares		(979)	(854)	(979)	(854)
- redeemable preference shares		-	-	(8,640)	(8,640)
Gain on disposal of property, plant and equipment		(146)	(28)	-	-
Interest income		(4,985)	(6,852)	(738)	(725)
Reversal of impairment losses:					
- trade receivables	13	(2,092)	(2,560)	-	-
Operating profit/(loss) before working capital changes		129,453	161,152	(1,018)	(1,143)
Increase in inventories		(27,089)	(46,982)	-	-
Decrease in trade and other receivables		28,585	10,677	-	-
(Decrease)Increase in trade and other payables		(59,000)	3,609	(238)	88
CASH FROM/(FOR) OPERATIONS		71,949	128,456	(1,256)	(1,055)
Income tax paid		(7,343)	(9,170)	(68)	(225)
Interest paid		(18,760)	(22,093)	-	-
NET CASH FROM/(FOR) OPERATING ACTIVITIES		45,846	97,193	(1,324)	(1,280)

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

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

	Note	The Group 2025 RM'000	The Group 2024 RM'000	The Company 2025 RM'000	The Company 2024 RM'000
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
Acquisition of a subsidiary, net of cash and cash equivalents acquired		-	-	-	(10)
Acquisition of redeemable preference shares in subsidiaries		-	-	(30,000)	-
Additions of intangible assets		(3,741)	(10,487)	-	-
Dividends received:					
- quoted ordinary shares		979	854	979	854
- redeemable preference shares		-	-	8,640	8,640
Interest income received		4,985	6,852	738	725
Placement of deposits with maturity period of more than three months		(8,779)	-	(8,779)	-
Proceeds from disposal of property, plant and equipment		6,557	29	-	-
Purchase of property, plant and equipment	35(a)	(30,639)	(130,113)	-	-
Repayment from/(Advances to) subsidiaries		-	-	8,302	(3,390)
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(30,638)	(132,865)	(20,120)	6,819
CASH FLOWS (FOR)/FROM FINANCING ACTIVITIES					
Net drawdown/(repayment):					
- trade financing		18,110	(24,221)	-	-
- hire purchase payables		(155)	(152)	-	-
- term loans		(61,382)	(59,021)	-	-
- revolving credits		25,873	101,939	-	-
Proceeds from exercise of ESOS options	16	-	4,139	-	4,139
Repayment of lease liabilities		(1,667)	(763)	-	-
Dividends paid to shareholders of the Company		-	(9,696)	-	(9,696)
NET CASH (FOR)/FROM FINANCING ACTIVITIES		(19,221)	12,225	-	(5,557)
NET DECREASE IN CASH AND CASH EQUIVALENTS		(4,013)	(23,447)	(21,444)	(18)
EFFECTS OF FOREIGN EXCHANGE TRANSLATION		(11,617)	1,190	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		238,954	261,211	26,344	26,362
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	35(d)	223,324	238,954	4,900	26,344

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

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

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia. The registered office and principal place of business are as follows:-

Registered office	:	No. 15, Bukit Ledang, Off Jalan Duta, 50480 Kuala Lumpur.
Principal place of business	:	Lot 6, Batu Berendam Free Trade Zone, Phase III, 75350 Melaka.

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as “the Group”.

The financial statements of the Company and of the Group are presented in Ringgit Malaysia (“RM”), which is the Company’s functional and presentation currency and has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 27 April 2026.

2. PRINCIPAL ACTIVITIES

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

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards (“MFRSs”), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

3.1 During the current financial year, the Group and the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

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

Amendments to MFRS 121: Lack of Exchangeability

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

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

3. BASIS OF PREPARATION (CONT'D)

3.2 The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board ("MASB") but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statements of financial position and the statements of cash flows will also be affected. The Group and the Company are currently assessing the impact of implementing this new standard.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

(a) Income Taxes

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

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4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(b) Deferred Tax Assets

Deferred tax assets are recognised for all deductible temporary differences, unused tax losses, unabsorbed capital allowances and reinvestment allowance to the extent that it is probable that future taxable profits would be available against which the deductible temporary differences, unused tax losses, unabsorbed capital allowances and reinvestment allowance could be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the assessment of the probability of the future taxable profits. The carrying amount deferred tax assets as at the reporting date is disclosed in Note 22 to the financial statements.

(c) Impairment of Goodwill

The assessment of whether goodwill is impaired requires an estimation of the value in use of the cash-generating unit to which the goodwill is allocated. Estimating a value in use amount requires management to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at the reporting date and key assumptions and the sensitivity analysis are disclosed in Note 11 to the financial statements.

(d) Impairment of Property, Plant and Equipment, Right-of-use Assets and Intangible Assets

The Group and the Company determine whether its property, plant and equipment, right-of-use assets and intangible assets are impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports and discounted cash flows. For discounted cash flows, significant judgement is required in the estimation of the present value of future cash flows generated by the assets, which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. The carrying amount of property, plant and equipment, right-of-use assets and intangible assets as at the reporting date are disclosed in Notes 7, 8 and 10 to the financial statements.

(e) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 12 to the financial statements.

(f) Impairment of Trade Receivables

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying value of trade receivables. The carrying amounts of trade receivables as at the reporting date are disclosed in Note 13 to the financial statements.

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

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

Share-based Payments

The Group measures the cost of equity settled transactions with employees by reference to the fair value of the equity investments at the date at which they are granted. The estimating of the fair value requires determining the most appropriate valuation model for a grant of equity instruments, which is dependent on the terms and conditions of the grant. This also requires determining the most appropriate inputs to the valuation model including the expected life of the option volatility and dividend yield and making assumptions about them.

4.2 GOODWILL

Goodwill is initially measured at cost. Subsequent to the initial recognition, the goodwill is measured at cost less accumulated impairment losses, if any. A bargain purchase gain is recognised in profit or loss immediately.

4.3 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

Financial Assets Through Other Comprehensive Income

The Group has elected to designate the equity instrument as financial assets through other comprehensive income at initial recognition.

The financial assets are initially measured at fair value plus transaction costs. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes taken up in other comprehensive income and accumulated in the fair value reserve, except for the recognition of impairment, interest income and foreign exchange difference of a debt instrument which are recognised directly in profit or loss. The fair value changes do not include interest and dividend income.

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.3 FINANCIAL INSTRUMENTS (Cont'd)

(b) Financial Liabilities

Financial Liabilities Through Profit or Loss

The financial liabilities are initially measured at fair value. Subsequent to the initial recognition, the financial liabilities are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest expense.

Financial Liabilities At Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

Redeemable Preference Shares ("RPS")

Preference shares are classified as financial liabilities if they are redeemable on a specific date or at the option of the preference shareholders, or if dividend payments are not discretionary.

RPS are classified as financial liabilities in accordance with the substance of the contractual arrangement of the instruments. The RPS are measured at amortised cost using the effective interest method.

Dividends to holders of the RPS are recognised as finance costs, on an accrual basis.

(c) Equity Instruments

Equity instruments classified as equity are measured initially at cost and are not remeasured subsequently.

(i) Ordinary Shares

Ordinary shares are classified as equity and recorded at the proceeds received, net of directly attributable transaction costs.

Dividends on ordinary shares are recognised as liabilities when approved for appropriation.

(ii) ICPS

ICPS are classified as equity if they are non-redeemable and any dividends are discretionary.

ICPS are classified as equity in accordance with the substance of the contractual arrangement of the instruments. Dividends on ICPS are recognised as distributions within equity.

(d) Derivative Financial Instruments

Derivatives are initially measured at fair value. Subsequent to the initial recognition, the derivatives are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss.

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.3 FINANCIAL INSTRUMENTS (Cont'd)

(e) Financial Guarantee Contracts

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to initial recognition, financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, recognised in profit or loss upon discharge of the guarantee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Company, as the issuer, is required to reimburse the holder for the associated loss, the liability is measured at the higher of the amount of the credit loss determined in accordance with the expected credit loss model and the amount initially recognised less cumulative amortisation.

4.4 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries including the share options granted to employees of the subsidiaries, which are eliminated on consolidation, are stated in the separate financial statements of the Company at cost less impairment losses, if any.

4.5 INVESTMENT IN A JOINT VENTURE

Investment in a joint venture is stated in the separate financial statements of the Company at cost less impairment losses, if any. The Group recognises its interest in the joint venture using the equity method.

4.6 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost. Cost includes expenditure that are directly attributable to the acquisition of the asset directly attributable to bringing the asset to working condition for its intended use.

Subsequent to initial recognition, all property, plant and equipment, are stated at cost less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when the cost is incurred and it is probable that the future economic benefits associated with the asset will flow to the Group and the cost of the asset can be measured reliably. The carrying amount of parts that are replaced is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Freehold land is not depreciated. Depreciation is charged to profit or loss (unless it is included in the carrying amount of another asset) on the straight-line method to allocate their depreciable amounts over the estimated useful lives.

The principal annual rates used for this purpose are:-

Buildings	5%
Renovation	10% - 20%
Plant and machinery	10% - 20%
Motor vehicles	10% - 20%
Furniture and fittings, office equipment and electrical installation	10% - 50%

Capital work-in-progress represents building, plant and machinery under construction. They are not depreciated until such time when the assets are available for use.

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.7 INTANGIBLE ASSETS

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

(a) Patent Licence

The patent licence is amortised on a straight-line method to allocate its depreciable amounts over the periods of 10 to 20 years. In the event that the expected future economic benefits are no longer probable of being recovered, the patent licence is written down to its recoverable amount.

(b) Research and development expenditure

Research expenditure is recognised as an expense when it is incurred.

Development expenditure is recognised as an expense except that costs incurred on development projects are capitalised as non-current assets to the extent that such expenditure is expected to generate future economic benefits.

Development expenditure initially recognised as an expense is not recognised as assets in the subsequent period.

Capitalised development expenditure is amortised on a straight-line method over a period of 3 to 5 years when the products are ready for sale or use. Prior to that, the capitalised development expenditure is tested for impairment annually and whenever there is an indication that they may be impaired. In the event that the expected future economic benefits are no longer probable of being recovered, the development expenditure is written down to its recoverable amount.

4.8 INVENTORIES

Inventories are stated at the lower of cost and net realisable value. The cost of raw materials is determined on the weighted average cost method and comprises the purchase price and incidentals incurred in bringing the raw materials to their present location and condition.

Cost of finished goods and work-in-progress are determined using the standard cost method, which approximates the actual costs and includes the cost of materials, labour and an appropriate proportion of production overheads. They are regularly reviewed and, if necessary, revised in the light of current condition.

Net realisable value represents the estimated selling price less the estimated costs of completion and the estimated costs necessary to make the sale.

4.9 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

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

The Group apply the “short-term lease” and “lease of low-value assets” recognition exemption. For these leases, the Group recognise the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

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4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

(b) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(c) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

5. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2025 RM'000	2024 RM'000
Unquoted shares, at cost:		
- At 1 January	453,567	453,557
- Additions during the financial year	-	10
- At 31 December	453,567	453,567
Redeemable preference shares:		
- At 1 January	226,000	226,000
- Additions during the financial year	30,000	-
- 31 December	256,000	226,000
ESOS granted to the employees of subsidiaries:		
- At 1 January	28,819	27,006
- Additions during the financial year	-	1,813
- At 31 December	28,819	28,819
	738,386	708,386
Less: Accumulated impairment losses	(61,451)	(33,853)
	676,935	674,533
Accumulated impairment losses:		
- At 1 January	(33,853)	(33,853)
- Additions during the financial year	(27,598)	-
- At 31 December	(61,451)	(33,853)

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Effective Equity Interest 2025 %	Effective Equity Interest 2024 %	Principal Activities
Subsidiaries of the Company:-				
Omega Semiconductor Sdn. Bhd.	Malaysia	100	100	Dormant.
Dominant Opto Technologies Sdn. Bhd. ("Dominant Malaysia")	Malaysia	90	90	Manufacturing semiconductor components and machineries.
Dominant Electronics Sdn. Bhd. ("Dominant Electronics")	Malaysia	93.20	93.20	Design, manufacturing and sales of printed circuit board assemblies and provision of engineering services.
Dominant Technologies Sdn. Bhd. ("Dominant Technologies")	Malaysia	93.45	93.45	An investment holding company and design, develop, purchase and sales of integrated circuits ("IC") chips.
D Capital Sdn. Bhd.	Malaysia	100	100	An investment holding company.
Subsidiaries of Dominant Malaysia:-				
Dominant Semiconductors Europe GmbH ^	Germany	90	90	Merchandising semiconductor components.
Dominant Opto Technologies Korea Inc ^	The Republic of Korea	90	90	Merchandising semiconductor components.
Dominant Opto Technologies (Shanghai) Co., Ltd #	The People's Republic of China	90	90	Merchandising semiconductor components.
Dominant Opto Technologies North America, Inc. *	United States of America	90	90	Merchandising semiconductor components and receiving sales commission of related products.
Dominant Opto Technologies Japan K.K. *	Japan	90	90	Merchandising semiconductor components and provision of marketing services.
Subsidiary of Dominant Electronics:-				
DH Automotive Electronics Sdn. Bhd. ("DH Automotive")	Malaysia	47.53	-	Dormant.

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business/ Country of Incorporation	Effective Equity Interest 2025 %	Effective Equity Interest 2024 %	Principal Activities
Subsidiaries of Dominant Technologies:-				
Dominant Technologies (Singapore) Pte. Ltd. #	Singapore	93.45	93.45	Research and development on electronics and trade of electronic components.
Dominant Technologies (Taiwan) Co. Ltd. #	Taiwan, Republic of China	93.45	93.45	Design, develop, purchase and sales of IC chips.

Notes:-

\# *These subsidiaries were audited by other firms of chartered accountants.*

^ *These subsidiaries were audited by member firms of Crowe Global of which Crowe Malaysia PLT is a member.*

* *Not required to be audited under the laws of the country of incorporation.*

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

(a) During the financial year, the Company has carried out a review of the recoverable amounts of its investments in certain subsidiaries that had been persistently making losses.

(i) A total impairment losses of RM27,598,000, representing the write-down of the investments to their recoverable amounts, was recognised in "Other Expenses" line item of the statement of profit or loss and other comprehensive income. The total recoverable amount of RM23,189,000 (2024 - RM1,965,000) was determined using the share of net assets value of the subsidiaries; and

(ii) The recoverable amount of one of the subsidiary amounted to RM729,531,000 (2024 - Not applicable) was determined using the value in use approach by discounting the future cash flows projected to be generated by the subsidiary, assuming it will continue operations indefinitely. The key assumptions used in the determination of the recoverable amounts are as follows:-

	2025 %	2024 %	Basis
Growth rate	2.80 - 6.00	N/A	Based on the management's expectation on the market development.
Budgeted gross profit margin	10.95 - 22.13	N/A	Based on prior year performance.
Discount rate (post-tax)	8.90	N/A	Reflects specific risks.

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(a) (ii) The values assigned to the key assumptions represent management's assessment of future trends in the cash-generating units and are based on both external sources and internal historical data.

The recoverable amount is particularly sensitive in the following areas:-

(aa) A 1% decrease in the budgeted revenue growth rate used would result in an impairment loss of RM47,723,000 (2024 - Nil);

(bb) A 1% decrease of budgeted gross profit margin used would result in an impairment loss of RM55,363,000 (2024 - Nil); and

(cc) An increase of 1% percentage point in the post-tax discount rates used would result in an impairment loss of RM28,745,000 (2024 - Nil).

(b) On 26 March 2025, Dominant Electronics, a 93.20%-owned subsidiary of the Company, incorporated a 51%-owned subsidiary known as DH Automotive for a total cash consideration of RM100. The intended business activity of DH Automotive is develop, manufacturing, purchase and sales of electronics products and provision of engineering services.

In consequent thereof, DH Automotive became a 47.53%-indirect owned subsidiary of the Company.

(c) On 30 December 2025, the Company subscribed for RM20,000,000 and RM10,000,000 redeemable preference shares in Dominant Electronics and Dominant Technologies, respectively.

(d) The non-controlling interests at the end of the reporting period comprised the following:-

	Effective Equity Interest		The Group	
	2025	2024	2025	2024
	%	%	RM'000	RM'000
Dominant Malaysia Group	10.00	10.00	35,884	61,844
Other individual immaterial subsidiaries			(1,052)	(558)
			34,832	61,286

(e) The summarised financial information (before intra-group elimination) for a subsidiary that has non-controlling interests that is material to the Group is as follows:-

	Dominant Malaysia Group	
	2025	2024
	RM'000	RM'000
At 31 December		
Non-current assets	529,971	583,110
Current assets	789,611	1,116,379
Non-current liabilities	(327,624)	(389,404)
Current liabilities	(605,127)	(663,238)
Net assets	386,831	646,847

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5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(e) The summarised financial information (before intra-group elimination) for a subsidiary that has non-controlling interests that is material to the Group is as follows (Cont'd):-

	Dominant Malaysia Group 2025 RM'000	2024 RM'000
Financial Year Ended 31 December		
Revenue	988,428	1,080,454
(Loss)/profit for the financial year	(256,800)	36,762
Total comprehensive (expenses)/income	(260,016)	31,333
Net cash flows from operating activities	46,514	89,463
Net cash flows for investing activities	(18,523)	(111,333)
Net cash flows for financing activities	(24,093)	(2,178)

6. INVESTMENT IN A JOINT VENTURE

	The Group 2025 RM'000	2024 RM'000
Unquoted shares, at cost:-		
At 1 January	35	49
Share of losses	(4)	(14)
Dissolution during the financial year	(31)	-
At 31 December	-	35

The details of the joint venture are as follows:-

Name of Joint Venture	Principal Place of Business/ Country of Incorporation	Effective Equity Interest 2025 %	2024 %	Principal Activities
Domi-Star Optoelectronics Corporation ("Domi-Star")*	Taiwan, Republic of China	-	45.90	Dormant.

Note:-
* *Held through a 90%-owned subsidiary with 51% ownership in the joint venture.*

(a) The Group's involvement in joint arrangement is structured through separate entity which provide the Group rights to the net assets of the entity. Accordingly, the Group has classified this investment as joint venture.

(b) Although Dominant Malaysia holds more than 50% of the voting power in Domi-Star, Dominant Malaysia has determined that it does not have sole control over the investee considering that strategic and financial decisions of the relevant activities of the investee require unanimous consent by all shareholders.

(c) Domi-Star was approved for dissolution by Ministry of Economic Affairs, Taiwan, Republic of China on 27 May 2025.

7. PROPERTY, PLANT AND EQUIPMENT

	At 1.1.2025 RM'000	Additions (Note 35(a)) RM'000	Disposals RM'000	Write off RM'000	Transfers RM'000	Currency Translation Differences RM'000	Depreciation Charges RM'000	At 31.12.2025 RM'000
The Group								
2025								
Carrying Amount								
Freehold land	15,470	-	-	-	-	-	-	15,470
Buildings	32,541	123	-	-	-	-	(2,120)	30,544
Renovation	40,267	348	-	-	5,729	(3)	(7,004)	39,337
Plant and machinery	442,976	10,468	(5,660)	(70)	22,652	(4)	(76,688)	393,674
Motor vehicles	1,136	-	-	-	-	(6)	(320)	810
Furniture and fittings, office equipment and electrical installation	8,712	1,657	-	-	-	(26)	(3,126)	7,217
Capital work-in-progress	21,433	18,043	(751)	-	(28,381)	-	-	10,344
	562,535	30,639	(6,411)	(70)	-	(39)	(89,258)	497,396

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

The Group

2024

	At 1.1.2024 RM'000	Additions (Note 35(a)) RM'000	Disposal RM'000	Transfers RM'000	Currency Translation Differences RM'000	Depreciation Charges RM'000	At 31.12.2024 RM'000
Carrying Amount							
Freehold land	-	15,470	-	-	-	-	15,470
Buildings	34,376	516	-	-	-	(2,351)	32,541
Renovation	29,403	427	-	16,583	(3)	(6,143)	40,267
Plant and machinery	414,334	15,449	-	83,500	(13)	(70,294)	442,976
Motor vehicles	548	855	-	-	(8)	(259)	1,136
Furniture and fittings, office equipment and electrical installation	8,127	4,271	(1)	(9)	(70)	(3,606)	8,712
Capital work-in-progress	27,882	93,625	-	(100,074)	-	-	21,433
	514,670	130,613	(1)	-	(94)	(82,653)	562,535

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

	At Cost RM'000	Accumulated Depreciation RM'000	Carrying Amount RM'000
The Group			
2025			
Freehold land	15,470	-	15,470
Buildings	50,017	(19,473)	30,544
Renovation	85,900	(46,563)	39,337
Plant and machinery	844,464	(450,790)	393,674
Motor vehicles	2,594	(1,784)	810
Furniture and fittings, office equipment and electrical installation	33,841	(26,624)	7,217
Capital work-in-progress	10,344	-	10,344
	1,042,630	(545,234)	497,396
2024			
Freehold land	15,470	-	15,470
Buildings	49,894	(17,353)	32,541
Renovation	79,849	(39,582)	40,267
Plant and machinery	829,161	(386,185)	442,976
Motor vehicles	2,606	(1,470)	1,136
Furniture and fittings, office equipment and electrical installation	32,393	(23,681)	8,712
Capital work-in-progress	21,433	-	21,433
	1,030,806	(468,271)	562,535

(a) Capital work-in-progress represents building, plant and machinery under construction which are not ready for commercial use at the end of the reporting period.

(b) As at 31 December 2025, the property, plant and equipment of the Group with a carrying amount of RM290,842,103 (2024 - RM318,457,082), were pledged to financial institutions for credit facilities granted to the Group.

(c) Included in the property, plant and equipment of the Group were motor vehicles held under hire purchase arrangements with a total carrying amount of RM469,801 (2024 - RM651,107). These assets have been pledged as security for the hire purchase payables of the Group as disclosed in Note 27 to the financial statements.

8. RIGHT-OF-USE ASSETS

	At 1.1.2025 RM'000	Additions (Note 35(a)) RM'000	Disposal RM'000	Currency Translation Differences RM'000	Depreciation Charges RM'000	At 31.12.2025 RM'000
The Group						
2025						
Carrying Amount						
Leasehold lands	16,429	-	-	-	(246)	16,183
Buildings	1,270	2,828	(1,409)	(61)	(1,503)	1,125
Motor vehicles	24	443	-	16	(187)	296
	17,723	3,271	(1,409)	(45)	(1,936)	17,604

	At 1.1.2024 RM'000	Addition (Note 35(a)) RM'000	Currency Translation Differences RM'000	Depreciation Charges RM'000	Modification Of Lease Liabilities (Note 20) RM'000	At 31.12.2024 RM'000
The Group						
2024						
Carrying Amount						
Leasehold lands	16,675	-	-	(246)	-	16,429
Buildings	945	122	(54)	(692)	949	1,270
Motor vehicles	90	-	(4)	(62)	-	24
	17,710	122	(58)	(1,000)	949	17,723

(a) As at 31 December 2025, the right-of-use assets of the Group with a carrying amount of RM13,671,800 (2024 - RM13,874,787) was pledged to financial institutions for credit facilities granted to the Group.

(b) The Group leasing activities are summarised below:-

(i) Leasehold lands — The Group has 2 (2024 - 2) leasehold factory lands and 1 (2024 - 1) workers hostel land. It is under lease period of 71, 75 and 90 (2024 - 71, 75 and 90) years respectively. These leases do not allow the Group to transfer or create any charge, whole or any part of the land unless prior consent from the state authority.

(ii) Buildings — The Group has leased 5 (2024 - 5) office buildings under operating leases agreements that run between 2 to 5 (2024 - 2 to 5) years.

(iii) Motor vehicles — The Group has leased certain motor vehicles under operating leases with lease terms of 3 (2024 - 3) years.

9. OTHER INVESTMENTS

	The Group/The Company 2025 RM'000	2024 RM'000
Quoted ordinary shares, at fair value:-		
At 1 January	45,018	51,242
Fair value changes	(1,066)	(6,224)
At 31 December	43,952	45,018

<u>Equity Investments at Fair Value Through Other Comprehensive Income</u>

The Group and the Company have designated the below equity investments at fair value through other comprehensive income because the Group and the Company intend to hold the investments for the long term.

The fair value of the investment is summarised below:-

	The Group/The Company 2025 RM'000	2024 RM'000
Quoted ordinary shares:		
- Securitag Assembly Group Co., Ltd.	43,952	45,018

10. INTANGIBLE ASSETS

	At 1.1.2025 RM'000	Addition RM'000	Write off RM'000	Transfers RM'000	Currency Translation Differences RM'000	Amortisation Charges RM'000	At 31.12.2025 RM'000
The Group							
2025							
Carrying Amount							
Patent licence	3,858	-	-	-	-	(1,058)	2,800
Development expenditure	23,468	-	-	1,443	-	(7,260)	17,651
Development expenditure-in-progress	9,961	3,741	(240)	(1,443)	(757)	-	11,262
	37,287	3,741	(240)	-	(757)	(8,318)	31,713

NOTES TO THE FINANCIAL STATEMENTS
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10. INTANGIBLE ASSETS (CONT'D)

	At 1.1.2024 RM'000	Additions RM'000	Transfers RM'000	Currency Translation Differences RM'000	Amortisation Charges RM'000	At 31.12.2024 RM'000
The Group						
2024						
Carrying Amount						
Patent licence	4,915	-	-	-	(1,057)	3,858
Development expenditure	11,798	1,739	15,633	-	(5,702)	23,468
Development expenditure-in-progress	17,248	8,748	(15,633)	(402)	-	9,961
	33,961	10,487	-	(402)	(6,759)	37,287

	At Cost RM'000	Accumulated Amortisation RM'000	Carrying Amount RM'000
The Group			
2025			
Patent licence	13,224	(10,424)	2,800
Development expenditure	32,731	(15,080)	17,651
Development expenditure-in-progress	11,262	-	11,262
	57,217	(25,504)	31,713
2024			
Patent licence	13,224	(9,366)	3,858
Development expenditure	31,288	(7,820)	23,468
Development expenditure-in-progress	9,961	-	9,961
	54,473	(17,186)	37,287

(a) The intangible assets are in respect of patent licence and development expenditure of Light Emitting Diodes ("LED").

(b) The amortisation charges are recognised in "Other Expenses" line item of the statements of profit or loss and other comprehensive income.

(c) Included in additions during the financial year are:-

	The Group 2025 RM'000	The Group 2024 RM'000
Staff costs	1,396	1,314

11. GOODWILL

	The Group 2025 RM'000	The Group 2024 RM'000
Goodwill	24,207	24,207

The goodwill arose from the investment in a subsidiary and is reviewed for impairment annually.

During the financial year, the Group has assessed the recoverable amount of goodwill on consolidation, and determined that goodwill is not impaired.

The recoverable amounts of the cash-generating units are determined using the value in use approach, and this is derived from the present value of the future cash flows from the operating segments computed based on the projections of financial budgets approved by management covering a period of 5 years. The key assumptions used in the determination of the recoverable amounts are as follows:-

	2025 %	2024 %	Basic
Growth rate	2.80 - 6.00	7.50 - 8.00	Based on the management's expectation on the market development.
Budgeted gross profit margin	10.95 - 22.13	20.59	Based on prior year performance.
Discount rate (pre-tax)	11.71	15.30	Reflects specific risks.

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

The recoverable amount is particularly sensitive in the following areas:-

(i) A 1% decrease in the budgeted revenue growth rate used would result in an impairment loss of RM33,729,000 (2024 - Nil);

(ii) A 1% decrease of budgeted gross profit margin used would result in an impairment loss of RM44,018,000 (2024 - Nil); and

(iii) An increase of 1% percentage point in the pre-tax discount rates used would result in an impairment loss of RM18,764,000 (2024 - Nil).

12. INVENTORIES

	The Group 2025 RM'000	The Group 2024 RM'000
Raw materials	51,579	73,845
Work-in-progress	188,637	440,739
Finished goods	92,394	95,826
	332,610	610,410

NOTES TO THE FINANCIAL STATEMENTS
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12. INVENTORIES (CONT'D)

	The Group	
	2025 RM'000	2024 RM'000
Recognised in profit or loss:-		
Inventories recognised as cost of sales	675,629	721,706
Allowance for impairment losses on inventories	193,541	15,564
Inventories written off	111,348	8

13. TRADE RECEIVABLES

	The Group	
	2025 RM'000	2024 RM'000
Trade receivables	233,337	264,963
Allowance for impairment losses	(2,245)	(2,095)
	231,092	262,868

	The Group	
	2025 RM'000	2024 RM'000
Allowance for impairment losses:-		
At 1 January	(2,095)	(1,847)
Addition during the financial year (Note 30)	(2,209)	(4,113)
Reversal during the financial year (Note 30)	2,092	2,560
Written off during the financial year	-	1,166
Currency translation differences	(33)	139
At 31 December	(2,245)	(2,095)

The Group's normal trade credit terms range from 30 to 90 (2024 - 30 to 90) days.

14. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	The Group	
	2025 RM'000	2024 RM'000
Other receivables	4,339	4,680
Allowance for impairment losses	(475)	(475)
	3,864	4,205
Deposits	1,160	1,343
Prepayments	2,617	2,196
	7,641	7,744

	The Group	
	2025 RM'000	2024 RM'000
Allowance for impairment losses:-		
At 1 January	(475)	(934)
Written off during the financial year	-	459
At 31 December	(475)	(475)

15. DEPOSITS WITH FINANCIAL INSTITUTIONS

The deposits with financial institutions of the Group and of the Company at the end of the reporting period bore effective interest rates ranging from 2.20% to 4.15% (2024 - 3.70% to 4.85%) per annum and 3.55% (2024 - 3.70% to 3.80%) per annum respectively. The deposits have maturity period of 1 month to 4 months (2024 - 1 to 3 months) and 3 to 4 months (2024 - 1 to 3 months) for the Group and the Company respectively.

16. SHARE CAPITAL

	The Group/The Company			
	2025	2024	2025	2024
	Number Of Shares			
	'000	'000	RM'000	RM'000
Issued and Fully Paid-up				
Ordinary Shares				
At 1 January	1,239,483	1,238,290	474,209	468,962
New shares issued upon exercise of ESOS options	-	1,193	-	4,139
Transfer from employee share option reserve upon exercise of ESOS options	-	-	-	1,108
At 31 December	1,239,483	1,239,483	474,209	474,209

(a) In the previous financial year, the Company increased its issued and paid-up share capital from RM468,961,771 to RM474,209,384 by:-

(i) issuance of 1,081,600 new ordinary shares at an exercise price of RM3.49, pursuant to the ESOS;

(ii) issuance of 107,400 new ordinary shares at an exercise price of RM3.27, pursuant to the ESOS; and

(iii) issuance of 4,000 new ordinary shares at an exercise price of RM3.32, pursuant to the ESOS.

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

(b) The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per share at meetings of the Company.

17. IRREDEEMABLE CONVERTIBLE PREFERENCE SHARES

	The Group/The Company			
	2025	2024	2025	2024
	Number Of Shares			
	'000	'000	RM'000	RM'000
At 1 January/31 December	377,074	377,074	228,671	228,671

NOTES TO THE FINANCIAL STATEMENTS
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17. IRREDEEMABLE CONVERTIBLE PREFERENCE SHARES (CONT'D)

In 2018, the Company issued 451,168,029 ICPS at an issue price of RM0.61 per ICPS share for the acquisition of 27.95% equity interests in a subsidiary for a total purchase consideration of RM275,212,500.

The salient terms of the ICPS are as follows:-

(a) Each ICPS shall be converted at the option of the holders into one ordinary share of the Company at any time, subject to the terms of ICPS;

(b) The ICPS will not be listed on the Main Market of Bursa Securities ("Bursa"), however, the converted shares will be listed and quoted on Bursa;

(c) There is no dividend rate for ICPS, however, if the Company declares, makes or pays any dividends and/or other distributions to the shareholders, the Company shall declare the same dividends and/or distribution to the ICPS holder;

(d) The ICPS shall not be transferable, save and except for transfers between the holders of the ICPS, subject to the applicable laws, regulations and rules that would apply to the securities of the Company; and

(e) The ICPS shall rank equally among themselves. Upon the liquidation, dissolution or winding- up of the Company, the ICPS holders are entitled to distribution in equal priority with the holders of the ordinary shares. The entitlement of ICPS holders to the distribution shall be calculated as follows:-

$$X = \left(\frac{A}{B + 1.2C}\right) \times 1.2$$

Where:
A = Total net assets or surplus funds available for distribution
B = Total number of ordinary shares in issue at the point in time
C = Total number of ICPS in issue at the point in time
X = Distribution entitlement per ICPS

Save that in the event that X is more than the issue price of the ICPS, then the distribution shall be equal to the higher of, the issue price of the ICPS and Y based on the following formula:

$$Y = \frac{A}{B + C}$$

The ICPS shall rank subordinated to all the Company's creditors in respect of payment of debt and payments out of assets of the Company upon liquidation, dissolution, or winding-up of the Company.

18. RESERVES

	Note	The Group 2025 RM'000	The Group 2024 RM'000	The Company 2025 RM'000	The Company 2024 RM'000
Distributable:-					
(Accumulated losses)/ Retained profits		(92,728)	133,869	(3,616)	13,365
Non-distributable:-					
Fair value reserve	(a)	39,282	40,348	39,282	40,348
Foreign exchange translation reserve	(b)	(2,642)	302	-	-
Employees' share option reserve	(c)	1,495	3,049	1,495	3,049
Capital reserve	(d)	29,918	29,918	-	-
		(24,675)	207,486	37,161	56,762

(a) Fair Value Reserve

The fair value reserve represents the cumulative fair value changes (net of tax, where applicable) of investment designated at fair value through other comprehensive income.

(b) Foreign Exchange Translation Reserve

The foreign exchange translation reserve arose from the translation of the financial statements of foreign subsidiaries whose functional currencies are different from the Group's presentation currency.

(c) Employees' Share Option Reserve

The employees' share option reserve represents the equity-settled share options granted to eligible persons. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled share options, and is reduced by the expiry, exercise or lapse of the share options.

The Employees' Share Option Scheme of the Company ("ESOS") is governed by the ESOS By-Laws and was approved by shareholders on 8 June 2022. The ESOS will be in force for a period of 10 years effective from 15 June 2022.

The main features of the ESOS are as follows:-

(i) Eligible persons are employees and/or executive directors of the Group, excluding employees of dormant subsidiaries within the Group and non-executive directors, who have attained the age of at least eighteen years old.

(ii) The maximum number of new ordinary shares of the Company, which may be available under the scheme, shall not exceed in aggregate two percent (2%), or any such amount or percentage as may be permitted by the relevant authorities of the issued and paid-up share capital of the Company at any one time during the existence of the ESOS.

(iii) The option price shall be determined by the Board of Directors of the Company upon recommendation of the Option Committee which is at a discount of not more than ten percent (10%) on the five (5)-day weighted average market price of shares of the Company immediately preceding the offer date of the option.

NOTES TO THE FINANCIAL STATEMENTS
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18. RESERVES (CONT'D)

(c) Employees' Share Option Reserve (Cont'd)

(iv) The option may be exercised by the option holders by notice in writing to the Company in the prescribed form during the option period in respect of all or any part of the new ordinary shares of the Company comprised in the ESOS.

(v) All new ordinary shares issued upon exercise of the options granted under the ESOS will rank pari passu in all respects with the existing ordinary shares of the Company, provided always that new ordinary shares so allotted and issued, will not be entitled to any dividends, rights, allotments and/or other distributions declared, where the entitlement date of which is prior to the date of allotment and issuance of the new ordinary shares.

(vi) The aggregate allocation to the Executive Directors and Senior Management of the Group shall not exceed sixty percent (60%) of new shares of the Company available under the Scheme.

The option prices and the details in the movement of the options granted are as follows:-

		Number of Options over Ordinary Shares							
							Cumulative At 31.12.2025		
Date of Offer	Exercised Price RM	At 1.1.2025 '000	Granted '000	Lapsed^ '000	Exercise '000	At 31.12.2025 '000	Granted '000	Lapsed '000	Exercised '000
20.06.2022 #	3.49	-	-	-	-	-	2,665	(772)	(1,893)
06.06.2023 #	3.27	2,017	-	(2,017)	-	-	2,626	(2,181)	(445)
02.07.2024 #	3.32	2,366	-	(130)	-	2,236	2,711	(471)	(4)
		4,383	-	(2,147)	-	2,236	8,002	(3,424)	(2,342)

Notes:-

\# *These options are exercisable upon acceptance within 2 years from the date of the offer.*

^ *The options which lapsed during the financial year were due to resignation of employees or expiry of the options.*

The fair values of the share options granted were estimated using the modified Black-Scholes model, taking into account the terms and conditions upon which the options were granted. The fair value of the share options measured at grant date and the assumptions used are as follows:-

	Granted on 2.7.2024	Granted on 6.6.2023	Granted on 20.6.2022
Fair value of share options at the grant date (RM)	0.67	0.73	0.95
Weighted average ordinary share price (RM)	3.69	3.63	3.87
Exercise price of share option (RM)	3.32	3.27	3.49
Expected volatility (%)	25.65	29.47	49.20
Expected life from the grant date (years)	2	2	2
Risk free rate (%)	3.90	3.80	3.23
Expected dividend yield (%)	-	-	0.71

Expected volatility has been based on the evaluation of the historical volatility of the Company's share price over the last 1 year. Expected dividends are based on historical dividends. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability and general behavior of option holders.

18. RESERVES (CONT'D)

(d) Capital Reserve

The capital reserve arose from the issuance of new shares by a subsidiary to non-controlling interest at a premium. The issuance of new shares affected the ownership interest in the subsidiary without a change in control.

19. REDEEMABLE PREFERENCE SHARES ("RPS")

	The Group	
	2025	**2024**
	RM'000	**RM'000**
Non-current liabilities		
At 1 January/31 December	24,000	24,000

On 30 September 2022, Dominant Malaysia issued a 5-year RPS at RM1.00 per RPS.

The salient features of the RPS are as follows:-

(a) The issue price of each of the RPS was RM1.00.

(b) The tenure of the RPS is five (5) years commencing from and inclusive of the date of issuance on 30 September 2022.

(c) The maturity date shall fall on the fifth (5^{th}) anniversary of the Issue Date ("Initial Maturity Date") unless extended to such other date(s) as may be agreed in writing between Dominant Malaysia and all the RPS holders provided that such extension(s) shall not in any event be more than a period of 3 years from the Initial Maturity Date.

(d) The RPS shall be redeemed by Dominant Malaysia on the Maturity Date at RM1.00 for each RPS plus a sum equal to any arrears or accruals of the dividend payable calculated up to the date of redemption. On the Maturity Date, the holder of RPS shall deliver to Dominant Malaysia the original share certificate(s) (if any) in respect of his RPS which are to be redeemed on the date for cancellation.

(e) The RPS carry a dividend of 4% per annum, payable yearly in arrears. The dividend rights are cumulative. No dividends shall be paid on the ordinary shares of Dominant Malaysia unless the dividends on the RPS have first been paid.

(f) The RPS holders shall not carry any right to vote at any general meeting except for capital reduction, variation of rights attached to the RPS and issuance of further shares ranking in priority to pari passu with the RPS.

(g) Save in respect of the RPS holders' rights to receive the cumulative preferential dividends, the RPS holders shall not be entitled to participate in the surplus profits (if any) remaining at such time after the payment of the cumulative preferential dividends.

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20. LEASE LIABILITIES

	The Group	
	2025 RM'000	2024 RM'000
At 1 January	1,309	1,061
Additions (Notes 8 and 35(b))	3,271	122
Interest expense recognised in profit or loss (Note 31)	94	48
Changes due to lease modification (Notes 8 and 35(b))	-	949
Repayment of principal	(1,667)	(763)
Repayment of interest expense	(94)	(48)
Derecognition due to lease modification	(1,418)	-
Currency translation difference	(47)	(60)
At 31 December	1,448	1,309
Analysed by:-		
Current liabilities	1,120	703
Non-current liabilities	328	606
	1,448	1,309

21. LONG-TERM BORROWINGS

	The Group	
	2025 RM'000	2024 RM'000
Term loans (Note 28)	53,729	94,215
Hire purchase payables (Note 27)	238	393
Revolving credits (Note 26(b))	52,560	55,379
	106,527	149,987

22. DEFERRED TAX ASSETS/(DEFERRED TAX LIABILITIES)

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Deferred tax assets	20,382	265	-	-
Deferred tax liabilities	(150)	(18,507)	(150)	(150)
	20,232	(18,242)	(150)	(150)
At 1 January	(18,242)	(22,204)	(150)	(150)
Recognised in profit or loss (Note 32)	38,476	3,892	-	-
Currency translation difference	(2)	70	-	-
At 31 December	20,232	(18,242)	(150)	(150)

22. DEFERRED TAX ASSETS/(DEFERRED TAX LIABILITIES) (CONT'D)

The deferred tax assets and deferred tax liabilities represent the tax effects of:-

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Deferred tax assets				
Provisions	-	107	-	-
Allowances for impairment losses:				
- inventories	40,666	1,439	-	-
- trade receivables	-	16	-	-
Unutilised tax losses	7,935	-	-	-
Unabsorbed capital allowances	15,437	-	-	-
Unutilised reinvestment allowances	10,642	42,740	-	-
Excess of depreciation over over capital allowances	264	264	-	-
	74,944	44,566	-	-
Deferred tax liabilities				
Unrealised foreign exchange - trade	(837)	-	-	-
Accelerated capital allowances over depreciation	(53,875)	(62,808)	(150)	(150)
	(54,712)	(62,808)	(150)	(150)
	20,232	(18,242)	(150)	(150)

23. TRADE PAYABLES

(a) The normal trade credit terms granted range from 30 to 120 (2024 - 30 to 120) days.

(b) The amount owing is unsecured, interest-free and subject to the normal trade credit terms. The amount owing is to be settled in cash.

(c) Included in trade payables of the Group are:-

	The Group	
	2025 RM'000	2024 RM'000
Amount owing to related parties	142	240
Amount owing to a 10% shareholder of a subsidiary	72,553	136,126
	72,695	136,366

The nature of the related party relationship and details of the transactions involved are disclosed in Note 37(b) to the financial statements.

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24. OTHER PAYABLES AND ACCRUALS

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Other payables	10,324	12,361	43	33
Accruals and provision	25,151	15,789	254	502
	35,475	28,150	297	535
Deposits received	213	213	-	-
	35,688	28,363	297	535

Included in provision are derivatives assets as follows:-

	Contract/Notional Amount		The Group	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Forward currency contract:				
- Chinese Renminbi ("RMB")	-	6,404	-	273
- Euro	-	29,966	-	1,990
- United States Dollar ("USD")	4,232	-	171	-
			171	2,263

The Group does not apply hedge accounting.

Forward currency contracts are used to hedge the Group's foreign currency receivables denominated in USD (2024 - RMB and Euro) at the end of the reporting period. The settlement dates of outstanding forward currency contracts at the end of the reporting period range between 1 and 4 months (2024 - 1 and 3) months.

25. AMOUNT OWING BY SUBSIDIARIES

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

26. SHORT-TERM BORROWINGS

		The Group	
	Note	2025 RM'000	2024 RM'000
Hire purchase payables (Note 27)		160	160
Term loans (Note 28)		37,833	62,812
Trade financing	(a)	148,844	132,573
Revolving credits	(b)	165,530	137,400
		352,367	332,945

26. SHORT-TERM BORROWINGS (CONT'D)

(a) The trade financing of the Group at the end of the reporting period bore effective interest rates ranging from 2.03% to 3.44% (2024 - 1.99% to 4.09%) per annum and are secured by a corporate guarantee of the Company.

(b) Revolving credits

	The Group	
	2025 RM'000	2024 RM'000
Current liabilities (Note 26)	165,530	137,400
Non-current liabilities (Note 21)	52,560	55,379
	218,090	192,779

(i) The revolving credits of the Group at the end of the reporting period are secured by a corporate guarantee of the Company and a corporate guarantee of a subsidiary.

(ii) The repayment terms of the revolving credits are as follows:-

Repayment terms	Effective Interest Rate As At 31 December 2025 %	2024 %	The Group 2025 RM'000	2024 RM'000
Subject to monthly rollover and to be repaid over 3 years by monthly principal repayment of RM834,000,commencing from the full drawdown of revolving credit or the 25th month after the first drawdown (i.e. June 2026), whichever is earlier	4.04	4.24	7,902	5,592
Subject to monthly rollover and to be repaid over 5 years by monthly principal repayment of RM792,500 (2024: RM834,000), commencing from the full drawdown of revolving credit or the 25th month after the first drawdown (i.e. December 2026), whichever is earlier	3.99	4.24	34,690	23,000
Repayable in 35 monthly instalments of RM139,000 each, with a final instalment of RM135,000, commencing in April 2024	3.75	4.01	44,502	43,467
Maturity period ranging from 1 to 9 (2024 - 1 to 9) months	2.15 - 4.54	2.95 - 4.73	130,996	120,720
			218,090	192,779

NOTES TO THE FINANCIAL STATEMENTS
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27. HIRE PURCHASE PAYABLES

	The Group 2025 RM'000	The Group 2024 RM'000
Minimum hire purchase payments:		
- not later than 1 year	178	178
- later than 1 year and not later than 5 years	267	440
	445	618
Less: Future finance charges	(47)	(65)
Present value of hire purchase payables	398	553
Analysed by:-		
Current liabilities (Note 26)	160	160
Non-current liabilities (Note 21)	238	393
	398	553

The hire purchase payables bore an effective interest rate ranging from 1.96% to 2.46% (2024 - 1.96% to 2.46%) per annum. The interest rates are fixed at the inception of the hire purchase arrangements.

The hire purchase payables of RM90,000 (2024 - RM144,510) are secured by a guarantee of a subsidiary's director and Group's property, plant and equipment as disclosed in Note 7(c) to the financial statements.

28. TERM LOANS (SECURED)

	The Group 2025 RM'000	The Group 2024 RM'000
Current liabilities (Note 26)	37,833	62,812
Non-current liabilities (Note 21)	53,729	94,215
	91,562	157,027

28. TERM LOANS (SECURED) (CONT'D)

The repayment terms of the term loans are as follows:-

Repayment terms	Effective Interest Rate As At 31 December 2025 %	2024 %	The Group 2025 RM'000	2024 RM'000
Term loan I, repayment in 60 monthly instalments effective from August 2022	4.84 #	5.54 #	11,792	21,964
Term loan II, repayment in 120 monthly instalments effective from April 2022	3.95 #	4.23 #	8,325	9,675
Term loan III, repayment in 36 monthly instalments effective from July 2023	4.69 #	5.62 #	13,536	44,755
Term loan IV, repayment in 60 monthly instalments effective from July 2020	-	4.44 #	-	1,317
Term loan V, repayment in 180 monthly instalments effective from November 2024	4.08 #	4.08 #	13,934	14,668
Term loan VI, repayment in 50 monthly instalments effective from February 2022	1.00 ^	1.00 ^	3	15
Term loan VII, repayment in 36 monthly instalments effective from March 2022	-	5.59 #	-	3,904
Term loan VIII, repayment in 36 monthly instalments effective from April 2022	-	5.80 #	-	1,641
Term loan IX, repayment in 60 monthly instalments effective from June 2024	4.64 #	4.84 #	42,334	54,734
Term loan X, repayment in 36 monthly instalments effective from August 2023	4.15 #	4.44 #	1,638	4,354
			91,562	157,027

Notes:-
^ *Fixed rate term loan*
# *Floating rate term loan*

Term loans I, III, VII, VIII and IX are secured by a corporate guarantee of the Company and a fixed charge over plant and machinery which is included in the property, plant and equipment as disclosed in Note 7(b) to the financial statements.

Term loans II, IV and X are secured by a corporate guarantee of the Company and a fixed charge over leasehold land and building which is included in the property, plant and equipment and right-of-use assets as disclosed in Notes 7(b) and 8(a) respectively to the financial statements.

Term loan V is secured by a corporate guarantee of the Company and a fixed charge over freehold land which is included in the property, plant and equipment as disclosed in Note 7(b) to the financial statements.

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28. TERM LOANS (SECURED) (CONT'D)

Term loans VI is disbursed under Paycheck Protection Program enacted under the Coronavirus Aid Relief and Economic Security Act, United States of America. The Coronavirus Aid Relief and Economic Security Act provides that all or a portion of these loans may be forgiven upon request by the Borrower to the Lender provided the loan proceeds are used in accordance with the term of the Coronavirus Aid Relief and Economic Security Act.

The interest rate profile of the term loans are summarised below:-

	Effective Interest Rate As At 31 December		The Group	
	2025 %	2024 %	2025 RM'000	2024 RM'000
Fixed rate term loans	1.00	1.00	3	15
Floating rate term loans	3.95 - 4.84	4.08 - 5.80	91,559	157,012
			91,562	157,027

A subsidiary breached a debt covenant for two term loans on 31 December 2025. The Group has obtained a one-off indulgence from the bank to allow the Group to exceed the ratio subject to such loan covenant fully rectified by the next annual review. These term loans amounted to RM15,175,016 with maturity dates in June and July 2026, are currently classified as current liabilities and will be fully settled by July 2026.

29. REVENUE

	The Group	
	2025 RM'000	2024 RM'000
Revenue from contracts with customers		
Recognised at a point in time		
Sale of goods	989,697	1,076,163

(a) The information on the disaggregation of revenue by geographical market is disclosed in Note 38 to the financial statements.

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

Nature of Revenue	Timing and Method of Revenue Recognition	Significant Payment Terms	Variable Considerations	Warranty and Obligation for Returns or Refunds
Sale of goods	When the goods are delivered in accordancewith the Incoterms agreed by both parties.	Credit periods ranging from 30 - 90 days from the invoice date.	Not applicable.	Not applicable.

30. NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS

	The Group	
	2025 RM'000	2024 RM'000
Impairment losses:		
- trade receivables (Note 13)	2,209	4,113
Reversal of impairment losses:		
- trade receivables (Note 13)	(2,092)	(2,560)
	117	1,553

31. (LOSS)/PROFIT BEFORE TAXATION

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
(Loss)/Profit before taxation is arrived at after charging/ (crediting):-				
Auditors' remuneration:				
- audit fees:				
- auditors of the Company	252	217	73	64
- member firms of the auditors of the Company	204	292	-	-
- other auditors	66	61	-	-
- non-audit fees:				
- auditors of the Company	6	5	6	5
- underprovision in the previous financial year	9	-	4	-
Compensation to customers	20,069	15,672	-	-
Directors' remuneration (Note 36(a))	2,946	3,024	459	466
Amortisation of intangible assets	8,318	6,759	-	-
Depreciation:				
- property, plant and equipment *	89,258	82,653	-	-
- right-of-use assets	1,936	1,000	-	-
Interest expense on financial liabilities that are not at fair value through profit or loss:				
- trade financing	4,585	6,041	-	-
- hire purchase payables	18	17	-	-
- revolving credits	7,062	3,749	-	-
- term loans	6,041	11,278	-	-
- RPS dividends	960	960	-	-
Interest expense on lease liabilities (Note 20)	94	48	-	-
Impairment losses:				
- investments in subsidiaries	-	-	27,598	-
- inventories	193,541	15,564	-	-
Inventories written off	111,348	8	-	-
(Gain)/Loss on foreign exchange:				
- realised	(3,012)	10,921	35	32
- unrealised	(687)	(8,244)	-	-
Property, plant and equipment written off	70	-	-	-
Research and development expenses	29,079	31,926	-	-

NOTES TO THE FINANCIAL STATEMENTS
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31. (LOSS)/PROFIT BEFORE TAXATION (CONT'D)

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
(Loss)/Profit before taxation is arrived at after charging/ (crediting) (Cont'd):-				
Staff costs (including other key management personnel as disclosed in Note 36(b)):				
- salaries and other benefits	125,053	137,636	131	154
- defined contribution benefits	7,769	7,963	14	12
- employees' share options expenses	-	1,713	-	-
Dividend income from:				
- quoted ordinary shares	(979)	(854)	(979)	(854)
- redeemable preference shares	-	-	(8,640)	(8,640)
Gain on disposal of property, plant and equipment	(146)	(28)	-	-
Interest income:				
- deposits with financial institutions	(2,239)	(2,593)	(691)	(678)
- cash and bank balances	(2,746)	(4,259)	(47)	(47)

Note:-

* *Included in the depreciation of property, plant and equipment of the Group is an amount of RM2,706,544 (2024 - RM2,790,344) incurred for the research and development activities.*

32. (TAX INCOME)/INCOME TAX EXPENSE

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current tax:				
- for the financial year:				
- Malaysian taxation	111	3,065	111	118
- Foreign taxation	5,201	3,383	-	-
- (over)/underprovision in the previous financial year:				
- Malaysian taxation	(32)	611	43	(204)
- Foreign taxation	-	(389)	-	-
	5,280	6,670	154	(86)
Deferred tax (Note 22):				
- for the financial year	(32,526)	(4,040)	-	-
- (over)/underprovision in the previous financial year	(5,950)	148	-	-
	(38,476)	(3,892)	-	-
Withholding tax on dividend received	122	107	122	107
	(33,074)	2,885	276	21

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024 - 24%) of the estimated assessable profit for the financial year. Taxation for other jurisdictions is calculated at rates prevailing in the respective jurisdictions.

32. (TAX INCOME)/INCOME TAX EXPENSE (CONT'D)

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

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
(Loss)/Profit before taxation	(287,354)	45,673	(18,259)	9,076
Tax at the statutory tax rate of 24% (2024 - 24%)	(68,965)	10,962	(4,382)	2,178
Tax effects of:-				
Non-deductible expenses	6,390	916	6,802	219
Non-taxable income	(1,208)	(435)	(2,309)	(2,279)
Differential in tax rates of foreign subsidiaries	631	(324)	-	-
Deferred tax assets not recognised during the financial year (Note 32(a))	39,485	1,513	-	-
Utilisation of reinvestment allowance	(3,547)	(10,224)	-	-
(Over)/Underprovision in the previous financial year:				
- current tax	(32)	222	43	(204)
- deferred tax	(5,950)	148	-	-
Withholding tax on dividend received	122	107	122	107
(Tax income)/Income tax expense for the financial year	(33,074)	2,885	276	21

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

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Deferred tax assets				
Unutilised tax losses:				
expiring in years of assessments:				
- 2028	612	612	612	612
- 2029	790	790	-	-
- 2030	1,351	1,351	-	-
- 2031	2,027	2,027	-	-
- 2032	2,360	2,360	-	-
- 2033	2,070	2,070	-	-
- 2034	2,507	2,507	-	-
- 2035	2,696	-	-	-
- no expiring date	4,783	4,615	-	-
	19,196	16,332	612	612

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32. (TAX INCOME)/INCOME TAX EXPENSE (CONT'D)

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

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Unabsorbed reinvestment allowances	159,570	-	-	-
Unabsorbed capital allowances	21,095	17,451	-	-
Provision	467	428	-	-
	200,328	34,211	612	612
Deferred tax liability				
Accelerated capital allowances over depreciation	(6,417)	(4,474)	-	-
	193,911	29,737	612	612

(b) For the Malaysia entities, the unused tax losses and unabsorbed reinvestment allowances are allowed to be utilised for 10 (2024 - 10) and 7 (2024 - 7) consecutive years of assessment respectively while unabsorbed capital allowances are allowed to be carried forward indefinitely.

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

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Utilisation of current financial year's tax losses	4,007	35	-	-
Utilisation of current financial year's capital allowance	2,607	82,411	-	-
Utilisation of current financial year's reinvestment allowance	-	15,887	-	-

33. EARNINGS PER SHARE

(a) Basic Earnings Per Share

The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	The Group 2025	The Group 2024
(Loss)/Profit attributable to owners of the Company (RM'000)	(228,151)	39,499
Dividends on ICPS (RM'000)	-	(2,262)
(Loss)/Profit attributable to ordinary equity holders of the Company (RM'000)	(228,151)	37,237
Weighted average number of ordinary shares in issue:-		
Issued ordinary shares at 1 January ('000)	1,239,483	1,238,290
Effect of new ordinary shares issued under ESOS during the financial year ('000)	-	707
Weighted average number of ordinary shares at 31 December ('000)	1,239,483	1,238,997
Basic (loss)/earnings per share (sen)	(18.407)	3.006

(b) Diluted Earnings Per Share

The diluted earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year and adjusted for the effects of dilutive potential ordinary shares.

	The Group 2025	The Group 2024
(Loss)/Profit attributable to owners of the Company (RM'000)	(228,151)	39,499
Weighted average number of ordinary shares for the year ('000) (as above)	1,239,483	1,238,997
Weighted average number of shares deemed to have been issued under ICPS at no consideration ('000)	377,074	377,074
Weighted average number of ordinary shares for diluted earnings per share computation ('000)	1,616,557	1,616,071
Diluted earnings per share (sen)	(14.113)	2.444

The potential conversion of ESOS are anti-dilutive as their exercise prices are higher than the average market price of the Company's ordinary shares during the current financial year. Accordingly, the exercise of ESOS has been ignored in the calculation of dilutive earnings per share.

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34. DIVIDENDS

	The Company	
	2025 RM'000	2024 RM'000
Ordinary shares		
<u>In respect of the financial year ended 31 December 2023</u>		
A first interim dividend of 0.30 sen per ordinary share	-	3,715
<u>In respect of the financial year ended 31 December 2024</u>		
A first interim dividend of 0.30 sen per ordinary share	-	3,719
	-	7,434
ICPS		
<u>In respect of the financial year ended 31 December 2023</u>		
A first interim dividend of 0.30 sen per ICPS	-	1,131
<u>In respect of the financial year ended 31 December 2024</u>		
A first interim dividend of 0.30 sen per ICPS	-	1,131
	-	2,262
	-	9,696

35. CASH FLOW INFORMATION

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

	The Group	
	2025 RM'000	2024 RM'000
Property, Plant and Equipment		
Cost of property, plant and equipment purchased (Note 7)	30,639	130,613
Less: Acquired through hire purchase arrangements	-	(500)
	30,639	130,113
Right-of-use Assets		
Cost of right-of-use assets acquired (Note 8)	3,271	122
Less: Additions of new lease liabilities (Note 35(b))	(3,271)	(122)
	-	-

35. CASH FLOW INFORMATION (CONT'D)

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

The Group	Term Loans RM'000	Revolving Credits RM'000	Trade Financing RM'000	Lease Liabilities RM'000	Hire Purchase Payables RM'000	Total RM'000
2025						
At 1 January	157,027	192,779	132,573	1,309	553	484,241
Changes in Financing Cash Flows						
Proceeds from drawdown	-	359,416	843,698	-	-	1,203,114
Repayment of principal	(61,382)	(333,543)	(825,588)	(1,667)	(155)	(1,222,335)
Repayment of interests	(6,041)	(7,062)	(4,585)	(94)	(18)	(17,800)
	(67,423)	18,811	13,525	(1,761)	(173)	(37,021)
Other Changes						
Acquisition of new leases (Notes 20 and 35(a))	-	-	-	3,271	-	3,271
Derecognition due to lease modification (Notes 20)	-	-	-	(1,418)	-	(1,418)
Interest expense recognised in profit or loss	6,041	7,062	4,585	94	18	17,800
Unrealised foreign exchange gain	(4,082)	-	-	-	-	(4,082)
Currency translation difference	(1)	(562)	(1,839)	(47)	-	(2,449)
	1,958	6,500	2,746	1,900	18	13,122
At 31 December	91,562	218,090	148,844	1,448	398	460,342

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

35. CASH FLOW INFORMATION (CONT'D)

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

The Group	Term Loans RM'000	Revolving Credits RM'000	Trade Financing RM'000	Lease Liabilities RM'000	Hire Purchase Payables RM'000	Total RM'000
2024						
At 1 January	217,873	91,477	157,005	1,061	205	467,621
Changes in Financing Cash Flows						
Proceeds from drawdown	19,445	366,648	556,781	-	-	942,874
Repayment of principal	(78,466)	(264,709)	(581,002)	(763)	(152)	(925,092)
Repayment of interests	(11,278)	(3,749)	(6,041)	(48)	(17)	(21,133)
	(70,299)	98,190	(30,262)	(811)	(169)	(3,351)
Other Changes						
Acquisition of new leases (Notes 20 and 35(a))	-	-	-	122	-	122
Modification of leases (Notes 8 and 20)	-	-	-	949	-	949
Interest expense recognised in profit or loss	11,278	3,749	6,041	48	17	21,133
Unrealised foreign exchange gain	(1,823)	(637)	(211)	-	-	(2,671)
Property, plant and equipment acquired through hire purchase arrangements	-	-	-	-	500	500
Currency translation difference	(2)	-	-	(60)	-	(62)
	9,453	3,112	5,830	1,059	517	19,971
At 31 December	157,027	192,779	132,573	1,309	553	484,241

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

	The Group 2025 RM'000	The Group 2024 RM'000
Interest paid on lease liabilities	94	48
Payment on lease liabilities	1,667	763
	1,761	811

35. CASH FLOW INFORMATION (CONT'D)

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

	The Group		The Company	
	2025 RM'000	**2024 RM'000**	**2025 RM'000**	**2024 RM'000**
Deposits with financial institutions	37,872	39,270	12,099	25,843
Cash and bank balances	194,231	199,684	1,580	501
	232,103	238,954	13,679	26,344
Less:				
Deposits with maturity dates of more than three months	(8,779)	-	(8,779)	-
	223,324	238,954	4,900	26,344

36. KEY MANAGEMENT PERSONNEL COMPENSATION

The key management personnel of the Group and of the Company include executive directors and non-executive directors of the Company and certain members of senior management of the Group and of the Company.

The key management personnel compensation during the financial year are as follows:-

	The Group		The Company	
	2025 RM'000	**2024 RM'000**	**2025 RM'000**	**2024 RM'000**
(a) **Directors of the Company**				
Executive Directors:				
- salaries, bonus and other benefits	763	706	-	-
- defined contribution benefits	45	51	-	-
- employees' share options expenses	-	43	-	-
	808	800	-	-
Non-executive Directors:				
- fees	409	424	409	424
- allowances	50	42	50	42
	459	466	459	466
	1,267	1,266	459	466
Directors of the Subsidiaries				
Executive Directors:				
- salaries, bonus and other benefits	1,593	1,619	-	-
- defined contribution benefits	86	82	-	-
- employees' share options expenses	-	57	-	-
	1,679	1,758	-	-
Total directors' remuneration (Note 31)	2,946	3,024	459	466

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36. KEY MANAGEMENT PERSONNEL COMPENSATION (CONT'D)

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

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
(b) Other Key Management Personnel				
Salaries, bonus and other benefits	2,195	1,937	-	-
Defined contribution benefits	191	165	-	-
Employees' share options expenses	-	70	-	-
Total compensation for other key management personnel (Note 31)	2,386	2,172	-	-

37. RELATED PARTY DISCLOSURES

(a) Subsidiaries, related parties and joint venture

The subsidiaries and related parties are disclosed in Notes 5 and 23 to the financial statements.

The joint venture of the Group is disclosed in Note 6 to the financial statements.

(b) Significant Related Party Transaction and Balances

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

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Subsidiaries				
Advances to	-	-	3,170	17,990
Payment on behalf for	-	-	8	15,600
Related parties				
(i) From the companies in which certain directors have substantial interests:				
- Purchases of raw materials	397	779	-	-
- Rental expense	186	186	-	-
(ii) From a 10% shareholder of a subsidiary:				
- Purchases of raw materials	203,657	266,404	-	-

The significant outstanding balances of the related parties together with their terms and conditions are disclosed in the respective notes to the financial statements.

38. OPERATING SEGMENTS

BUSINESS SEGMENTS

Information on business segments is not presented as the Group operates primarily in the semiconductor industry.

38. OPERATING SEGMENTS (CONT'D)

GEOGRAPHICAL SEGMENTS

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

Segment assets and capital expenditure are determined according to the country where these assets are located.

The following is an analysis of the Group's business by geographical segments:-

The Group	Asia RM'000	Europe RM'000	North America RM'000	Other Countries RM'000	Total RM'000
2025					
Revenue	689,458	242,009	58,153	77	989,697
Segment assets	1,366,727	88,346	2,013	-	1,457,086
Capital expenditure:					
- property, plant and equipment	30,631	-	8	-	30,639
- right-of-use assets	2,828	443	-	-	3,271
- intangible assets	3,741	-	-	-	3,741
2024					
Revenue	701,788	292,636	78,187	3,552	1,076,163
Segment assets	1,734,498	86,751	2,481	-	1,823,730
Capital expenditure:					
- property, plant and equipment	130,593	12	8	-	130,613
- right-of-use assets	122	-	-	-	122
- intangible assets	10,487	-	-	-	10,487

MAJOR CUSTOMERS

In the previous financial year, there was a major customer with purchases equal to or more than 10% of the Group's total revenue as stated below:-

	The Group 2025 RM'000	2024 RM'000
Customer 1	#	107,235

Note:-
 # Represents amount less than 10% of the Group's total revenue.

39. CAPITAL COMMITMENTS

	The Group 2025 RM'000	2024 RM'000
Purchase of property, plant and equipment	14,370	27,974

40. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risks (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

40.1 FINANCIAL RISK MANAGEMENT POLICIES

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

(a) Market Risk

(i) Foreign Currency Risk

The Group is exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the respective functional currencies of entities within the Group. The currencies giving rise to this risk are primarily United States Dollar, Euro, Korean Won, New Taiwan Dollar, Chinese Renminbi and Yen. Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level. On occasion, the Group enters into forward foreign currency contracts to hedge against the foreign currency risk. The Group also holds cash and cash equivalents denominated in foreign currencies for working capital purposes.

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

Foreign Currency Exposure

The Group	United States Dollar RM'000	Euro RM'000	Korean Won RM'000	New Taiwan Dollar RM'000	Chinese Renminbi RM'000	Yen RM'000	Others RM'000	Ringgit Malaysia RM'000	Total RM'000
2025									
Financial Assets									
Other investments	-	-	-	43,952	-	-	-	-	43,952
Trade receivables	61,278	43,600	7,487	-	118,567	-	-	160	231,092
Other receivables	28	2,330	-	-	1,305	22	19	160	3,864
Deposits with financial institutions	14,214	-	11,559	-	-	-	-	12,099	37,872
Cash and bank balances	111,819	15,291	3,857	191	43,435	38	5	19,595	194,231
	187,339	61,221	22,903	44,143	163,307	60	24	32,014	511,011

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	United States Dollar RM'000	Euro RM'000	Korean Won RM'000	New Taiwan Dollar RM'000	Chinese Renminbi RM'000	Yen RM'000	Others RM'000	Ringgit Malaysia RM'000	Total RM'000
2025									
Financial Liabilities									
Redeemable preference shares	-	-	-	-	-	-	-	24,000	24,000
Trade payables	186,477	100	-	512	16,945	2,028	89	17,868	224,019
Other payables and accruals	3,693	3,427	525	144	5,177	97	94	22,318	35,475
Term loans	25,331	-	-	-	-	-	-	66,231	91,562
Trade financing	-	9,270	-	-	131,217	-	-	8,357	148,844
Hire purchase payables	-	-	-	-	-	-	-	398	398
Revolving credits	-	7,141	-	-	59,805	-	-	151,144	218,090
	215,501	19,938	525	656	213,144	2,125	183	290,316	742,388

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	United States Dollar RM'000	Euro RM'000	Korean Won RM'000	New Taiwan Dollar RM'000	Chinese Renminbi RM'000	Yen RM'000	Others RM'000	Ringgit Malaysia RM'000	Total RM'000
2025									
Net financial (liabilities)/ assets	(28,162)	41,283	22,378	43,487	(49,837)	(2,065)	(159)	(258,302)	(231,377)
Less: Net financial (assets)/ liabilities denominated in the entities' functional currencies	(1,600)	(49,282)	(22,375)	(42)	(109,922)	40	-	254,070	70,889
Less: Forward foreign currency contracts (contracted notional principal)	(4,232)	-	-	-	-	-	-	4,232	-
Currency Exposure	(33,994)	(7,999)	3	43,445	(159,759)	(2,025)	(159)	-	(160,488)

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	United States Dollar RM'000	Euro RM'000	Korean Won RM'000	New Taiwan Dollar RM'000	Chinese Renminbi RM'000	Yen RM'000	Others RM'000	Ringgit Malaysia RM'000	Total RM'000
2024									
Financial Assets									
Other investments	-	-	-	45,018	-	-	-	-	45,018
Trade receivables	69,162	42,651	6,427	-	144,348	-	-	280	262,868
Other receivables	-	3,677	2	-	218	29	-	279	4,205
Deposits with financial institutions	13,427	-	-	-	-	-	-	25,843	39,270
Cash and bank balances	125,486	18,034	2,820	241	43,698	37	4	9,364	199,684
	208,075	64,362	9,249	45,259	188,264	66	4	35,766	551,045

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	United States Dollar RM'000	Euro RM'000	Korean Won RM'000	New Taiwan Dollar RM'000	Chinese Renminbi RM'000	Yen RM'000	Others RM'000	Ringgit Malaysia RM'000	Total RM'000
2024									
Financial Liabilities									
Redeemable preference shares	-	-	-	-	-	-	-	24,000	24,000
Trade payables	245,912	114	-	-	13,983	3,021	135	33,710	296,875
Other payables and accruals	2,690	1,376	615	236	2,714	96	94	20,329	28,150
Term loans	72,279	-	-	-	-	-	-	84,748	157,027
Trade financing	-	9,366	-	-	74,488	-	-	48,719	132,573
Hire purchase payables	-	-	-	-	-	-	-	553	553
Revolving credits	-	-	-	-	63,120	-	-	129,659	192,779
	320,881	10,856	615	236	154,305	3,117	229	341,718	831,957

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Group	United States Dollar RM'000	Euro RM'000	Korean Won RM'000	New Taiwan Dollar RM'000	Chinese Renminbi RM'000	Yen RM'000	Others RM'000	Ringgit Malaysia RM'000	Total RM'000
2024									
Net financial (liabilities)/ assets	(112,806)	53,506	8,634	45,023	33,959	(3,051)	(225)	(305,952)	(280,912)
Less: Net financial (assets)/ liabilities denominated in the entities' functional currencies	(1,589)	(42,822)	(8,629)	1	(128,566)	37	-	305,952	124,384
Less: Forward foreign currency contracts (contracted notional principal)	36,370	(29,966)	-	-	(6,404)	-	-	-	-
Currency Exposure	(78,025)	(19,282)	5	45,024	(101,011)	(3,014)	(225)	-	(156,528)

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40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Company	United States Dollar RM'000	New Taiwan Dollar RM'000	Ringgit Malaysia RM'000	Total RM'000
2025				
Financial Assets				
Other investments	-	43,952	-	43,952
Amount owing by subsidiaries	-	-	5,922	5,922
Deposits with financial institutions	-	-	12,099	12,099
Cash and bank balances	909	-	671	1,580
	909	43,952	18,692	63,553
Financial Liability				
Other payables and accruals	-	-	297	297
Net financial assets	909	43,952	18,395	63,256
Less: Net financial assets denominated in the entity's functional currency	-	-	(18,395)	(18,395)
Currency Exposure	909	43,952	-	44,861

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

The Company	United States Dollar RM'000	New Taiwan Dollar RM'000	Ringgit Malaysia RM'000	Total RM'000
2024				
Financial Assets				
Other investments	-	45,018	-	45,018
Amount owing by subsidiaries	-	-	14,224	14,224
Deposits with financial institutions	-	-	25,843	25,843
Cash and bank balances	7	-	494	501
	7	45,018	40,561	85,586
Financial Liability				
Other payables and accruals	-	-	535	535
Net financial assets	7	45,018	40,026	85,051
Less: Net financial assets denominated in the entity's functional currency	-	-	(40,026)	(40,026)
Currency Exposure	7	45,018	-	45,025

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

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis

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

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Effects on (Loss)/Profit After Taxation				
United States Dollar/RM:				
- weakened by 5%	(1,292)	2,965	35	-
Euro/RM:				
- weakened by 5%	(304)	733	-	-
Korean Won/RM:				
- weakened by 5%	#	#	-	-
Chinese Renminbi/RM:				
- weakened by 5%	(6,071)	3,838	-	-
Japanese Yen/RM:				
- weakened by 5%	(77)	115	-	-
Others/RM:				
- weakened by 5%	(6)	8	-	-

Note:-
\# *Amount less than RM1,000*

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Effects on Equity				
New Taiwan Dollar/RM:				
- weakened by 5%	(2,172)	(2,251)	(2,198)	(2,251)

A 5% (2024 - 5%) strengthening in the foreign currencies would have had an equal but opposite effect on the profit or loss after taxation and equity. This assumes that all other variables remain constant.

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from borrowings with variable rates. The Group's policy is to obtain the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The Group's and the Company's deposits with financial institutions and fixed rate borrowings are not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure to interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Note 28 to the financial statements.

Interest Rate Risk Sensitivity Analysis

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

	The Group		The Company	
	2025	**2024**	**2025**	**2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Effects on (Loss)/Profit After Taxation				
Increase of 1%	(696)	(1,193)	-	-
Decrease of 1%	696	1,193	-	-

There is no impact on the Group's equity.

(iii) Equity Price Risk

The Group's and the Company's principal exposure to equity price risk arises mainly from changes in quoted investment prices.

If prices for quoted investments at the end of the reporting period strengthened by 5% (2024 - 5%) with all other variables being held constant, the Group's and the Company's equity would have increased by RM2,197,629 (2024 - RM2,250,917). A 5% (2024 - 5%) weakening in the quoted prices would have had an equal but opposite effect on the Group's equity.

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

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk

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

Also, the Company's exposure to credit risk arises principally from loans and advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to a subsidiary. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

(i) Credit Risk Concentration Profile

The Group's major concentration of credit risk relates to the amounts owing by 2 (2024 - 2) customers which constituted approximately 31% (2024 - 39%) of its trade receivables, net of loss allowance, at the end of the reporting period.

In addition, the Group also determines the concentration of credit risk by monitoring the geographical region of its trade receivables on an ongoing basis. The credit risk concentration profile of trade receivables, net of loss allowance, at the end of the reporting period is as follows:-

	The Group	
	2025	**2024**
	RM'000	**RM'000**
The People's Republic of China	138,086	175,702
Europe	51,895	48,950
North America	9,137	10,622
India	16,476	13,904
Korea	8,978	8,364
Japan	1,038	1,937
Malaysia	3,074	1,567
Singapore	67	142
Taiwan, Republic of China	1,731	1,509
Others	610	171
	231,092	262,868

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risk also includes corporate guarantee provided to its subsidiary of RM329,044,000 (2024 - RM352,062,000), representing the outstanding banking facilities of the subsidiary as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair value on initial recognition were not material.

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses

The Group has an informal credit policy in place and the exposure to credit risk is monitored on an on-going basis through periodic review of the ageing of the receivables. The Group and the Company closely monitor the receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group assesses whether any of the financial assets at amortised cost are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery (i.e. the debtor does not have assets or sources of income to generate sufficient cash flows to repay the debt) despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group considers a receivable to be in default when the receivable is unlikely to repay its debt to the Group in full or is more than 150 days past due unless the Group has reasonable and supportable information to demonstrate that a lagging default criterion is more appropriate.

<u>Trade Receivables</u>

The Group applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The Group measures the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on individual basis.

The expected loss rates are based on the payment profiles of sales over a period of 12 months (2024 - 12 months) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts using the linear regressive analysis. The Group has identified the Gross Domestic Product (GDP), as the key macroeconomic factor of the forward-looking information.

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

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

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Trade Receivables (Cont'd)

Allowance for Impairment Losses

The information about the credit exposure and loss allowances recognised for trade receivables is as follows:-

The Group	Lifetime Gross Amount RM'000	Lifetime Individual Allowance RM'000	Collective Allowance RM'000	Carrying Amount RM'000
2025				
Current (not past due)	166,934	(4)	(447)	166,483
- 1 to 30 days past due	36,611	78	(36)	36,653
- 31 to 60 days past due	12,021	-	-	12,021
- 61 to 90 days past due	8,442	(556)	(9)	7,877
- more than 90 days past due	9,329	(1,204)	(67)	8,058
	233,337	(1,686)	(559)	231,092
2024				
Current (not past due)	202,001	(978)	(530)	200,493
- 1 to 30 days past due	37,364	(424)	(72)	36,868
- 31 to 60 days past due	11,340	(1)	(4)	11,335
- 61 to 90 days past due	5,285	(85)	(1)	5,199
- more than 90 days past due	8,973	-	#	8,973
	264,963	(1,488)	(607)	262,868

Note:-
\# *Amount less than RM1,000*

The movements in the loss allowances in respect of trade receivables are disclosed in Note 13 to the financial statements.

Trade receivables that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Other Receivables

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

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

Under this approach, the Group assesses whether there is a significant increase in credit risk for receivables by comparing the risk of a default as at the reporting date with the risk of default as at the date of initial recognition. The Group considers there has been a significant increase in credit risk when there are changes in contractual terms or delay in payment. Regardless of the assessment, a significant increase in credit risk is presumed if a receivable is more than 90 days past due in making a contractual payment.

The Group uses 3 categories to reflect their credit risk and how the loss allowance is determined for each category:-

Category	Definition of Category	Loss Allowance
Performing	Receivables have a low risk of default and a strong capacity to meet contractual cash flows	12-months expected credit losses
Underperforming:	Receivables for which there is a significant increase in credit risk	Lifetime expected credit losses
Not performing:	There is evidence indicating the receivable is credit impaired or more than 90 days past due	Lifetime expected credit losses

The Group measures the expected credit losses of receivables having significant balances, receivables that are credit impaired and receivables with a high risk of default on individual basis. Other receivables are grouped based on shared credit risk characteristics and assessed on collective basis.

Loss allowance is measured on either 12-month expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group considers the receivable's past payment status and its financial condition as at the reporting date. The PD is adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts.

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

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Other Receivables (Cont'd)

Allowance for Impairment Losses

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

Deposits with Financial Institutions, Cash and Bank Balances

The Group and the Company consider banks have low credit risks. In addition, some of the bank balances are insured by Government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

Amount Owing By Subsidiaries (Non-trade Balances)

The Group applies the 3-stage general approach (see information on the other receivables above) to measure expected credit losses for its other receivables.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures the expected credit losses on individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Company considers loans and advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded.

For loans and advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the loans and advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

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

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

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

Amount Owing By Subsidiaries (Non-trade Balances) (Cont'd)

Allowance for Impairment Losses

	Gross Amount RM'000	12-month Loss Allowance RM'000	Lifetime Loss Allowance RM'000	Carrying Amount RM'000
The Company				
2025				
Performing	3,469	-	-	3,469
Underperforming	2,443	-	-	2,443
Not performing	10	-	-	10
	5,922	-	-	5,922
2024				
Performing	14,224	-	-	14,224

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers there is significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:
- The subsidiary is unlikely to repay its obligation to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

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

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

The Group	Effective Interest Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	1 - 5 Years RM'000	Over 5 Years RM'000
2025						
Non-derivative Financial Liabilities						
Trade payables	-	224,019	224,019	224,019	-	-
Other payables and accruals *	-	35,646	35,646	35,646	-	-
Lease liabilities	1.48 - 6.26	1,448	1,516	999	517	-
Hire purchase payables	1.96 - 2.46	398	445	178	267	-
Term loans	1.00 - 4.84	91,562	100,984	40,990	48,121	11,873
Trade financing	2.03 - 3.44	148,844	148,844	148,844	-	-
Revolving credits	2.15 - 4.54	218,090	224,622	173,181	51,441	-
Redeemable preference shares	4.00	24,000	24,000	-	24,000	-
		744,007	760,076	623,857	124,346	11,873

Note:-

* *Excluded the derivative assets.*

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The Group	Effective Interest Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	1 - 5 Years RM'000	Over 5 Years RM'000
2024						
Non-derivative Financial Liabilities						
Trade payables	-	296,875	296,875	296,875	-	-
Other payables and accruals *	-	30,413	30,413	30,413	-	-
Lease liabilities	1.48 - 4.90	1,309	1,398	750	648	-
Hire purchase payables	1.96 - 2.46	553	618	178	440	-
Term loans	1.00 - 5.80	157,027	173,727	69,348	89,670	14,709
Trade financing	1.99 - 4.09	132,573	132,573	132,573	-	-
Revolving credits	2.95 - 4.73	192,779	198,924	140,401	58,523	-
Redeemable preference shares	4.00	24,000	24,000	-	24,000	-
		835,529	858,528	670,538	173,281	14,709

Note:-

* *Excluded the derivative assets.*

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

40. FINANCIAL INSTRUMENTS (CONT'D)

40.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The Company	Effective Interest Rate %	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	1 - 5 Years RM'000	Over 5 Years RM'000
2025						
Non-derivative Financial Liabilities						
Other payables and accruals	-	297	297	297	-	-
Financial guarantee contracts in relation to corporate guarantee given to a subsidiary	-	-	329,044	329,044	-	-
		297	329,341	329,341	-	-
2024						
Non-derivative Financial Liabilities						
Other payables and accruals	-	535	535	535	-	-
Financial guarantee contracts in relation to corporate guarantee given to a subsidiary	-	-	352,062	352,062	-	-
		535	352,597	352,597	-	-

40. FINANCIAL INSTRUMENTS (CONT'D)

40.2 CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support its businesses and maximise shareholders' value. To achieve this objective, the Group may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group manages its capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group includes within net debt, loans and borrowings from financial institutions less cash and cash equivalents. Capital includes equity attributable to the owners of the Company and non-controlling interest. The debt-to-equity ratio of the Group at the end of the reporting period was as follows:-

	The Group	
	2025 RM'000	2024 RM'000
Trade financing (Note 26)	148,844	132,573
Revolving credits (Notes 26(b))	218,090	192,779
Lease liabilities (Note 20)	1,448	1,309
Hire purchase payables (Note 27)	398	553
Term loans (Note 28)	91,562	157,027
	460,342	484,241
Less:-		
Cash and cash equivalents (Note 35(d))	(223,324)	(238,954)
Net debt	237,018	245,287
Total equity	713,037	971,652
Debt-to-equity ratio	0.33	0.25

40.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial Assets				
Designated at Fair Value Through Other Comprehensive Income Upon Initial Recognition				
Quoted investments	43,952	45,018	43,952	45,018
Amortised Cost				
Trade receivables	231,092	262,868	-	-
Other receivables	3,864	4,205	-	-
Amount owing by subsidiaries	-	-	5,922	14,224
Deposits with financial institutions	37,872	39,270	12,099	25,843
Cash and bank balances	194,231	199,684	1,580	501
	467,059	506,027	19,601	40,568

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

40. FINANCIAL INSTRUMENTS (CONT'D)

40.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial Liability				
Amortised Cost				
Redeemable preference shares	24,000	24,000	-	-
Trade payables	224,019	296,875	-	-
Other payables and accruals	35,475	28,150	297	535
Hire purchase payables	398	553	-	-
Term loans	91,562	157,027	-	-
Trade financing	148,844	132,573	-	-
Revolving credits	218,090	192,779	-	-
	742,388	831,957	297	535

40.4 GAINS/(LOSSES) ARISING FROM FINANCIAL INSTRUMENTS

	The Group		The Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial Assets				
Equity Investments at Fair Value Through Other Comprehensive Income				
Loss recognised in other comprehensive income	(1,066)	(6,224)	(1,066)	(6,224)
Amortised Cost				
Net gains recognised in profit or loss	4,868	5,299	738	725
Financial Liability				
Amortised Cost				
Net losses recognised in profit or loss	(18,666)	(22,045)	-	-

.40. FINANCIAL INSTRUMENTS (CONT'D)

40.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

The following table sets out the fair value profile of the financial instruments that are carried at fair value and those not carried at the fair value at the end of the reporting period:-

The Group	Fair Value of Financial Instruments Carried At Fair Value			Fair Value of Financial Instruments Not Carried At Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	RM'000	RM'000
2025								
Financial Assets								
Other investments:								
- quoted shares	43,952	-	-	-	-	-	43,952	43,952
Derivative assets:								
- forward currency contracts	-	171	-	-	-	-	171	171
Financial Liabilities								
Redeemable preference shares	-	-	-	-	24,000	-	24,000	24,000
Term loans:								
- fixed rate	-	-	-	-	3	-	3	3
- floating rate	-	-	-	-	91,559	-	91,559	91,559
Hire purchase payables	-	-	-	-	398	-	398	398
2024								
Financial Assets								
Other investments:								
- quoted shares	45,018	-	-	-	-	-	45,018	45,018
Derivative assets:								
- forward currency contracts	-	2,263	-	-	-	-	2,263	2,263
Financial Liabilities								
Redeemable preference shares	-	-	-	-	24,000	-	24,000	24,000
Term loans:								
- fixed rate	-	-	-	-	15	-	15	15
- floating rate	-	-	-	-	157,012	-	157,012	157,012
Hire purchase payables	-	-	-	-	553	-	553	553

40. FINANCIAL INSTRUMENTS (CONT'D)

40.5 FAIR VALUE INFORMATION (CONT'D)

	Fair Value of Financial Instruments Carried At Fair Value			Fair Value of Financial Instruments Not Carried At Fair Value				
The Company	**Level 1 RM'000**	**Level 2 RM'000**	**Level 3 RM'000**	**Level 1 RM'000**	**Level 2 RM'000**	**Level 3 RM'000**	**Total Fair Value RM'000**	**Carrying Amount RM'000**
2025								
Financial Asset								
Other investments:								
- quoted shares	43,952	-	-	-	-	-	43,952	43,952
2024								
Financial Asset								
Other investments:								
- quoted shares	45,018	-	-	-	-	-	45,018	45,018

40. FINANCIAL INSTRUMENTS (CONT'D)

40.5 FAIR VALUE INFORMATION (CONT'D)

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

(i) The fair values above have been determined using the following basis:-

(aa) The fair value of quoted investments is determined at their quoted closing bid prices at the end of the reporting period.

(bb) The fair values of forward currency contracts are determined by discounting the difference between the contractual forward prices and the current forward prices for the residual maturity of the contracts using a risk-free interest rate (government bonds).

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

(b) Fair Value of Financial Instruments Not Carried at Fair Value

The fair values, which are for disclosure purposes, have been determined using the following basis:-

(i) The fair values of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.

(ii) The fair values of redeemable preference shares, term loans and hire purchase payables that carry fixed interest rates are determined by discounting the relevant future contractual cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rates used to discount the estimated cash flows are as follows:-

	The Group	
	2025	**2024**
	%	**%**
Term loans (fixed rate)	1.00	1.00
Hire purchase payables	1.96 - 2.46	1.96 - 2.46
Redeemable preference shares	4.00	4.00

41. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

The significant events during the financial year are as follows:-

(a) Incorporation of a subsidiary, DH Automotive Electronics Sdn. Bhd.

Dominant Electronics, a 93.20%-owned subsidiary of the Company, has incorporated a 51%-owned subsidiary, DH Automotive, on 26 March 2025. The remaining 49% equity in DHAE is held by Jing Wei Hirain Automotive Electronics Malaysia Sdn. Bhd. ("Hirain").

The incorporation of DH Automotive will enable the Group to strengthen its technical expertise in automotive module development and manufacturing. Both parties will leverage their respective expertise to drive the growth of DH Automotive, with contributions as follows:

(i) Hirain will provide technical support and access to sales channels;
(ii) Dominant Electronics will oversee overall operations, including production, local research and development and sales activities.

(b) Dissolution of a joint venture company, Domi-Star Optoelectronics Corporation

Domi-Star Optoelectronics Corporation, a 45.9% joint venture company (held through Dominant Malaysia) was approved for dissolution by Ministry of Economic Affairs, Taiwan, Republic of China on 27 May 2025.

LIST OF PROPERTIES HELD
AS AT 31 DECEMBER 2025

No	Name of Registered Owner/ Location	Description/ Existing Use	Land Area (Sq Ft)	Built-up Area (Sq Ft)	Approximate Age of Building	Year of Acquisition	Tenure	Audited Net Book Value as at 31 Dec 2025 RM'000
1	HS(D) 21091 PT4623 Mukim Bachang Daerah Melaka Tengah 75350 Melaka Postal Address Lot 6 8726 Batu Berendam FTZ Phase 3 Batu Berendam 75350 Melaka	One (1) block of double storey factory cum office premise and one (1) block four storey factory.	231,862	202,011	34 years	2000	Leasehold 90 years Expiring on 16.02.2091	13,147
2	HS(D) 62241 PT6560 (New Lot no.9422) Mukim Bachang Daerah Melaka Tengah 75350 Melaka Postal Address Lot 7 8730 Batu Berendam FTZ Phase 3 Batu Berendam 75350 Melaka	Four (4) adjoining blocks that consist of one block of three-storey factory, one block of two-storey factory cum office premise, one block of single-storey extension for lobby and one block of three-storey extension building.	258,915	336,010	7 years	2016	Leasehold 75 years Expiring on 19.12.2091	52,794
3	HS(D) 27923 PT16948 Lot 5808 Mukim Bachang Daerah Melaka Tengah 75350 Melaka Postal Address No 8729, Kawasan Industri Batu Berendam, 75350, Hang Tuah Jaya, Melaka	5-storey hostel building and other ancillary buildings.	217,646	49,171	32 years	2022	Leasehold 71 years expiring on 30.12.2093	14,371
4	GRN 9475 Lot 518 Mukim Sungei Petai Daerah Alor Gajah, Melaka	Agriculture Land	924,299	Not Applicable	Not Applicable	2024	Freehold	15,470

RECURRENT RELATED PARTY TRANSACTIONS ("RRPT")

In accordance with Section 3.1.5 of Practice Note 12 and Para 10.09(2)(b) of Main Market Listing Requirements of Bursa Malaysia Securities Berhad, a breakdown of the aggregate value of recurrent related party transactions conducted during the financial year ended 31 December 2025 pursuant to the Shareholders' Mandate is disclosed as follows:-

No.	Nature of Transactions	Companies within D&O Group	Related Parties	Relationship	Aggregated Amount RM('000)
1	Supply of chips or dies manufactured by Ennostar	Dominant Malaysia	Ennostar Corporation ("Ennostar") *(formerly known as Epistar Corporation)*	Note a	203,657

Note:-

a) Ennostar holds 11,000,000 ordinary shares in Dominant Malaysia which is equivalent to 10% of Dominant Malaysia's total issued share capital.

STATISTICS ON SHAREHOLDINGS
AS AT 31 MARCH 2026

ANALYSIS OF SHAREHOLDINGS

ORDINARY SHARES
AS AT 31 MARCH 2026

Total Number of Issued Shares	: RM474,209,384 divided into 1,239,483,654 ordinary shares; and
Class of Shares	: Ordinary shares
Voting Rights	: One vote per ordinary share held

DISTRIBUTION OF ORDINARY SHAREHOLDINGS
AS AT 31 MARCH 2026

Size of Holdings	No. of Holders	% of Holders	Total Holdings	% of Holdings
Less than 100	256	2.192	8,049	0.000
100 to 1,000	2,856	24.458	1,810,758	0.146
1,001 to 10,000	5,492	47.032	25,309,676	2.041
10,001 to 100,000	2,677	22.925	84,395,230	6.808
100,001 to less than 5% of issued shares	393	3.365	699,920,069	56.468
5% and above of issued shares	3	0.025	428,039,872	34.533
Total	11,677	100.000	1,239,483,654	100.000

THIRTY LARGEST ORDINARY SHAREHOLDERS
AS AT 31 MARCH 2026

No.	Name of Securities Account Holder	No. of shares held	%
1	PRT Capital Pte Ltd	161,785,200	13.053
2	Citigroup Nominees (Asing) Sdn Bhd UBS AG Singapore for Keen Capital Investments Limited	153,470,932	12.382
3	Omega Riang Sdn Bhd	112,783,740	9.100
4	Kumpulan Wang Persaraan (Diperbadankan)	50,760,902	4.095
5	Lembaga Tabung Haji	45,114,300	3.640
6	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (Asianislamic)	42,012,000	3.390
7	Cimsec Nominees (Tempatan) Sdn Bhd CIMB for Mohammed Azlan Bin Hashim (PB)	40,000,000	3.227
8	Camasia Limited	31,605,466	2.550
9	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (Aberislamic)	31,436,400	2.536
10	Lim Thiam Cheok	24,831,040	2.003
11	Tay Kheng Chiong	24,639,952	1.988
12	Kema Development Sdn Bhd	21,994,581	1.774
13	RHB Capital Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Mohammed Azlan Bin Hashim	21,784,302	1.758
14	Citigroup Nominees (Tempatan) Sdn Bhd Kumpulan Wang Persaraan (Diperbadankan) (Aberdeen)	21,260,000	1.715
15	HLB Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Nonadiah Binti Abdullah	16,550,000	1.335
16	Low Tek Beng	16,148,666	1.303
17	Lim Thian Soo	11,925,999	0.962
18	Geo-Mobile Asia Sdn Bhd	11,900,000	0.960

STATISTICS ON SHAREHOLDINGS
AS AT 31 MARCH 2026

THIRTY LARGEST ORDINARY SHAREHOLDERS (CONT'D)
AS AT 31 MARCH 2026

No.	Name of Securities Account Holder	No. of shares held	%
19	Citigroup Nominees (Asing) Sdn Bhd CBNY for Norges Bank (FI 17)	11,001,800	0.888
20	Chu Beng Han	10,833,800	0.874
21	Citigroup Nominees (Asing) Sdn Bhd UBS AG	10,790,703	0.871
22	RCI Ventures Sdn Bhd	10,182,666	0.821
23	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	8,172,000	0.659
24	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Emerging Markets Stock Index Fund	7,700,200	0.621
25	Citigroup Nominees (Tempatan) Sdn Bhd Lembaga Tabung Haji (UOB)	`7,343,000	0.592
26	Maybank Nominee (Tempatan) Sdn Bhd Maybank Private Wealth Management For Mohammed Azlan Bin Hashim (12028470) (470252)	7,000,000	0.565
27	Cheam Dau Peng	6,234,576	0.503
28	Citigroup Nominees (Tempatan) Sdn Bhd Lembaga Tabung Haji (Aiiman)	6,215,300	0.501
29	Mega First Housing Development Sdn Bhd	5,933,933	0.479
30	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad Deutsche Trustee Malaysia Berhad for Eastspring Investmentssmall-cap Fund	5,619,500	0.453
	Total	937,030,958	75.598

SUBSTANTIAL ORDINARY SHAREHOLDERS
AS AT 31 MARCH 2026

No	Name of Substantial Shareholder	Direct Interest Shares	Direct Interest %	Deemed Interest Shares		Deemed Interest %
1	PRT Capital Pte Ltd	161,785,200	13.052	0		0.000
2	Keen Capital Investments Limited	153,470,932	12.382	0		0.000
3	Omega Riang Sdn Bhd	112,783,740	9.099	0		0.000
4	Goh Nan Kioh	0	0.000	376,631,530	[a]	30.386
5	Tan Sri Mohammed Azlan bin Hashim	68,784,302	5.549	32,664,113	[b]	2.635
6	Puan Sri Nonadiah binti Abdullah	22,664,113	1.829	78,784,302	[c]	6.356
7	Lim Yam Chiew	2,927,468	0.236	112,783,740	[d]	9.099
8	Employees Provident Fund Board	82,732,200	6.675	0		0.000
9	ABERDEEN GROUP PLC (FORMERLY KNOWN AS ABRDN PLC)	0	0	64,742,000	[f]	5.223
10	ABRDN MALAYSIA SDN. BHD	0	0	64,742,000	[g]	5.223
11	ABRDN HOLDINGS LIMITED	0	0	64,742,000	[h]	5.223
12	Kumpulan Wang Persaraan (Diperbadankan)	55,530,900	4.480	25,952,300		2.094

STATISTICS ON SHAREHOLDINGS
AS AT 31 MARCH 2026

DIRECTORS' INTEREST IN ORDINARY SHARES
AS AT 31 MARCH 2026

No	Name of Director	Direct Interest Shares	%	Deemed Interest Shares		%
1	Tan Sri Mohammed Azlan bin Hashim	68,784,302	5.549	32,664,113	b	2.635
2	Tay Kheng Chiong	24,639,952	1.987	0		0.000
3	Yeow See Yuen	2,732,699	0.220	0		0.000
4	Jesper Bjoern Madsen	470,000	0.038	0		0.000
5	Jennifer Chong Gaik Lan	35,300	0.003	46,000	e	0.004
6	Goh Chin Loong	0	0.000	0		0.000
7	Au Siew Loon	13,333	0.001	0		0.000
8	Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah	0	0.000	0		0.000
9	Lui Soek Kuen	50,000	0.004	0		0.000

NOTES:

a) Deemed interest by virtue of his shareholdings held through Keen Capital Investments Limited, PRT Capital Pte Ltd, Geo-Mobile Asia Sdn Bhd, Lanai Etika Sdn Bhd, Rubber Thread Industries (M) Sdn Bhd, Mega First Housing Development Sdn Bhd, RCI Ventures Sdn Bhd, Camasia Limited and Enemax Trading.

b) Deemed interest by virtue of his shareholdings held through his spouse, Puan Sri Nonadiah binti Abdullah and children.

c) Deemed interest by virtue of her shareholdings held through her spouse, Tan Sri Mohammed Azlan bin Hashim and children.

d) Deemed interest by virtue of her shareholdings held through Omega Riang Sdn Bhd.

e) Deemed interest by virtue of her shareholdings held through her spouse and children.

f) Aberdeen Group plc (formerly known as abrdn plc) is deemed interested by virtue of its shareholding in its subsidiaries pursuant to Section 8(4)(c) of the Companies Act 2016.

g) Acquisition of ordinary shares by the registered holder which is a custodian appointed by one or more funds managed by abrdn Malaysia Sdn Bhd

h) abrdn Holdings Limited is deemed interested by virtue of its shareholdings in its subsidiaries pursuant to Section 8(4)(c) of the Companies Act 2016.

Save as disclosed below, there are no other relationship or associations amongst the other substantial shareholders and Directors:-

i) Goh Nan Kioh is the spouse of Lim Yam Chiew;

ii) Puan Sri Nonadiah binti Abdullah is the spouse of Tan Sri Mohammed Azlan bin Hashim;

iii) Goh Chin Loong is the sons of Goh Nan Kioh and Lim Yam Chiew.

IRREDEEMABLE CONVERTIBLE PREFERENCE SHARES
AS AT 31 MARCH 2026

Class of Shares : Irredeemable Convertible Preference Shares ("ICPS")

Listing status : Unquoted on the Main Market of Bursa Securities

Voting Rights : The ICPS holders shall carry no right to vote at any general meeting of the Company except for the following circumstances:-

(a) when the dividend or part of the dividend on the ICPS is in arrears for more than 6 months;

(b) on a proposal to reduce the Company's share capital;

(c) on a proposal for the disposal of the whole of the Company's property, business and undertaking;

(d) on a proposal that affects rights attached to the ICPS;

(e) on a proposal to wind up the Company; and

(f) during the winding-up of the Company.

Number of ICPS : 377,073,768 ICPS

STATISTICS ON SHAREHOLDINGS
AS AT 31 MARCH 2026

DISTRIBUTION OF ICPS SHAREHOLDINGS AS AT 31 MARCH 2026

Size of Holdings	No. of Holders	Total Holdings	%
Less than 100	0	0	0.000
100 to 1,000	0	0	0.000
1,001 to 10,000	0	0	0.000
10,001 to 100,000	0	0	0.000
100,001 to less than 5% of issued shares	0	0	0.000
5% and above of issued shares	3	377,073,768	100.000
Total	3	377,073,768	100.000

LIST OF ICPS SHAREHOLDERS AS AT 31 MARCH 2026

No.	Name of Securities Account Holder	No. of shares held	%
1	Golden Horizon Resources Limited	176,065,573	46.693
2	Thames Electronics Sdn Bhd	112,975,409	29.961
3	Camasia Limited	88,032,786	23.346
Total		377,073,768	100.000

DIRECTORS' INTEREST IN ICPS AS AT 31 MARCH 2026

		Direct Interest		Deemed Interest	
No	Name of Director	Shares	%	Shares	%
1	Tan Sri Mohammed Azlan bin Hashim	0	0.000	0	0.000
2	Tay Kheng Chiong	0	0.000	0	0.000
3	Yeow See Yuen	0	0.000	0	0.000
4	Jesper Bjoern Madsen	0	0.000	0	0.000
5	Jennifer Chong Gaik Lan	0	0.000	0	0.000
6	Goh Chin Loong	0	0.000	0	0.000
7	Au Siew Loon	0	0.000	0	0.000
8	Lui Soek Kuen	0	0.000	0	0.000
9	Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah	0	0.000	0	0.000

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

		Group	
Total Income	**Remarks**	**2025 RM'000**	**2024 RM'000**
Revenue		989,697	1,076,163
Other income		7,449	14,263
Interest income		4,985	6,852
Dividend income		979	854
Total		**1,003,110**	**1,098,132**
Total Assets		**1,457,086**	**1,823,730**

(b) Business Activities

		Group	
Shariah Non-Compliant Activities	**Remarks**	**2025 RM'000**	**2024 RM'000**
Interest income		4,985	6,852
Dividend income received from conventional shares and instruments		979	854
Other Income		7,449	14,263
Total		**13,413**	**21,969**

(c) Component of Financial Position

(i) Cash Component

		Group	
Conventional Account/Instruments	**Remarks**	**2025 RM'000**	**2024 RM'000**
Cash at bank (exclude cash in hand)		194,231	199,684
Deposits with licensed bank		37,872	39,270
Total Cash		**232,103**	**238,954**

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

(c) Component of Financial Position (Cont'd)

(ii) Debt Component

Islamic Financing	Remarks	Group 2025 RM'000	Group 2024 RM'000
Current			
Revolving credit and financing		34,264	7,000
Non-Current			
Revolving credit and financing		28,078	28,592
Total Financial		**62,342**	**35,592**

Conventional Borrowing	Remarks	Group 2025 RM'000	Group 2024 RM'000
Current			
Term loans		37,833	62,812
Trade financing		148,844	132,573
Revolving credit and loans		131,266	130,400
Non-Current			
Term loans		53,729	94,215
Revolving credit and loans		24,482	26,787
Total Debt		**396,154**	**446,787**

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Second Annual General Meeting ("22nd AGM") of D & O Green Technologies Berhad ("D&O" or "the Company") will be held at Robert's Theatre, The Campus Ampang, Lot 7706, Jalan Kolam Air Lama, Mukim, Hulu Kelang, 68000 Ampang, Selangor on Tuesday, 26 May 2026 at 10.00 a.m. for the following purposes: -

A G E N D A

1. To receive and consider the Directors' Report and Audited Financial Statements for the year ended 31 December 2025. (Please refer to Note 1 below)

2. To re-elect Tan Sri Mohammed Azlan bin Hashim, a director who retires by rotation pursuant to Article 120 of the Constitution of the Company and being eligible, offers himself for re-election. (Ordinary Resolution 1)

3. To re-elect Mr Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah, a director who retires by rotation pursuant to Article 120 of the Constitution of the Company and being eligible, offers himself for re-election. (Ordinary Resolution 2)

4. To re-elect Madam Lui Soek Kuen, a director who retires by rotation pursuant to Article 120 of the Constitution of the Company and being eligible, offers herself for re-election. (Ordinary Resolution 3)

5. To approve the payment of Non-Executive Directors' fees in respect of the financial year ending 31 December 2026 and Non-Executive Directors' benefits from 22nd AGM to the Twenty-Third Annual General Meeting ("23rd AGM") as follow and the Directors of the Company be authorised to do all such acts and things (including executing all such documents as may be required and define the payment terms), as they may consider expedient or necessary in the payment of Non-Executive Directors' fees :

Non-Executive Director	Fees	Benefits	
- Tan Sri Mohammed Azlan bin Hashim	59,700	5,000	(Ordinary Resolution 4)
- Jesper Bjoern Madsen	22,380	NIL	(Ordinary Resolution 5)
- Yeow See Yuen	40,429	10,000	(Ordinary Resolution 6)
- Jennifer Chong Gaik Lan	51,850	10,000	(Ordinary Resolution 7)
- Goh Chin Loong	37,650	10,000	(Ordinary Resolution 8)
- Au Siew Loon	55,760	10,000	(Ordinary Resolution 9)
- Lui Soek Kuen	49,750	10,000	(Ordinary Resolution 10)
- Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah	37,650	10,000	(Ordinary Resolution 11)

6. To re-appoint Crowe Malaysia PLT as Auditors of the Company for the ensuing year and to authorise the Directors to determine their remuneration. (Ordinary Resolution 12)

7. Special Business

By way of Special Business, to consider and if thought fit, to pass the following resolutions, with or without modification:-

7.1 Authority to issue shares pursuant to Section 75 and 76 of the Companies Act, 2016 (Ordinary Resolution 13)

"**THAT** subject always to the Companies Act, 2016 ("Act"), the Company's Constitution, the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Malaysia") and approval of the relevant government/regulatory authorities, the Directors be and are hereby authorised pursuant to Sections 75 and 76 of the Act, to allot and issue the Company Shares at any time and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit, provided that the aggregate number of the Company Shares to be allotted pursuant to the said allotment does not exceed ten percent (10%) of the total number of issued shares of the Company as at the date of such allotment and that the Directors be and are hereby authorised to obtain all necessary approvals from the relevant authorities for the allotment, listing of and quotation for the additional shares so allotted on Bursa Malaysia and that such authority to allot the Company Shares shall continue to be in force until the conclusion of the next AGM of the Company

AND THAT pursuant to Section 85 of the Companies Act 2016, read together with Clause 16 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares ranking equally to the existing issued shares of the Company arising from any issuance of new shares pursuant to Section 75 and 76 of the Act."

7.2 Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("Proposed Shareholders' Mandate") (Ordinary Resolution 14)

"**THAT** approval and authority be and are hereby given to the Company and/or its subsidiaries to enter into any of the transactions falling within the types of recurrent related party transactions of a revenue or trading nature with the related parties as set out in Section 4 of the Circular to Shareholders dated 27 April 2026 ("Circular") provided that such transactions are undertaken in the ordinary course of business, at arm's length and based on commercial terms and on terms which are not, in the Company's opinion, detrimental to the minority shareholders,

AND THAT such approval shall continue to be in force until:-

(i) the conclusion of the next AGM of the Company following this AGM at which time it will lapse, unless by a resolution passed at the meeting, the authority is renewed; or
(ii) the expiration of the period within which the next AGM after that date it is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act);or
(iii) revoked or varied by resolution passed by shareholders in general meeting,

whichever is earlier.

AND THAT the Directors of the Company be authorised to complete and do all such acts and things (including executing all such documents as may be required), as they may consider expedient or necessary to give effect to the Proposed Shareholders' Mandate."

NOTICE OF ANNUAL GENERAL MEETING

Retirement Of Independent Director

Mr. Jesper Bjoern Madsen, who was appointed as an Independent Non-Executive Director of the Company on 21 August 2014, will have served the Company for a cumulative term of close to twelve (12) years by 20 July 2026.

In line with the Malaysian Code on Corporate Governance and the Board's commitment to uphold independence, he has indicated that he will not be seeking re-election and will retire at the conclusion of the 22nd AGM .The Board acknowledges and appreciates his valuable contributions and dedicated service to the Company during his tenure.

FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a member who shall be entitled to attend the 22nd AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 75 of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a General Meeting Record of Depositors as at 19 May 2026. Only a depositor whose name appears on the Record of Depositors as at 19 May 2026 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/her behalf.

By Order of the Board
TAN PEI CHOO
(MAICSA 7023284)
SSM PC NO: 202008001020
Company Secretary

Kuala Lumpur
27 April 2026

NOTES:-

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

2) For the purpose of determining who shall be entitled to attend the 22nd AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, the **Record of Depositors as at 19 May 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to attend the 22nd AGM.

3) A member who is entitled to attend the 22nd AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.

4) A member of the Company who is entitled to attend and vote at a general meeting of the Company may appoint one (1) or more proxies to attend instead of the member at the 22nd AGM.

5) Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his holding(s) to be represented by each proxy.

6) Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint more than one (1) proxy in respect of each security account it holds in ordinary shares of the Company standing to the credit of the said securities account.

7) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.

8) The appointment of a proxy may be made in a hard copy form and must be deposited at the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, deposited in the dropbox located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or by electronic means can be electronically lodged via Vistra Share Registry and IPO (MY) portal ("The Portal") at https://srmy.vistra.com. Kindly refer to the Administrative Guide for further information on electronic lodgement of proxy form. All proxy forms submitted must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 22nd AGM or adjourned general meeting at which the person named in the appointment proposes to vote.

9) Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.

10) Last date and time for lodging the proxy form is **Sunday, 24 May 2026 at 10.00 a.m**.

11) Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, deposited in the dropbox located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not less than forty-eight (48) hours before the time appointed for holding the 22nd AGM or adjourned general meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.

12) For a corporate member who has appointed a representative, please deposit the **ORIGINAL** certificate of appointment at the Registered Office of the Company at No. 15, Bukit Ledang, Off Jalan Duta, 50480 Kuala Lumpur. The certificate of appointment should be executed in the following manner:

    (i) If the corporate member has a common seal, the certificate of appointment should be executed under seal in accordance with the constitution of the corporate member.
    (ii) If the corporate member does not have a common seal, the certificate of appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
        (a) at least two (2) authorised officers, of whom one shall be a director; or
        (b) any director and/or authorised officers in accordance with the laws of the country under which the corporate member is incorporated.

13) Pursuant to Paragraph 8.29A(1) of the Listing Requirements, all resolutions set out in this Notice will be put to vote by way of poll.

Abstention from Voting

14) All those Directors of the Company who are shareholders of the Company will abstain from voting on the respective resolutions under Ordinary Resolutions 4, 5, 6, 7, 8, 9, 10, and 11, as applicable, in respect of their direct and/or indirect shareholdings in D&O.

15) Any Director referred in Ordinary Resolution 1, 2 and 3 who is a shareholder of the Company will abstain from voting on the resolution in respect of his/her re-election at the 22nd AGM.

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes

(a) Re-election of Directors

Based on the recommendation of the Nomination Committee according to *Policy and Procedures on Nomination and Appointment of Director and Key Senior Management and Re-Appointment of Director and Fit and Proper Policy*, the Board is satisfied with the performance and contributions of the following Directors and supports the re-election based on the following justifications:

(1) Ordinary Resolution 1- Re-election of Tan Sri Mohammed Azlan bin Hashim as Non-Independent Non-Executive Chairman.

The profile of Tan Sri Mohammed Azlan bin Hashim is found on the “Profile of Directors” section of this Integrated Report 2025.

Tan Sri Mohammed Azlan has offered himself for re-election as director and had abstained from the deliberation and decision on his eligibility for re-election in the Board.

Tan Sri Mohammed Azlan confirmed to his best knowledge, he has no conflict of interest or potential conflict of interest in any competing business with the Company and its Group.

Tan Sri Mohammed Azlan has actively participated in the board meetings.

Tan Sri Mohammed Azlan shows exemplary leadership in business expansion, sustainability management and value creation of the Group. He has contributed significantly to the Group by providing valuable inputs and steered the Group forward in the past years with notable achievements during his tenure as Non-Independent Non-Executive Chairman.

(2) Ordinary Resolution 2- Re-election of Mr Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah as Independent Non-Executive Director.

The profile of Mr Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah is found on the “Profile of Directors” section of this Integrated Report 2025.

Mr Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah has offered himself for re-election as director and had abstained from the deliberation and decision on his eligibility for re-election in the Board.

Mr Raja Ahmad Nazim Azlan Shah confirmed to his best knowledge, he has no conflict of interest or potential conflict of interest in any competing business with the Company and its Group.

Mr Raja Ahmad Nazim Azlan Shah has actively participated in the board meetings.

(3) Ordinary Resolution 3 - Re-election of Madam Lui Soek Kuen as Independent Non-Executive Director.

The profile of Madam Lui Soek Kuen is found on the “Profile of Directors” section of this Integrated Report 2025.

Madam Lui Soek Kuen has offered herself for re-election as director and had abstained from the deliberation and decision on her eligibility for re-election in the Board.

Madam Lui confirmed to her best knowledge, she has no conflict of interest or potential conflict of interest in any competing business with the Company and its Group.

Madam Lui has actively participated in the board meetings.

(b) Authority to issue shares pursuant to Section 75 and 76 of the Companies Act, 2016

Ordinary Resolution 13, if passed, will give authority to the Directors of the Company, from the date of the 22nd AGM, to issue and allot ordinary shares in the Company up to and not exceeding in total ten percent (10%) of the issued share capital of the Company for the time being, for such purposes as they consider would be in the interest of the Company. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM of the Company.

As at the date of the Notice of the 22nd AGM, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the last AGM held on 28 May 2025 and the mandate will lapse at the conclusion of the 22nd AGM.

The renewed mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for the purpose of funding future investment, working capital and/or acquisitions.

(c) Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

Ordinary Resolution 14, if passed, will provide a new mandate for the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature, particulars of which are set out in Section 4 of the Circular to Shareholders of the Company dated 27 April 2026 that is circulated together with the Company's Notice of the 22nd AGM. This authority, unless revoked or varied at a general meeting, will expire at the next AGM of the Company.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING
Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

There is no person seeking election as Director of the Company at the 22nd AGM.

Mr. Jesper Bjoern Madsen, who retires at the forthcoming 22nd AGM, has indicated that he does not seek re-election.

Details of the general mandate to issue securities in the Company pursuant to Section 75 and 76 of the Companies Act 2016 are set out in Explanatory Note (b) of the Notice of the 22nd AGM.

D&O Greentech

D & O GREEN TECHNOLOGIES BERHAD
(Registration No: 200401006867/645371-V)
(Incorporated in Malaysia)

PROXY FORM
(To be completed in capital letters)

No. of Shares held:	CDS Account No.

* I/We ____

I/C or Company No ______________________ of ______________________

____

being a Member/Members of **D & O Green Technologies Berhad** hereby appoint:

Full Name (in Block Letters)	NRIC/Passport No.	Proportion of shareholdings	
		No. of D&O Shares	%
Address			

And/Or

Full Name (in Block Letters)	NRIC/Passport No.	Proportion of shareholdings	
		No. of D&O Shares	%
Address			

Or failing #THE CHAIRMAN OF THE MEETING as *my/our proxy to vote for *me/us on *my/our behalf at the Twenty-Second Annual General Meeting of the Company will be held at Robert's Theatre, The Campus Ampang, Lot 7706, Jalan Kolam Air Lama, Mukim, Hulu Kelang, 68000 Ampang, Selangor on Tuesday, 26 May 2026 at 10.00 a.m. or at any adjournment thereof, in the manner indicated below:

Ordinary Resolution		For	Against	Abstain
1	Re-election of Tan Sri Mohammed Azlan bin Hashim as Director			
2	Re-election of Mr Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah as Director			
3	Re-election of Madam Lui Soek Kuen as Director			
4	Approval of Non-Executive Director's fees and benefits for Tan Sri Mohammed Azlan bin Hashim			
5	Approval of Non-Executive Director's fees and benefits for Mr Jesper Bjoern Madsen			
6	Approval of Non-Executive Director's fees and benefits for Mr Yeow See Yuen			
7	Approval of Non-Executive Director's fees and benefits for Madam Jennifer Chong Gaik Lan			
8	Approval of Non-Executive Director's fees and benefits for Mr Goh Chin Loong			
9	Approval of Non-Executive Director's fees and benefits for Mr Au Siew Loon			
10	Approval of Non-Executive Director's fees and benefits for Madam Lui Soek Kuen			
11	Approval of Non-Executive Director's fees and benefits for Mr Raja Ahmad Nazim Azlan Shah bin Raja Ashman Shah			
12	Re-appointment of Auditors			
13	Authority to Issue Shares			
14	Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature			

Please indicate with an "X" how you wish your vote to be cast. In the absence of specific directions, your Proxy may vote or abstain at his/her discretion.

For appointment of two proxies, percentage of shareholdings to be represented by the proxies:-	
Proxy 1	%
Proxy 2	%
Total	100 %

____
Signature/Common Seal of Member(s)

Date: ______________________

Tel. No. ______________________

\# *If you wish to appoint other person(s) to be your proxy/proxies, kindly delete the words "The Chairman of the Meeting" and insert the name(s) of the person(s) desired.*

* *Delete if not applicable.*

Notes:

i) For the purpose of determining who shall be entitled to attend the 22nd AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. to make available to the Company, the **Record of Depositors as at 19 May 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to attend the 22nd AGM.

ii) A member who is entitled to attend the 22nd AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.

iii) A member of the Company who is entitled to attend and vote at a general meeting of the Company may appoint one (1) or more proxies to attend instead of the member at the 22nd AGM.

iv) Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his holding(s) to be represented by each proxy.

v) Where a member of the Company is an authorised nominee as defined in the Securities Industry (Central Depositories) Act 1991 ("Central Depositories Act"), it may appoint more than one (1) proxy in respect of each security account it holds in ordinary shares of the Company standing to the credit of the said securities account.

vi) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.

vii) The appointment of a proxy may be made in a hard copy form and must be deposited at the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, deposited in the dropbox located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or by electronic means can be electronically lodged via Vistra Share Registry and IPO (MY) portal ("The Portal") at https://srmy.vistra.com. Kindly refer to the Administrative Guide for further information on electronic lodgement of proxy form. All proxy forms submitted must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 22nd AGM or adjourned general meeting at which the person named in the appointment proposes to vote.

viii) Please ensure ALL the particulars as required in the proxy form are completed, signed and dated accordingly.

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AFFIX
STAMP

The Share Registrar
D & O GREEN TECHNOLOGIES BERHAD
Registration No: 200401006867 (645371-V)
Tricor Investor & Issuing House Services Sdn Bhd
Registration No: 197101000970 (11324-H)
Unit 32-01, Level 32, Tower A,
Vertical Business Suite, Avenue 3, Bangsar South,
No 8, Jalan Kerinchi,
59200 Kuala Lumpur.

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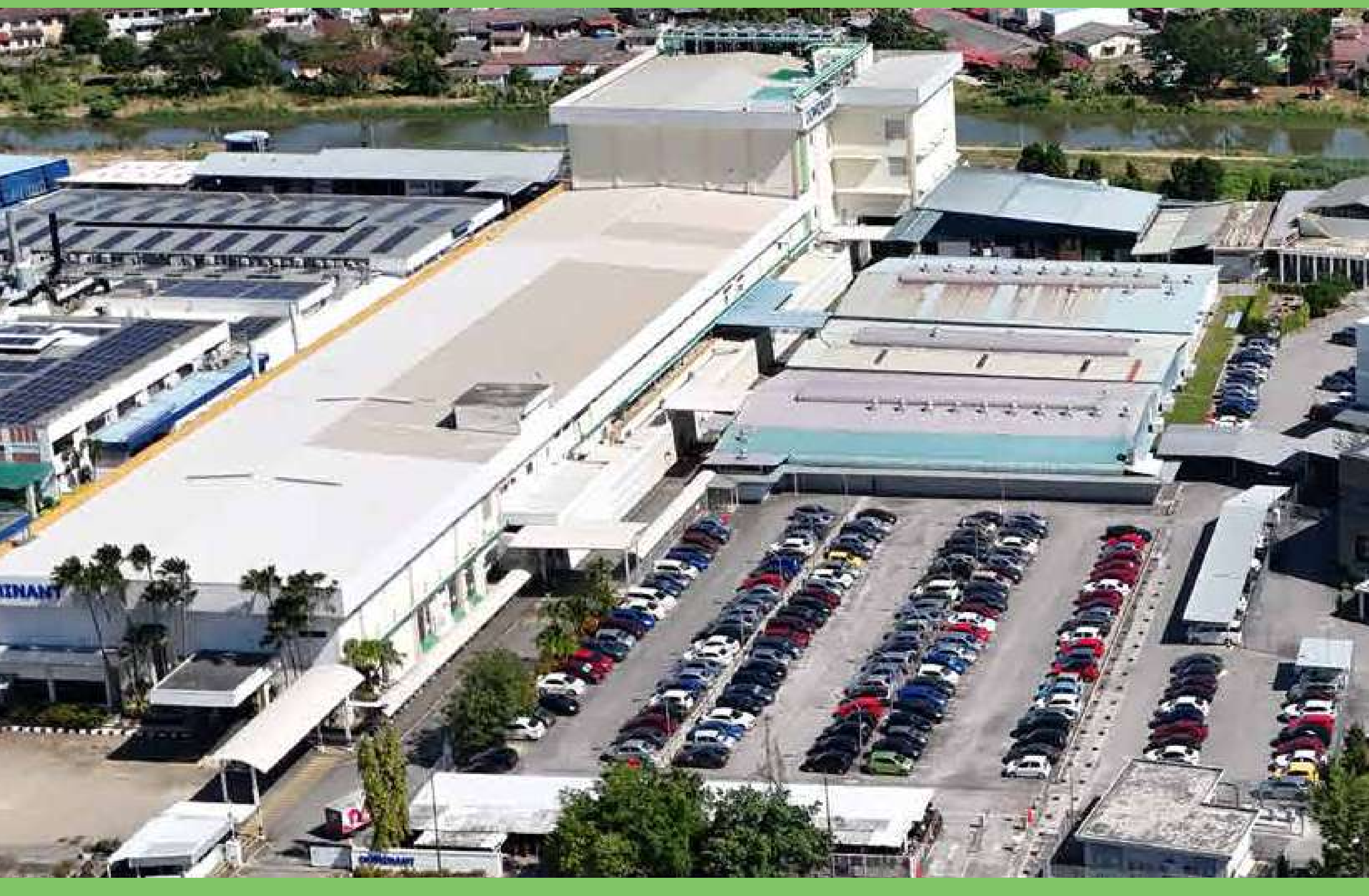
Fold This Flap For Sealing



D & O GREEN TECHNOLOGIES BERHAD
Registration No: 200401006867 (645371-V)

Lot 6, Batu Berendam FTZ, Phase III, 75350 Melaka, Malaysia
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www.dominant-semi.com