

MILUX®

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MILUX CORPORATION BERHAD

[Registration No. 199401027937 (313619-W)]



ANNUAL REPORT
2025

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NOTICE OF 31ST ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirty-First Annual General Meeting (“**31st AGM**”) of Milux Corporation Berhad (“**the Company**”) will be held at **Lot 753, Jalan Subang 3, Taman Perindustrian Subang, 47610 Subang Jaya, Selangor, Malaysia** (“**Main Venue**”) on Monday, 29 June 2026 at 2:00 p.m. to transact the following businesses: -

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and Auditors thereon.
2. To approve the payment of Directors’ Fees for an amount of up to RM126,000.00 payable to the Non-Executive Directors of the Company on a monthly basis for the period from 1 July 2026 up to 30 June 2027, in such proportions and manner as the Directors may determine as follows:-

*[Please refer to
Explanatory Note 1]*

*[Please refer to
Explanatory Note 2]
[Ordinary Resolution 1]*

No.	Type of Director	Non-Executive Directors’ Fee of the Company (RM)
1.	Chairman of the Board	48,000.00
2.	Independent Non-Executive Director	42,000.00
3.	Non-Independent Non-Executive Director	36,000.00
	Total	126,000.00

3. To approve the Directors’ Benefits (excluding Directors’ fees) for an amount of up to RM100,000.00 for the period from 1 July 2026 up to 30 June 2027, in such proportions and manner as the Directors may determine.
4. To re-elect Mr. Tan Chee How, the Director who retires pursuant to Clause 117 of the Company’s Constitution and being eligible, has offered himself for re-election.
5. To re-appoint Messrs. Grant Thornton Malaysia PLT as the Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.

*[Please refer to
Explanatory Note 2]
[Ordinary Resolution 2]*

*[Please refer to
Explanatory Note 3]
[Ordinary Resolution 3]
[Ordinary Resolution 4]*

Notice of 31st Annual General Meeting (Cont'd)

AS SPECIAL BUSINESS

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

6. **ORDINARY RESOLUTION**

- **AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016**

*[Please refer to
Explanatory Note 4]
[Ordinary Resolution 5]*

***“THAT** subject always to the Companies Act 2016 (**“the Act”**), the Constitution of the Company, the Main Market Listing Requirements (**“Listing Requirements”**) of Bursa Malaysia Securities Berhad (**“Bursa Securities”**) and approvals of the relevant government and/or regulatory authorities, where such approval is required, the Directors of the Company be and are hereby authorised and empowered pursuant to Sections 75 and 76 of the Act, to issue and allot shares in the capital of the Company, grant rights to subscribe for shares in the Company, convert any securities into shares in the Company, or allot shares under an agreement or option or offer (**“New Shares”**) from time to time, at such price, to such persons and for such purposes and upon such terms and conditions as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued, to be subscribed under any rights granted, to be issued from the conversion of any security, or to be issued and allotted under an agreement or option or offer, pursuant to this resolution, when aggregated with the total number of any such shares issued during the preceding 12 months does not exceed ten per centum (10%) of the total number of issued shares of the Company (excluding any treasury shares) for the time being (**“Proposed General Mandate”**);*

***THAT** the existing shareholders of the Company do hereby waive their pre-emptive rights pursuant to Section 85(1) of the Act read together with Paragraph 7.08 of the Listing Requirements of Bursa Securities and the Company’s Constitution to be offered the New Shares to be allotted and issued under the Proposed General Mandate, which rank equally with the existing issued shares in the Company;*

***THAT** such approval on the Proposed General Mandate shall continue to be in force until: -*

- a) the conclusion of the next Annual General Meeting of the Company (**“AGM”**) held after the approval was given;*
- b) the expiration of the period within which the next AGM of the Company is required to be held after the approval was given; or*
- c) revoked or varied by resolution passed by the shareholders of the Company in a general meeting;*

whichever is the earlier.

***THAT** the Directors be and are hereby also empowered to obtain approval from the Bursa Securities for the listing and quotation for such New Shares on the Main Market of Bursa Securities;*

***THAT** authority be and is hereby given to the Directors of the Company, to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities;*

***AND THAT** the Directors of the Company be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate.”*

Notice of 31st Annual General Meeting (Cont'd)

7. ORDINARY RESOLUTION

- PROPOSED RENEWAL OF EXISTING SHAREHOLDERS' MANDATE AND PROPOSED NEW SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

*[Please refer to
Explanatory Note 5]
[Ordinary Resolution 6]*

"THAT subject to the provisions of the Main Market Listing Requirements ("**Listing Requirements**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), approval be and is hereby given to the Company and/or its subsidiaries ("**Group**") to enter into and give effect to the recurrent related party transactions of a revenue or trading nature with the related parties, details as set out in Sections 2.6 to 2.7 of the Circular to the Shareholders dated 28 April 2026, provided that such transactions are necessary for the Group's day-to-day operations and are carried out in the ordinary course of business and at arms-length basis on normal commercial terms which are not more favourable to the related parties than those generally available to the public and are not detrimental to interest of the minority shareholders of the Company ("**Proposed RRPT Mandates**").

THAT the authority conferred by such mandates shall commence upon the passing of this resolution and continue to be in full force until: -

- (i) the conclusion of the next Annual General Meeting of the Company ("**AGM**") at which time it will lapse, unless by a resolution passed at that meeting, the authority is renewed;
- (ii) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("**the Act**") (but must 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 the shareholders in a general meeting;

whichever is the earlier.

AND THAT the Directors of the Company be and are hereby authorised to do all such acts and things as they may consider expedient or necessary (including, without limitation, to execute all such documents and to assent to any conditions, variations and/or amendments) in the interest of the Company to give effect to the transactions contemplated and/or authorised by the Proposed RRPT Mandates."

- 8. To transact any other business of which due notice shall have been given in accordance with the Company's Constitution and/or the Companies Act 2016.

BY ORDER OF THE BOARD

TEO SOON MEI (SSM PC No. 201908000235) (MAICSA 7018590)
LIM JIA HUEY (SSM PC No. 201908000929) (MAICSA 7073258)
Company Secretaries

Kuala Lumpur

Dated: 28 April 2026

Notice of 31st Annual General Meeting (Cont'd)

Explanatory Notes on Ordinary and Special Businesses: -

1. Item 1 of the Agenda

This Agenda item is meant for discussion only as the provision of Section 340(1)(a) of the Companies Act 2016 (“**the Act**”) does not requires a formal approval of the shareholders for the Audited Financial Statements. As such, this Agenda item is not put forward for voting.

2. Items 2 and 3 of the Agenda

Section 230(1) of the Act provides that the fees of the Directors and any benefits payable to the Directors including any compensation for loss of employment of a Director or former director of a public company or a listed company and its subsidiaries, shall be approved at a general meeting.

The Company had, at its Thirtieth Annual General Meeting (“**AGM**”) (“**30th AGM**”) held on 23 June 2025, obtained approval from the shareholders for the following payment of Directors’ fees and benefits payable to the Directors of the Company for the period from 1 July 2025 to 30 June 2026 (“**the Period**”):-

Approved limit granted by the shareholders at the 30th AGM		
	Directors’ Fee (RM)	Directors’ Benefits (RM)
Total fees payable to Directors (“Column I”)	RM162,000.00	RM120,000.00

The Directors’ fees to Non-Executive Directors and benefits payable to the Directors of the Company for the Period did not exceed the approved limit as set out in Column I. The details of the Directors’ Remuneration for the financial year ended 31 December 2025 (“**FYE 2025**”) are enumerated in the Corporate Governance Report of the Company for the FYE 2025.

The Company is now seeking shareholders’ approval, under Ordinary Resolutions 1 and 2, for the payment of Directors’ fees to the Non-Executive Directors and benefits payable to the Directors of the Company for the period from 1 July 2026 up to 30 June 2027, as follows:-

- a) Ordinary Resolution 1 - Payment of Non-Executive Directors’ fees for an amount of up to RM126,000.00 payable on a monthly basis for the period from 1 July 2026 up to 30 June 2027; and
- b) Ordinary Resolution 2 - Payment of Directors’ Benefits (excluding Directors’ fees) for an amount of up to RM100,000.00 for the period from 1 July 2026 up to 30 June 2027.

The proposed Directors’ fees and benefits have been estimated based on the current Board size and the expected number of scheduled Board and Board Committees meetings, as well as insurance coverage. The benefits, which mainly comprise meetings allowances, will be paid to Directors based on their actual attendance at the relevant meetings and as and when incurred.

Notice of 31st Annual General Meeting (Cont'd)

Explanatory Notes on Ordinary and Special Businesses: - (cont'd)

2. Items 2 and 3 of the Agenda (cont'd)

Ordinary Resolutions 1 and 2 are intended to facilitate payment of Directors' fees and benefits payable for the financial year 2026/2027.

In the event that the proposed Directors' fees and benefits payable are insufficient due to the enlarged Board size and other factors, the Company will seek shareholders' approval at the next AGM of the Company for the additional Directors' fees and benefits payable to meet the shortfall.

3. Item 4 of the Agenda

The Retiring Director, Mr. Tan Chee How, is seeking re-election at the 31st AGM pursuant to Clause 117 of the Company's Constitution and being eligible, has offered himself for re-election under Ordinary Resolution 3.

The details of the Retiring Director are as set out in his Director's Profile of the Company's 2025 Annual Report. The details of his interest in the securities of the Company also can be found in the Company's 2025 Annual Report.

The Nomination and Remuneration Committee ("**NRC**") has reviewed the performance and contribution of the Retiring Director based on the Board Effectiveness Evaluation conducted, which encompassed several factors outlined in the Company's Fit and Proper Policy including:-

- (a) Fit and proper assessment
- (b) Contribution to interaction
- (c) Knowledge and caliber
- (d) Provision of quality of input to the Board
- (e) Understanding of role
- (f) Conflict of interest

The NRC and Board of Directors ("**Board**") have also evaluated the tenure of the Directors and the Board's composition to ensure that it has an appropriate mix of skills and experience to meet the business requirements. Additionally, the NRC and Board have assessed the Retiring Director's compliance with Paragraph 2.20A of the Main Market Listing Requirements ("**Listing Requirements**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") in terms of their quality and integrity.

The NRC and the Board have considered the results of the assessment conducted on the Retiring Director and collectively agreed that he meets the criteria of character, experience, integrity, competence and time required to effectively discharge his roles as the Director of the Company.

The Retiring Director confirmed that he does not have existing or potential conflict of interest, including interest in any competing business with the Company and/or its subsidiaries or family interest that could affect the execution of his role as the Director of the Company. The NRC has also assessed the Retiring Director in accordance with the Directors' Fit and Proper Policy of the Company and found him to have met the criteria for a fit and proper person as outlined in the said policy.

The Board approved the NRC's recommendation that the Retiring Director who retires in accordance with Clause 117 of the Company's Constitution is eligible to stand for re-election. The Retiring Director had abstained from deliberations and decisions on his own eligibility and suitability to stand for re-election at the relevant NRC and Board meetings.

The Board (save for the Retiring Director who had abstained from deliberation on discussions relating to his own re-election at the NRC and Board meetings) supports the re-election of the Retiring Director.

Notice of 31st Annual General Meeting (Cont'd)

Explanatory Notes on Ordinary and Special Businesses: - (cont'd)

4. Item 6 of the Agenda

Ordinary Resolution 5 is to seek a renewal of the general mandate or allotment and issuance of shares pursuant to the Companies Act 2016 at the 31st AGM of the Company. The purpose of this General Mandate, if passed, shall give power to the Directors to issue ordinary shares in the capital of the Company up to an aggregate number of shares or convertible securities issued not exceeding the prescribed limit under the Listing Requirements of Bursa Securities ("**Renewed General Mandate**").

However, pursuant to Section 85(1) of the Act, the Company's Constitution and Paragraph 7.08 of Listing Requirements of Bursa Securities, the New Shares will have to be offered to the existing shareholders of the Company unless there is a direction to the contrary given in the general meeting of the Company. Should the existing shareholders of the Company approve the proposed Ordinary Resolution 5, they are waiving their pre-emptive rights pursuant to Section 85(1) of the Act, which then would allow the Directors to issue New Shares to any person without having to offer the said New Shares equally to all existing shareholders of the Company prior to the issuance. This will result in a dilution to the shareholding percentage of the existing shareholders of the Company.

This proposed Resolution, if passed, will enable the Directors to take swift action to undertake fund raising activities, including but not limited to placement of shares for the purpose of funding the Company's future investment project(s), working capital and/or acquisition(s), by the issuance of shares in the Company to such persons at any time as the Directors may deem fit provided that the aggregate number of shares issued pursuant to the mandate does not exceed ten per centum (10%) of the total number of the issued shares of the Company for the time being, without having to convene a general meeting. This authority, unless revoked or varied by the Company in a general meeting will expire at the conclusion of the next Annual General Meeting of the Company.

The Board of the Company is of the view that the Renewed General Mandate is in the best interest of the Company and its shareholders as it will provide flexibility to the Company to issue new shares without the need to convene separate general meeting to obtain its shareholders' approval so as to avoid incurring additional costs and time.

As of the date of this Notice, no new shares in the Company were issued pursuant to the General Mandate granted to the Directors at the last AGM of the Company held on 23 June 2025 and which will lapse at the conclusion of the 31st AGM.

5. Item 7 of the Agenda

This proposed Ordinary Resolution 6, if passed, will allow the Group to enter into recurrent related party transactions of a revenue or trading nature with related parties in the ordinary course of business which are necessary for the Group's day-to-day operations and on normal commercial terms not more favourable to the related parties than those generally available to the public, and are not to the detriment of the interest of the minority shareholders of the Company. The procurement of the Proposed RRPT Mandates would reduce substantially administrative time, effort and expenses associated with the convening of separate general meetings to seek shareholders' approval as and when potential Recurrent Related Party Transactions arise. The shareholders' mandate is subject to renewal on an annual basis.

The authority given for Ordinary Resolution 6 mentioned above unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

Further information on Ordinary Resolution 6 is set out in the Circular to Shareholders of the Company dated 28 April 2026 which is circulated together with the Annual Report for the financial year ended 31 December 2025.

Notice of 31st Annual General Meeting (Cont'd)

Notes:-

- (1) The 31st AGM will be held at Main Venue. Members and proxies will have to attend physically in person at the Main Venue.
- (2) A member who is entitled to attend, participate, speak and vote at the 31st AGM shall be entitled to appoint more than one (1) proxy to attend, participate, speak and vote on his/her behalf at the 31st AGM. A proxy need not be a member of the Company. Where a member appoints more than one (1) proxy to attend the 31st AGM, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which the appointment shall be invalid.
- (3) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, he/she may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- (4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. The appointment of two (2) or more proxies in respect of any particular omnibus account shall be invalid unless the exempt authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- (5) The instrument appointing a proxy and the power of attorney or other authority, if any, shall be in writing under the hand of appointer or of his attorney duly authorised in writing or a copy of that power of attorney, certified by an advocate and solicitor, or where the appointer is a corporation, either under the corporation's common seal or under the hand of an officer or attorney duly authorised. Any alteration in the proxy form must be initialled.
- (6) A member of the Company may revoke the authority of a previously appointed proxy by giving written notice to the Company not less than twenty-four (24) hours before the time appointed for holding the meeting or any adjournment thereof. Such notice of termination must be deposited at the registered office of the Company or at the address as specified in Note 8 below.
- (7) The Company shall be entitled to reject any instrument of proxy lodged if the member is not shown to have any shares entered against his name in the Register and/or subject to the Constitution of the Company in relation to the Record of Depositors made available to the Company.
- (8) The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company **not less than forty-eight (48) hours before the time appointed for holding the 31st AGM or at any adjournment thereof: -**

(i) In Hardcopy Form

The Form of Proxy or the Power of Attorney or other authority, if any, under which it is signed or notarially certified shall be deposited at the office of the Share Registrar of the Company, **Boardroom Share Registrars Sdn. Bhd. [Registration No.: 199601006647 (378993-D)]** at **11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia** or by email to bsr.proxy@boardroomlimited.com or by fax +603-7890 4670.

(ii) By Electronic Means

The Form of Proxy shall be electronically submitted via **Boardroom Smart Investor Portal** at <https://investor.boardroomlimited.com>, which is free and available to all shareholders by logging in and selecting "Submit e-Proxy Form" or email to bsr.proxy@boardroomlimited.com.

You may refer to the Administrative Guide of the 31st AGM for guidance and further details.

Notice of 31st Annual General Meeting (Cont'd)

Notes:- (cont'd)

- (9) *In respect of deposited securities, only members whose names appear in the Record of Depositors on 23 June 2026 (General Meeting Record of Depositors) shall be entitled to attend, participate, speak and vote at the 31st AGM, or to appoint proxy(ies) to attend, participate, speak and vote on their behalf.*
- (10) *Pursuant to Paragraph 8.29A(1) of the Listing Requirements of Bursa Securities, all the resolutions set out in this Notice of Meeting will be put to vote by poll.*
- (11) *Those Forms of Proxy which are indicated with "X" in the spaces provided to show how the votes are to be cast will also be accepted. Any alteration in the Form of Proxy must be initialled.*

Personal data privacy:

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, participate, speak and vote at the 31st AGM and/or any adjournment thereof, a member of the Company:

- (i) *consents to the collection, use and disclose of the member's personal data by the Company (or its agents) for the purpose of processing and the administration by the Company (or its agents) of proxies and representatives appointed for the 31st AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 31st AGM (including any adjournment thereof), and in order for the Company (or its agent) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes");*
- (ii) *warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclose of the proxy(ies) and/or representative(s) personal data by the Company for the Purposes; and*
- (iii) *agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.*

STATEMENT ACCOMPANYING NOTICE OF THIRTY-FIRST ANNUAL GENERAL MEETING ("31st AGM")

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

1. STATEMENT RELATING TO THE ELECTION OF DIRECTORS (EXCLUDING DIRECTORS STANDING FOR RE-ELECTION)

Other than the Retiring Director standing for re-election at the 31st AGM, there is no individual seeking election as a Director at the 31st AGM.

The profile of the Retiring Director is disclosed in the Company's 2025 Annual Report.

2. STATEMENT RELATING TO THE GENERAL MANDATE FOR ISSUANCE OF SECURITIES

Ordinary Resolution 5 on the General Mandate for the Issuance of Securities

Statement relating to a general mandate for the issuance of securities in accordance with Paragraph 6.04 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

Please refer to the Explanatory Note 4 of the Notice of the 31st AGM.

MANAGEMENT DISCUSSION AND ANALYSIS

Milux Corporation Berhad (“**MCB**” or “**the Company**”) and its subsidiaries (“**the Group**”)’s main business segment is the trading of gas and home appliances for the first three quarters of financial year 2025 (“**FY 2025**”). Subsequently, the Group expanded its business segment to the wholesale of construction materials in the final quarter of FY 2025 in line with the diversification exercise proposed and approved by shareholders on 4 November 2020. During FY 2025, the Group carried out its business activities through wholly owned subsidiaries as follows:

- Milux Sales & Service Sdn. Bhd. (MSS) – distributor of gas and home electrical appliances under its core brand, “**MILUX**” throughout Peninsula and East Malaysia;
- T.H. Hin Home Tech Sdn. Bhd. (Home Tech) – trading of gas and home electrical appliances under OEM brands to both local and overseas customers;
- Milux Properties Sdn. Bhd. (M Properties) – wholesale of construction materials.

Since the change of board of directors and management team in FY 2025, the Group has implemented several turnaround strategies including identifying new sale channels and cost optimization plan.

- During the first five (5) months of the year, the Group operated out of its headquarters cum warehouse in Port Klang, Selangor, and four (4) sales and service centers located in Prai, Ipoh, Malacca, and Johor Bahru.
- As part of the cost optimization initiatives, the Group moved its headquarters to Taman Perindustrian Subang, closed three (3) of its sales and service centers and relocated the sales and service center in Prai in June 2025. Following the relocation, the Group appointed third party service providers to meet its warehousing needs and ceased its own warehousing activities, enabling the Group to operate on a lower fixed cost basis while enhancing scalability for future growth.
- The Group has streamlined headcounts within the sales and operations teams to enhance efficiency and optimise operating costs.

Our Group’s vision is to be a market leader in the home appliances business involving the distribution of gas and home electrical appliances through a continuous process of product innovation, stringent quality standards at competitive pricing and excellent customer service.

MSS

MSS has been involved in the distribution and trading of gas and home electrical appliances under the MILUX brand. During the year, MSS expanded its trading activities to include other brands of large home appliances and products for project-based supply targeted at the interior design, fit-out, and renovation services segment. As part of its efforts to drive sales volume and expand its distribution channels, the Group has also diversified into a rent-to-own (RTO) model targeted at residential customers.

MSS contributed 88% to the Group’s revenue in FY 2025 (FY 2024 – 90%). The contribution of Milux brand products and non-Milux brand products to MSS for FY 2025 are as follows:

1. Milux brand products – 44% (FY 2024 – 100%)
2. Non-Milux brand products – 56% (FY 2024 – 0%)

Home Tech

Home Tech is involved in the trading of gas and home electrical appliances, catering to OEM customers. For FY 2025, Home Tech contributed 2% (FY 2024 – 10%) to the Group’s revenue. In FY 2025, Home Tech registered revenue of RM1.99 million compared to RM4.46 million in FY 2024. Lower take up rate by its OEM customers resulted in lower revenue. The higher revenue in FY 2024 was due to project sales which were not repeated in FY 2025.

M Properties

M Properties was inactive in the previous financial years and in the first three quarters of FY 2025. During the final quarter of FY 2025, the Group ventured into the wholesale of construction materials in line with the diversification exercise proposed and approved by shareholders on 4 November 2020.

M Properties recorded a maiden revenue of RM10.10 million, contributing 10% to the Group’s revenue.

Management Discussion and Analysis (Cont'd)

Others

Save for the three (3) operating subsidiaries mentioned above, the rest of the Companies in the Group are dormant and do not generate any revenue except rental income from investment properties amounting to RM0.034 million in FY 2025 (FY 2024 – RM0.034 million). The Company is an investment holding company providing management services to its subsidiaries.

Review of Financial results

In FY 2025, the Group returned to profitability, posting a profit after taxation (“**PAT**”) of RM3.28 million from a loss after taxation (“**LAT**”) of RM2.26 million in FY 2024. This was achieved on the back of a higher revenue and lower operating costs during the year. During the financial year, the Group carried out a series of cost optimization exercises throughout its operation.

Revenue

The Group recorded revenue of RM99.55 million in FY 2025 compared to RM45.94 million in FY 2024, an increase of RM53.61 million or 117%. The sharp increase in revenue was mainly attributed to higher sales by MSS and the diversification into the wholesale of construction materials. MSS’s sales increased by 111% in FY 2025 as it expanded its trading activities to include non-Milux brand products to cater to project based commercial customers and ventured into the rent-to-own (“**RTO**”) market with both Milux brand and non-Milux brand products targeted at residential customers. The wholesale of construction materials brought in a maiden RM10.10 million to Group revenue. However, Home Tech recorded revenue decline of 55% due to reduced orders from its OEM customers.

Gross profit and gross profit margin

The Group reported gross profit (“**GP**”) of RM19.54 million from RM10.26 million reported for FY 2024, an increase of 90% or RM9.28 million.

Gross profit margin (“**GPM**”) for FY 2025 at 20% was 2.71 percentage points (“**pp**”) lower than that for FY 2024. FY 2025 GPM was affected by the lower GPM which is inherent for the wholesale of construction materials operation and the project sales to commercial customers.

Other operating income

Other operating income decreased by RM0.19 million to RM0.39 million from RM0.58 million reported in FY 2024. This was due to lower gain on forex transactions, and lower interest and dividend income.

Other operating expenses

Other operating expenses increased by RM0.51 million or 182% to RM0.79 million from RM0.28 million reported in FY 2024. The higher other operating expenses were due to higher impairment loss on receivables, fixed assets written off, higher loss on forex transactions and higher provision for warranty.

Administrative expenses

Administration expenses at RM8.00 million was 14% or RM1.25 million lower than the RM9.25 million reported for FY 2024. The administrative expenses consisted mainly of directors and employee compensation, office-administrative and operational expenses. The 14% decrease in FY 2025 was principally driven by lower directors’ remuneration and fees following a reduction in the board size in FY 2025, as well as lower Employees compensation in line with the reduced head count during the year as part of the Group’s cost rationalization exercise.

Selling and distribution expenses

The selling and distribution expenses (“**S&D**”) for FY 2025 amounted to RM7.79 million representing an increase of 119% over that for FY 2024. This was due to higher sales. For FY 2025, S&D spending amounted to 7.83% of revenue, an increase of 0.08 pp from 7.75% of revenue reported for FY 2024.

Finance costs

Finance costs for FY 2025 were RM0.13 million or 68% lower at RM0.06 million compared to RM0.19 million for FY 2024. The lower finance cost was primarily due to non-utilization of bankers’ acceptance facilities during the year, as the Group did not require drawdowns to finance its working capital requirement. Lease liability interest was also lower due to decline overtime.

Management Discussion and Analysis (Cont'd)

Profit before taxation

The Group returned to profitability in FY 2025, recording a profit before taxation ("**PBT**") of RM3.29 million compared to a loss before taxation ("**LBT**") of RM2.22 million in FY 2024. This turnaround was driven by substantially higher revenue from the interior design, fit out, and renovation services segment, coupled with effective cost management strategies. This increase in revenue was executed without a material increase in fixed overheads, allowing incremental revenue to flow directly to the bottom line and contribute to improved profitability.

Profit after taxation

PAT for FY 2025 amounted to RM3.28 million compared to a **LAT** of RM2.26 million reported in FY 2024. This was after accounting for taxation expenses of RM0.01 million for FY 2025 compared to RM0.05 million in FY 2024. Estimated effective taxation expenses for FY 2025 at 0.34% were lower than the statutory rate of 24% as certain subsidiaries of the Group utilized brought forward unutilized tax losses.

Working Capital

As the close of FY 2025, the Group has current assets of RM63.95 million (FY 2024 -RM42.68 million) and current liabilities of RM30.11 million (FY 2024 -RM8.79 million) with a working capital ratio of 2.1 times (FY 2024 -4.9 times).

Inventories and trade receivables accounted for 84.6% of current assets. During the year, the Group continued to actively manage its inventories by aligning its procurement decisions with current demand. This has allowed the Group to maintain its inventories level at almost the same level as at close of FY 2024 despite a 117% increase in sales revenue. Trade receivables as at close of FY 2025 was RM43.10 million compared to RM8.75 million as at close of FY 2024. The sharp increase is in line with the revenue growth, particularly from project-based sales to the interior design, fit-out and renovation services segment that usually involves a longer credit term. The Group's average trade receivables turnover increased to 100 days in FY 2025 from 69 days in FY 2024. This was due to longer credit term extended for project and OEM customers. Total liquid assets in fixed deposits and cash and bank balances as at close of FY 2025 amounted to RM8.32million (FY 2024: RM19.31 million).

The Group's current liabilities as at close of FY 2025 at RM30.10 million were RM21.31 million higher than the RM8.79 million as at close of FY 2024. Trade and other payables at close of FY 2025 amounted to RM28.64 million compared to RM6.94 million as at close of FY 2024. The Group's lease liabilities under current liabilities as at close of FY 2025 decreased to RM0.28 million from RM0.85 million as at close of FY 2024. The Group does not have any bank borrowings during FY 2025.

The Group will continue to be prudent in its working capital management.

Gearing ratio

The gearing ratio (total borrowing/equity) improved to 0.0127 times as at close of FY 2025 compared to 0.0272 times as at close of FY 2024. The lower gearing ratio was due to repayment of lease liabilities.

Capital Investment

There was no major capital investments incurred during FY 2025.

Corporate development

There was no major corporate development during FY 2025 and for the period up to the issuance of this Annual Report.

Outlook and prospects in Year 2026

Moving into FY2026, the Group will continue to focus on strengthening its operational performance and rebuilding its revenue base following the implementation of its turnaround initiatives in FY2025. The strategies undertaken, including the exploration of new sales channels in interior design and renovation, are expected to place the Group in a better position to strengthen its financial performance.

Bank Negara Malaysia ("**BNM**") in its Quarterly Bulletin for Q4 2025 expects the Malaysian economy to grow within the range of 4%-4.5% led by resilient domestic demand and exports. BNM expects inflation to remain moderate in 2026. Nevertheless, the external environment also remains a key source of uncertainty. Upside risks of inflation may arise from higher external costs driven by trade uncertainties, geopolitical tensions (e.g. via commodity prices and supply disruptions) and adverse weather conditions. Downside risks could stem from weaker-than-expected global demand and trade activity, leading to lower commodity prices and more moderate domestic demand conditions.

Management Discussion and Analysis (Cont'd)

The Group intends to further expand its customer base while deepening engagement with existing customers, with the objective of increasing repeat project flows, improving order visibility, and enhancing the quality and sustainability of earnings.

As part of the growth strategy, the Group is prioritising the expansion of its large home appliances business, supported by both project-based supply and a RTO model targeted at residential and commercial customers. Project-related appliance orders typically involve larger contract values, longer lead times, and defined delivery schedules, providing improved revenue visibility and earnings stability. In parallel, the Group will actively evaluate and pursue opportunities to introduce a rent-to-own offering for large appliances, primarily through strategic collaborations. The RTO model is expected to support higher lifetime value per customer, recurring income streams, and stronger margin resilience, while lowering upfront affordability barriers for end-users. This initiative is intended to complement the Group's project-based appliance supply, enabling broader market penetration and improved utilisation of inventory. Importantly, the expansion of both project-based and rent-to-own appliance offerings will leverage the Group's existing warehousing infrastructure, logistics capabilities, and established supplier relationships. As such, these initiatives are expected to be executed without a material increase in fixed overheads, allowing incremental revenue to translate into improved operating leverage and profitability.

For its construction materials operations, the Group will continue to pursue opportunities on a selective and opportunistic basis, taking into account prevailing market conditions, pricing discipline, and margin sustainability.

Overall, the Group's near- to medium-term focus remains on scaling higher-value, asset-efficient segments that enhance earnings visibility, margin quality, and return on capital, while maintaining prudent capital management.

Risk factors

Business risk

The Group's operations are exposed to various business risks. Domestically, the current high household debt restricts disposal income for discretionary purchases, particularly among the lower and middle-income households. Competition in the home appliances industry is intense with the entrance of more overseas brands into the domestic market. The industry is also facing pressure from unregulated e-commerce platforms selling lower-priced and potentially non-compliant products. Externally, the current global geopolitical tensions, particularly in Asia and Middle East pose risks to the import of products due to disruption to supply chain and logistics. Inflationary pressure from this disruption boosts operational costs, affecting profitability. The Group will constantly monitor and take appropriate measures to minimize the impact arising from these risks. As part of business risk mitigation, the Group's trading division has started to adopt rental models which offer recurring revenue and focus on higher and better quality products to differentiate from low-cost competitors.

Foreign exchange risk

As many of our stock-in-trade are imported, the Malaysian Ringgit's fluctuation against major currencies like the United States Dollar (USD) and Chinese yuan renminbi (CNY) can heavily increase costs. The Group will seek to mitigate this risk through hedging activities as and when deemed necessary.

Credit risk

The Group generally provides credit terms within a range of 30 to 90 days and up to 120 – 150 days for a selected customers. There is an inherent risk of smaller retailers facing tight cash flows leading to slow debt repayment to suppliers. Our Credit Control Department proactively manages the credit risk by regularly reviewing and evaluating our customers (debtors) payment behavior and take proactive action where necessary. The Group will continue to actively monitor the financial standing of our customers (debtors) on an ongoing basis to minimize this risk.

Dividend policy

In view of the current market challenges, the Board is mindful of the need to conserve cash for future projects and growth to ensure the Group's sustainability.

The Board has not recommended dividend payment for FY 2025 and has not established a dividend payout policy.

Dated: 6 April 2026

CORPORATE INFORMATION

BOARD OF DIRECTORS

- ▶ Datin Yap Shin Siang
*Independent
Non-Executive Chairman*
- ▶ Tan Chee How
Executive Director
- ▶ Ng Wei Wei
Independent Non-Executive Director
- ▶ Mak Wai Hoong
Non-Independent Non-Executive

AUDIT AND RISK COMMITTEE

- Ng Wei Wei - **Chairman**
Independent Non-Executive Director
- Datin Yap Shin Siang - **Member**
Independent Non-Executive Director
- Mak Wai Hoong - **Member**
Non-Independent Non-Executive Director

NOMINATION AND REMUNERATION COMMITTEE

- Ng Wei Wei - **Chairman**
Independent Non-Executive Director
- Datin Yap Shin Siang - **Member**
Independent Non-Executive Director
- Mak Wai Hoong - **Member**
Non-Independent Non-Executive Director

COMPANY SECRETARIES

- Teo Soon Mei
(MAICSA 7018590)
(SSM Practising Certificate No.
201908000235)
- Lim Jia Huey
(MAICSA 7073258)
(SSM Practising Certificate No.
201908000929)

AUDITORS

- Grant Thornton Malaysia PLT
[201906003682 (LLP0022494-LCA) &
(AF 0737)]
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Malaysia
Tel: 03 – 2692 4022
Fax: 03 – 2691 5229

PRINCIPAL PLACE OF BUSINESS

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Fax: 03 – 3134 1193

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Tel: 03 – 7890 4700
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Email: info.my@boardroomlimited.com

REGISTERED OFFICE

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W.P. Kuala Lumpur.
Tel: 03 – 7971 8080
Fax: 03 – 7972 8585
Email: info@amerits.com.my
Website: www.amerits.com.my

BANKERS

AmBank (M) Berhad
Malayan Banking Berhad
United Overseas Bank (Malaysia)
Berhad
CIMB Bank Berhad
CIMB Islamic Bank Berhad

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities
Berhad
Sector: Consumer Products & Services
Stock Code: 7935
Stock Name: Milux

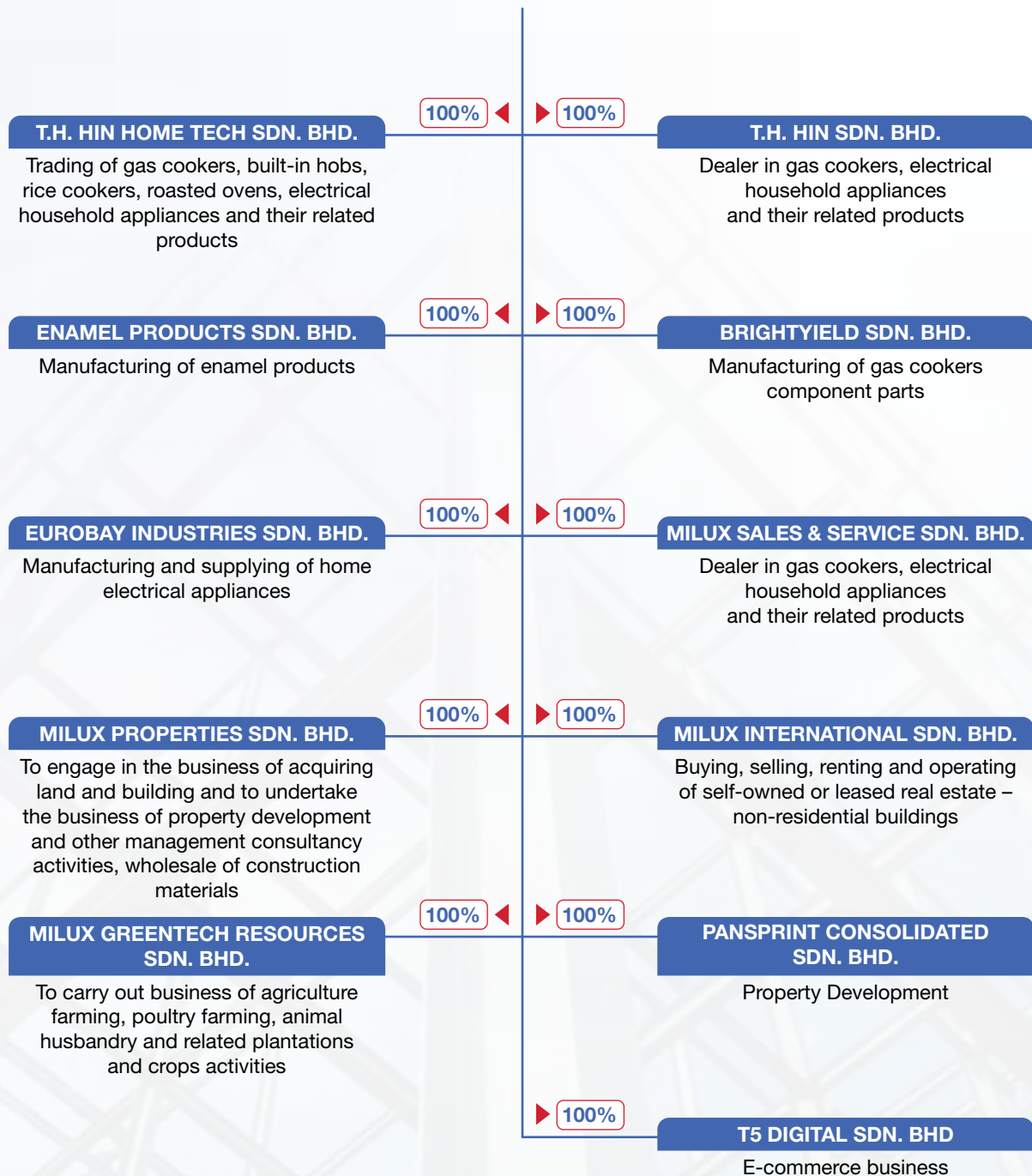
CORPORATE WEBSITE

www.milux.com.my

CORPORATE STRUCTURE



MILUX CORPORATION BERHAD



SUSTAINABILITY STATEMENT

FY 2025

1. Our Path to a Sustainable Future

Milux Corporation Berhad (“**Milux**”) and its subsidiaries (“**the Group**”) presents this Sustainability Statement (“**SS**”) for the financial year ended 31 December 2025 (“**FY 2025**”). This statement outlines how the Group manages key economic, environmental, social and governance (“**ESG**”) considerations that may influence the sustainability of our operations and long-term business performance. The SS should be read together with the Group’s Financial Statements for FY 2025.

Milux recognises that sustainable business practices are essential for maintaining long-term competitiveness and resilience. As regulatory expectations, market conditions and stakeholder priorities continue to evolve, the Group remains committed to strengthening its sustainability practices by integrating ESG considerations into its governance framework, operational processes and strategic planning.

Throughout FY 2025, the Group continued to improve its sustainability disclosures to enhance transparency and provide clearer insights into how sustainability-related risks and opportunities are managed. By embedding sustainability considerations into business decision-making, Milux aims to support responsible growth while delivering long-term value for its stakeholders.

This approach enables the Group to strengthen operational efficiency, enhance risk management practices and respond effectively to emerging sustainability challenges within the home appliances industry.

Our Principal Business Activities

Milux is headquartered in Malaysia and primarily involved in investment holding, as well as the trading and distribution of gas and electrical household appliances and related products. Through its subsidiaries, the Group markets a range of home appliances including gas cookers, built-in hobs, ovens, rice cookers and other electrical household products to customers across Malaysia.

During FY 2025, the Group expanded its business scope to include the wholesale trading of construction materials through its wholly owned subsidiary, Milux Properties Sdn. Bhd. This business activity commenced operations in the final quarter of 2025 and contributed approximately 10% to the Group’s revenue for FY 2025.

The following table summarises the principal subsidiaries within the Group and their respective business activities.

Company Name	Principal Business Activities	Location
Milux Sales & Service Sdn. Bhd.	Dealer and distributor of gas cookers, electrical household appliances and their related products.	Malaysia
T.H. Home Tech Sdn. Bhd.	Trading of gas cookers, built-in-hobs, rice cookers, roasted ovens, electrical household appliances and their related products.	Malaysia

Operating within Malaysia’s regulatory and business landscape, the Group recognises the importance of managing environmental and social considerations associated with its operations. Milux remains committed to maintaining responsible business conduct, ensuring product quality and safety, supporting employee wellbeing and fostering constructive relationships with suppliers, customers and the wider community.

Through the integration of ESG considerations into its operational and risk management processes, the Group aims to strengthen operational resilience, improve business efficiency and support sustainable growth.

Sustainability Statement FY 2025 (Cont'd)

Our Value Chain

In support of its sustainability strategy, Milux has mapped its value chain to better understand how sustainability-related risks and opportunities may arise across its business activities. This process also supports the identification of financially material sustainability matters and the assessment of greenhouse gas (“GHG”) emissions associated with the Group’s operations.

The Group’s value chain comprises upstream supplier and procurement activities, core operational processes including product sourcing, warehousing and sales management, as well as downstream distribution, logistics and customer engagement activities.

Through this value chain assessment, the Group is able to:

- Identify sustainability-related risks, dependencies and potential impacts across its operations and business relationships;
- Evaluate potential emissions sources within the Group’s operational and value chain boundaries;
- Strengthen internal data collection and monitoring processes to support sustainability reporting; and
- Develop appropriate management responses aligned with regulatory developments and evolving stakeholder expectations.

Insights from this assessment support the Group’s sustainability risk management processes and informed disclosures under the National Sustainability Reporting Framework (“NSRF”) and the IFRS Sustainability Disclosure Standards. The outcomes also guide the integration of sustainability considerations into the Group’s strategy, operational planning and decision-making processes.

Value Chain Overview

Value Chain Stage	Key Activities	Key ESG Considerations
Upstream	Sourcing of gas cookers, built-in appliances, electrical household products and construction materials from manufacturers and suppliers; procurement of packaging materials and engagement of logistics providers	Responsible sourcing practices, supplier compliance with regulatory and quality standards, environmental impacts associated with manufacturing and transportation
Core Operations	Product procurement, warehousing and inventory management, product quality inspection, sales and marketing activities, and coordination of product distribution	Energy consumption in warehouse operations, operational efficiency, workplace health and safety, product compliance and ethical business conduct
Downstream	Distribution and delivery of appliances and construction materials to retailers, dealers and project sites, logistics coordination, customer service and after-sales support	Product quality and safety, customer satisfaction, regulatory compliance and responsible handling of products

Identifying Key Areas to Drive Our Sustainability Strategy

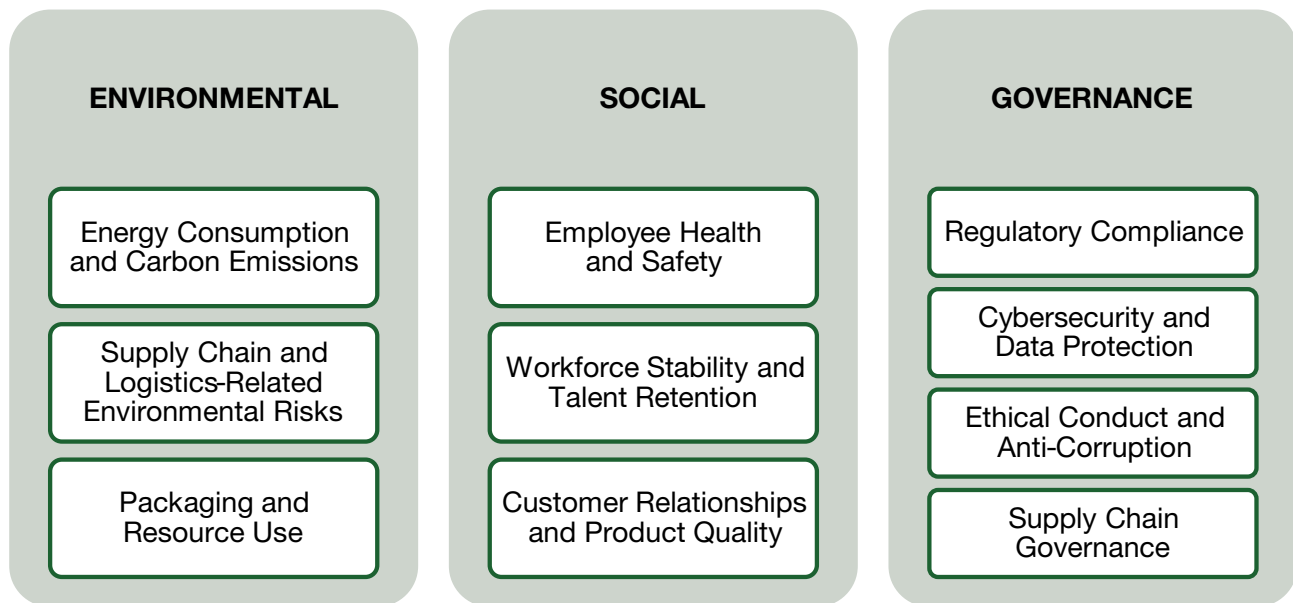
The Group has identified sustainability-related matters that may give rise to risks and opportunities across its operations and value chain. Climate-related risks and opportunities have been assessed as financially material and are disclosed in accordance with the requirements of IFRS S2. Other ESG topics are disclosed on a voluntary basis, taking into consideration the expectations of Bursa Malaysia and the NSRF.

These topics were identified through a structured assessment of the Group’s business activities, operating environment and industry landscape. The assessment considered how sustainability-related risks and opportunities may affect the Group’s financial performance, financial position and long-term prospects.

Sustainability Statement FY 2025 (Cont'd)

Based on this assessment, the Group has established appropriate management approaches to address the identified risks and opportunities. These approaches support the integration of sustainability considerations into business strategy, operational practices and risk management processes.

Sustainability-related matters disclosed on a voluntary basis do not form part of the Group's mandatory disclosures under the IFRS Sustainability Disclosure Standards for the reporting period.



ENVIRONMENTAL

Energy Consumption and Carbon Emissions

Milux's operational energy use is primarily associated with electricity consumption for office administrative functions. Warehouse facilities are utilised to support product storage and distribution, and effective from the second half of 2025, these warehouse operations were outsourced to third-party service providers. Electricity consumption related to warehouse operations is embedded within warehouse rental and service charges rather than being directly billed to the Group. As such, potential increases in electricity costs may be reflected through higher rental or service costs rather than direct electricity tariffs.

The Group continues to encourage prudent energy practices within its office operations to support operational efficiency and manage costs, while remaining mindful of evolving climate-related expectations and disclosure requirements.



Supply Chain and Logistics-Related Environmental Risks

As a distributor of household appliances, Milux relies on both local and international suppliers as well as logistics partners to support product sourcing and distribution. Environmental disruptions such as extreme weather events, transportation interruptions or operational issues affecting suppliers may impact supply chain reliability and product availability.

To mitigate these risks, Milux maintains diversified sourcing arrangements and conducts supplier evaluations prior to onboarding new suppliers. Continuous monitoring of supplier performance and logistics coordination helps strengthen supply chain resilience and supports stable product availability for customers.



Sustainability Statement FY 2025 (Cont'd)

Packaging and Resource Use

Packaging materials are required to ensure that appliances are protected during storage and transportation. Inefficient packaging management or excessive use of materials may contribute to unnecessary waste generation and increased operational costs.

Milux therefore encourages responsible use and handling of packaging materials throughout its distribution operations. By improving packaging efficiency and resource management practices, the Group aims to reduce waste generation while maintaining product protection and operational efficiency.



SOCIAL

Employee Health and Safety

Although Milux does not operate manufacturing facilities, certain operational activities such as warehousing and logistics coordination involve physical handling of goods. These activities may present occupational safety risks if not properly managed.

The Group promotes safe working practices and encourages employee awareness of workplace safety procedures. Maintaining a safe and healthy working environment supports employee well-being, reduces workplace incidents and contributes to operational continuity.



Workforce Stability and Talent Retention

Milux relies on a capable and stable workforce to support its operational, administrative and sales functions. High employee turnover or challenges in attracting and retaining skilled personnel may affect productivity and service delivery.

To promote workforce stability, the Group provides employee welfare initiatives including leave benefits, insurance coverage and employee engagement activities. These initiatives support employee well-being and contribute to a positive working environment that encourages long-term employee retention.



Customer Relationships and Product Quality

Maintaining strong customer relationships and consistent product quality is essential to the Group's reputation and long-term business success. Product defects, delivery delays or inadequate customer service may affect customer satisfaction and brand reputation.

Milux addresses these risks through supplier due diligence processes and product quality monitoring procedures. Incoming products undergo quality control checks and feedback is provided to suppliers where necessary to ensure that products meet expected standards.



GOVERNANCE

Regulatory Compliance

Milux operates within a regulatory environment that includes product safety standards, import regulations and corporate governance requirements. Failure to comply with applicable regulations may result in financial penalties, operational disruption or reputational damage.

The Group maintains internal monitoring processes and integrates sustainability-related risks into its enterprise risk management framework. Board oversight and regulatory monitoring help ensure that the Group's operations remain compliant with applicable laws and industry standards.



Sustainability Statement FY 2025 (Cont'd)

Cybersecurity and Data Protection

Milux relies on information technology systems to support operational, administrative and financial processes. Cybersecurity breaches or unauthorised access to data may disrupt operations or compromise sensitive information.

The Group manages these risks through internal IT security controls, including access management procedures, system monitoring and cybersecurity safeguards designed to protect business information and maintain operational reliability.



Ethical Conduct and Anti-Corruption

Exposure to bribery, corruption or conflicts of interest may create legal and reputational risks for the Group. Maintaining strong ethical standards is therefore essential to support responsible business conduct.

Milux promotes ethical behaviour through internal policies and employee awareness programmes addressing anti-bribery and anti-corruption practices. Employees are briefed on these policies during onboarding and periodic training programmes.



Supply Chain Governance

Given the Group's reliance on external suppliers, effective supplier governance is important to ensure product quality, reliability and regulatory compliance.

Milux conducts supplier due diligence and maintains ongoing supplier monitoring processes to ensure that suppliers meet expected standards. Diversified sourcing strategies are also maintained to reduce dependency on a single supplier and strengthen supply chain resilience.



2. Basis of Preparation

This SS has been prepared by Milux for FY 2025. The Statement has been developed in accordance with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB"), which comprise:

- IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information; and
- IFRS S2 – Climate-related Disclosures,

as adopted in Malaysia under the NSRF.

FY 2025 represents the Group's initial year of reporting under the IFRS Sustainability Disclosure Standards. In line with the transitional provisions permitted under IFRS S1 and IFRS S2, the Group has adopted the "climate-first" reporting approach. As a result, mandatory disclosures in the current reporting period focus on climate-related risks and opportunities as required under IFRS S2.

Information relating to other ESG matters is provided on a voluntary basis. These disclosures consider the expectations set out under the Bursa Malaysia Main Market Listing Requirements as well as the Common Sustainability Matters identified under the NSRF. Such disclosures are presented for informational purposes and do not form part of the Group's mandatory compliance with IFRS S1 and IFRS S2 for the reporting period.

The scope of this Sustainability Statement aligns with the reporting entity and financial period covered in the Group's consolidated Financial Statements, which are prepared in accordance with Malaysian Financial Reporting Standards ("MFRS") and the Companies Act 2016 of Malaysia.

First-time Adoption of IFRS Sustainability Disclosure Standards

The Group's Sustainability Statement for FY 2025 marks its first application of the IFRS Sustainability Disclosure Standards.

In accordance with the transition reliefs available upon first-time adoption, comparative sustainability information from previous reporting periods has not been presented where such information was not previously prepared using a methodology consistent with IFRS S1 and IFRS S2.

Sustainability Statement FY 2025 (Cont'd)

Where appropriate, selected sustainability indicators from prior years have been included to provide context on the Group's performance trends. These historical disclosures, generally covering the past two to three years, have not been prepared in accordance with IFRS S1 or IFRS S2 and are therefore presented on a non-comparable basis. Their inclusion is intended solely to assist stakeholders in understanding the development of the Group's sustainability practices and performance over time.

Structure of the Statement

Milux adopts an integrated approach in managing sustainability-related risks and opportunities. Governance oversight, risk management practices and strategic responses are therefore presented in consolidated sections to demonstrate how sustainability considerations are incorporated within the Group's overall management framework.

The SS is organised into the following key sections:

Topic	Description	Reference
Governance	Overview of the governance framework for sustainability oversight, including the roles and responsibilities of the Board, Board Committees and management.	Section 6
Strategy	Discussion of key sustainability-related risks and opportunities identified and the Group's strategic responses.	Section 7
Risk Management	Explanation of the processes used to identify, assess and manage sustainability-related risks and opportunities, and their integration into the Enterprise Risk Management ("ERM") framework.	Section 8
Metrics and Targets	Key performance indicators and targets used to monitor sustainability-related risks and opportunities, including climate-related metrics under IFRS S2.	Section 9

Directors' Statement

The Board of Directors is responsible for overseeing the Group's sustainability disclosures and ensuring that appropriate governance structures, systems and internal controls are in place to support the preparation of this Sustainability Statement.

This Statement has been reviewed and approved by the Board of Directors in accordance with the Group's governance practices and the requirements of the Bursa Malaysia Main Market Listing Requirements.

Certain sustainability information presented in this Statement has also been subjected to independent limited assurance, as further described in Section 10.

Inventory Boundary for GHG Emissions (Organisational Boundary and Operational Boundary)

Organisational Boundary

For the purpose of GHG emissions reporting, the Group defines its organisational boundary using the equity share approach. Under this approach, emissions are recognised in proportion to the Group's equity ownership in the relevant entities. This method reflects the extent of the Group's economic exposure to sustainability-related risks and opportunities associated with its investments.

Based on this approach, the Group reports emissions attributable to its subsidiaries, joint arrangements and associates according to its respective equity interests in these entities.

Operational Boundary and Scope 3 Disclosures

During FY 2025, the Group has disclosed selected Scope 3 emissions categories, namely employee commuting and business travel. These categories were prioritised based on their relevance to the Group's operations as well as the availability and reliability of underlying data. The approach is consistent with the transitional provisions permitted under IFRS S2 and guidance issued under the NSRF.

Other Scope 3 emission categories have not been reported for the current reporting period due to data availability constraints and proportionality considerations. The Group intends to progressively expand the scope of its Scope 3 reporting as data collection processes and systems continue to improve.

Sustainability Statement FY 2025 (Cont'd)

As FY 2025 represents the Group's first reporting period under IFRS S1 and IFRS S2, no changes were made to the measurement methodologies, key assumptions or inputs used in defining the Group's GHG inventory boundary during the reporting period.

3. Materiality Assessment

Milux recognises that sustainability-related factors may influence the Group's financial performance, operational resilience and long-term value creation. In preparing this Sustainability Statement, the Group conducted a materiality assessment to identify sustainability-related risks and opportunities that may reasonably affect its business operations, financial position or future prospects.

Consistent with the principles of IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information, the Group applies a financial materiality perspective when determining which sustainability-related matters should be disclosed. Information is considered material when its omission or misstatement could reasonably influence the decisions of users of the Group's financial reports.

The assessment enables Milux to prioritise sustainability-related matters that are most relevant to the Group's operations and value chain. These include matters relating to operational efficiency, supply chain reliability, employee well-being, regulatory compliance and stakeholder relationships.

The outcomes of the materiality assessment support the Group in strengthening its risk management practices and integrating sustainability considerations into business strategy and operational decision-making.

Assessment Process

The materiality assessment was carried out internally through collaboration between the Group's Sustainability Team, senior management and relevant operational personnel. This process involved evaluating sustainability-related risks and opportunities that may arise across the Group's value chain, including upstream supplier relationships, core operational activities such as product sourcing and warehousing, as well as downstream distribution and customer engagement.

In identifying and assessing sustainability-related matters, the Group considered several key factors, including:

- The potential financial impact on the Group's operations, operating costs, revenue streams and long-term business sustainability;
- The likelihood of occurrence based on operational experience, industry developments and emerging regulatory trends;
- The timeframe over which the identified risks or opportunities may materialise; and
- The Group's operational dependencies, including electricity consumption, logistics and distribution activities, supplier relationships and workforce capabilities.

Through this assessment, Milux identified key environmental, social and governance considerations that may influence its operations and long-term performance. Each identified matter was evaluated to determine whether it could reasonably affect the Group's financial performance, operational continuity or business resilience over the short, medium or long term.

The materiality assessment is integrated within the Group's broader ERM framework, ensuring that sustainability-related risks and opportunities are evaluated alongside other principal business risks.

In assessing materiality, the Group considered both quantitative and qualitative factors, including:

- The potential magnitude of financial impact on operating costs, revenue, assets, liabilities or capital expenditure;
- The likelihood of occurrence, taking into account current operating conditions, historical experience and external developments;
- The expected timeframe over which the risk or opportunity may materialise; and
- The Group's operational dependencies, including electricity usage, supply chain reliability, workforce capability and logistics operations.

This approach is aligned with Milux's ERM framework, which is guided by the principles of ISO 31000 Risk Management. Integrating sustainability considerations into the ERM process enables the Group to assess and prioritise sustainability-related risks in a manner that is consistent with its broader risk management practices and strategic decision-making.

Sustainability Statement FY 2025 (Cont'd)

Use of Judgement and Information Sources

The materiality assessment involved the application of management judgement in evaluating the significance of sustainability-related risks and opportunities.

In forming these judgements, Milux considered both internal and external information sources.

Internal information sources included operational reports, electricity consumption data, workforce statistics, supplier performance records, internal risk registers and management reports. These sources provided insights into the Group's operational activities and areas where sustainability-related risks or opportunities may arise.

External information sources included industry developments within the home appliance sector, regulatory developments in Malaysia, energy market trends and evolving stakeholder expectations relating to sustainability practices.

Consideration was also given to the Group's value chain relationships, including suppliers, logistics partners and customers, to identify sustainability-related matters that may affect operational efficiency, supply continuity or customer satisfaction.

While stakeholder perspectives were considered in the assessment process, the determination of material sustainability-related matters was ultimately based on their potential financial implications for the Group, consistent with the financial materiality approach under IFRS S1.

Governance and Review

The results of the materiality assessment are reviewed by senior management and subsequently presented to the Audit and Risk Committee ("ARC") for oversight.

The ARC evaluates whether the identified sustainability-related risks and opportunities are appropriately addressed within the Group's risk management framework and internal control processes. Significant matters identified during the assessment are reported to the Board of Directors, which retains overall responsibility for overseeing sustainability-related disclosures and ensuring that appropriate governance processes are in place.

The Group intends to review and update its materiality assessment periodically to reflect changes in its operating environment, regulatory developments, industry trends and stakeholder expectations. This ensures that the Group's sustainability disclosures remain relevant, reliable and aligned with the requirements of the IFRS Sustainability Disclosure Standards and Bursa Malaysia listing requirements.

4. Judgement and Measurement Uncertainty

Significant Judgements

The preparation of this Sustainability Statement requires management to apply professional judgement in determining the scope of disclosures, the methodologies used and the assumptions applied when measuring sustainability-related information. These judgements, other than those relating to the materiality assessment described in Section 3, influence the presentation and interpretation of certain sustainability metrics and disclosures.

The areas where management judgement was particularly relevant are described below.

Scope 3 GHG Emissions Disclosure

For the current reporting year, Milux has reported Scope 3 GHG emissions only for selected categories, specifically employee commuting and business travel. This decision reflects the transitional reporting reliefs available under IFRS S2 – Climate-related Disclosures as well as the guidance provided by the NSRF.

In determining which Scope 3 categories should be disclosed, management evaluated several considerations, including:

The characteristics of the Group's business activities, which focus primarily on the trading and distribution of household appliances rather than manufacturing operations;

The accessibility and reliability of emissions-related information from suppliers and logistics partners;

Sustainability Statement FY 2025 (Cont'd)

The feasibility and cost of gathering accurate emissions data across the Group's broader value chain; and

The relative contribution of different Scope 3 categories to the Group's overall emissions profile.

Although upstream manufacturing processes, logistics activities and downstream product distribution may contribute to value chain emissions, the Group currently faces limitations in obtaining sufficiently reliable data from external parties. As internal data systems and supplier engagement practices improve, Milux intends to gradually broaden its Scope 3 disclosures in future reporting periods.

Determining the Organisational and Operational Boundary for GHG Emissions

Management judgement was also required in defining the organisational and operational boundaries used for the Group's GHG emissions reporting.

Milux applies the equity share approach when determining its organisational boundary. Under this approach, emissions are reported based on the Group's proportional equity interest in the entities in which it invests. This method reflects the Group's economic exposure to sustainability-related risks and opportunities associated with these investments.

In addition, the Group assessed how activities conducted by third-party entities should be treated in the emissions inventory. As Milux does not own or operate manufacturing facilities and does not exercise operational control over external logistics providers, emissions arising from these activities are not included within the Group's Scope 1 or Scope 2 emissions. These emissions may be considered under Scope 3 reporting in future periods once reliable data becomes available.

Determining the Value Chain

Judgement was further applied when determining the scope of the Group's value chain for the purpose of identifying sustainability-related risks and opportunities.

In performing this assessment, Milux considered activities across its key operational stages, including:

Suppliers providing appliances, product components and packaging materials;

Third-party logistics providers responsible for transportation and delivery of products; and

Downstream distributors, dealers and customers.

The Group has focused its sustainability disclosures on areas where environmental, social or governance factors could reasonably influence operational efficiency, supply reliability, regulatory compliance or stakeholder relationships.

Measurement Uncertainty

In preparing this SS, Milux identified certain areas where measurement uncertainty exists. These uncertainties arise primarily from data limitations, the use of estimation techniques and the forward-looking nature of climate-related disclosures.

Sustainability Statement FY 2025 (Cont'd)

Scope 3 Greenhouse Gas Emissions

Estimating Scope 3 emissions involves a degree of uncertainty because certain data points cannot be measured directly. In particular, the calculation of emissions related to employee commuting and business travel requires the use of assumptions and estimation methodologies.

Sources of uncertainty include:

The use of employee surveys or estimates to determine commuting distances and travel frequency;

Assumptions regarding transportation modes used by employees;

Application of distance-based or expenditure-based estimation methods for business travel emissions; and

Selection of suitable emission factors derived from national or international reference datasets.

Consequently, the Scope 3 emissions disclosed in this report represent reasonable estimates based on the best information available during the reporting period. These estimates may be refined as the Group continues to strengthen its data collection processes and reporting methodologies.

Estimation of Climate-Related Financial Effects

Another area of uncertainty relates to the estimation of potential financial effects associated with climate-related risks and opportunities.

These estimates rely on assumptions about future developments such as:

Changes in electricity tariffs and energy market trends;	Potential regulatory developments relating to carbon pricing or environmental policies;	Variations in logistics and transportation costs; and	Capital investments required to improve energy efficiency or operational resilience.
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Because these factors depend on future regulatory, economic and market conditions, the actual financial implications for the Group may differ from current expectations.

Supply Chain and Value Chain Data Limitations

Measurement uncertainty also arises from limited availability of sustainability data within the Group's supply chain. In particular, emissions associated with upstream manufacturing activities and transportation services are not currently measured directly.

At present, reliable data from suppliers and logistics partners remains limited. As a result, these emissions have not been included in the Group's reported emissions inventory for the current reporting period.

Milux will continue strengthening its supplier engagement initiatives and internal data collection processes to improve the accuracy, completeness and transparency of sustainability disclosures in future reporting cycles.

The Group remains committed to progressively enhancing the quality and reliability of sustainability-related information as its reporting systems and data management capabilities continue to develop.

5. Sustainability-Related Risks and Opportunities

Milux has identified a number of sustainability-related risks and opportunities that may influence its operational performance, financial position and long-term business resilience. These matters arise from the Group's operating environment, regulatory landscape and stakeholder expectations.

Sustainability Statement FY 2025 (Cont'd)

Among the sustainability matters identified, climate-related risks and opportunities fall within the scope of mandatory disclosures under IFRS S2 – Climate-related Disclosures for the current reporting period. Other environmental, social and governance considerations are disclosed to provide stakeholders with a broader understanding of the sustainability factors that may affect the Group's business activities.

For clarity and transparency, the discussion of sustainability-related risks and opportunities is integrated across this Sustainability Statement. Key sections addressing these matters include:

Section 6: Governance

Describes the governance structure responsible for overseeing sustainability-related risks and opportunities, including the roles of the Board of Directors, the ARC and management.

Section 7: Strategy

Explains how the Group responds strategically to identified sustainability-related risks and opportunities across environmental, social and governance areas.

Section 8: Risk Management

Describes the processes used to identify, assess and manage sustainability-related risks, and how these processes are integrated into the Group's ERM framework.

Section 9: Metrics and Targets

Provides key performance indicators and metrics used by the Group to monitor sustainability-related risks and opportunities.

The sustainability-related risks and opportunities identified by the Group are summarised below.

Sustainability-Related Risks

Milux has identified sustainability-related risks across environmental, social and governance areas that may reasonably be expected to affect the Group's financial performance, operational continuity and long-term business prospects. These risks are monitored and managed through the Group's ERM framework.

ENVIRONMENTAL RISKS

Energy Consumption and Carbon Emissions

The Group's operations rely on electricity to support office and warehouse activities. Rising electricity tariffs, potential climate-related regulations and increasing expectations for carbon management may result in higher operating costs over time.

Failure to monitor and manage energy consumption may also expose the Group to regulatory risks or reputational concerns as stakeholders place greater emphasis on climate-related performance and environmental responsibility.

Supply Chain and Logistics-Related Environmental Risks

Milux relies on suppliers and logistics partners for the sourcing, importation and distribution of household appliances. Environmental disruptions, including extreme weather events or transportation interruptions, may affect supply chain reliability and product availability.

Such disruptions could lead to delays in product deliveries, increased logistics costs or operational inefficiencies.

Packaging and Resource Use

The distribution of household appliances requires the use of packaging materials to ensure product protection during storage and transportation. Inefficient packaging management or excessive material use may contribute to waste generation and increased disposal costs.

Increasing regulatory attention on packaging waste and environmental responsibility may also require businesses to adopt more sustainable packaging practices in the future.

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SOCIAL RISKS

Employee Health and Safety

Although the Group does not operate manufacturing facilities, employees may still face occupational risks associated with warehouse operations, manual handling and logistics activities. Workplace incidents may result in injury, operational disruption or additional costs.

Maintaining a safe working environment is therefore essential to support workforce well-being and operational continuity.

Workforce Stability and Talent Retention

Milux relies on a skilled and stable workforce to support its operational, administrative and sales functions. High employee turnover or challenges in attracting qualified personnel may affect productivity and increase recruitment and training costs.

Failure to maintain workforce stability could also disrupt operational processes and service delivery.

Customer Relationships and Product Quality

Customer satisfaction is critical to the Group's reputation and long-term commercial relationships. Product defects, delays in delivery or inadequate customer service may lead to reputational damage, customer complaints or loss of business opportunities.

Ensuring product quality and responsive customer service is therefore an important element of the Group's operational risk management.

GOVERNANCE RISKS

Regulatory Compliance

Milux operates within a regulated environment that includes product safety standards, import regulations and corporate governance requirements. Non-compliance with applicable regulations may result in financial penalties, operational restrictions or reputational damage.

Maintaining strong compliance processes is therefore essential to support the Group's long-term business sustainability.

Cybersecurity and Data Protection

The Group relies on information technology systems to support operational, administrative and commercial activities. Cybersecurity incidents or data breaches may disrupt operations, compromise sensitive information or affect stakeholder trust.

Effective IT security controls and system monitoring are therefore necessary to safeguard business operations.

Ethical Conduct and Anti-Corruption

Exposure to unethical business practices, bribery or conflicts of interest may create legal and reputational risks for the Group. Weak internal controls or lack of awareness of ethical standards could undermine stakeholder confidence and expose the Group to regulatory scrutiny.

Supply Chain Governance

As Milux sources products from external suppliers, the Group is exposed to risks associated with supplier reliability, product quality and regulatory compliance. Weak supplier oversight may result in supply disruptions, quality issues or non-compliance with regulatory requirements.

Sustainability Statement FY 2025 (Cont'd)

Sustainability-Related Opportunities

In addition to potential risks, the effective management of sustainability-related matters presents opportunities for Milux to strengthen operational efficiency, improve supply chain resilience and enhance long-term value creation. By proactively addressing environmental, social and governance considerations, the Group can improve operational performance while responding to evolving stakeholder expectations.

ENVIRONMENTAL OPPORTUNITIES

Energy Consumption and Carbon Emissions

Improving energy management practices provides opportunities for Milux to reduce electricity consumption and manage operating costs more effectively. Measures such as monitoring energy usage across operational facilities, promoting efficient use of equipment and encouraging responsible resource management may contribute to improved operational efficiency.

These initiatives may also strengthen the Group's preparedness for evolving climate-related regulations and stakeholder expectations regarding environmental performance.

Supply Chain and Logistics Resilience

Strengthening supplier relationships and improving logistics coordination present opportunities to enhance supply chain resilience and operational stability. By maintaining diversified sourcing arrangements and engaging closely with suppliers, Milux can reduce the risk of supply disruptions and ensure consistent product availability.

Improved logistics planning and supplier monitoring may also support more efficient transportation arrangements and better operational planning.

Packaging and Resource Use

Optimising packaging management practices presents opportunities for Milux to improve resource efficiency while maintaining product protection during storage and transportation. Responsible handling and efficient use of packaging materials may help reduce unnecessary waste and improve cost efficiency.

These initiatives may also support the Group in responding to increasing regulatory and stakeholder expectations relating to responsible material usage and environmental awareness.

SOCIAL OPPORTUNITIES

Employee Health and Safety

Maintaining a safe working environment presents opportunities to enhance employee well-being, improve workforce morale and support operational continuity. Promoting workplace safety awareness and encouraging safe working practices may help reduce the likelihood of workplace incidents.

A strong safety culture also supports productivity and contributes to a stable and responsible working environment.

Workforce Stability and Talent Retention

Providing employee welfare initiatives, training opportunities and engagement programmes presents opportunities to strengthen workforce stability and improve employee satisfaction. A supportive working environment helps retain skilled employees and maintain operational efficiency.

By investing in workforce development and employee engagement, Milux can enhance employee capabilities while supporting long-term organisational performance.

Customer Relationships and Product Quality

Maintaining strong customer relationships and consistent product quality presents opportunities to strengthen customer confidence and brand reputation. Through effective supplier evaluation processes and product quality monitoring practices, the Group seeks to ensure that products distributed by Milux meet expected quality standards.

Responsive customer service and ongoing engagement with customers also support long-term commercial relationships and repeat business opportunities.

Sustainability Statement FY 2025

(Cont'd)

GOVERNANCE OPPORTUNITIES
Regulatory Compliance Proactively monitoring regulatory developments and maintaining strong compliance practices provide opportunities for Milux to strengthen governance standards and reduce legal or operational risks. Strong compliance processes also enhance stakeholder confidence and support the Group’s long-term business stability.
Cybersecurity and Data Protection Strengthening information security controls and data protection practices presents opportunities to enhance the reliability and resilience of the Group’s information systems. Effective cybersecurity management helps safeguard sensitive business information and support uninterrupted operations. These measures also help reinforce stakeholder confidence in the Group’s governance practices.
Ethical Conduct and Anti-Corruption Promoting ethical behaviour through internal policies, employee awareness programmes and anti-corruption training supports transparency and accountability within the organisation. Strong ethical governance practices contribute to maintaining stakeholder trust and reinforce the Group’s commitment to responsible business conduct.
Supply Chain Governance Enhancing supplier evaluation and monitoring processes presents opportunities to strengthen supply chain transparency and product reliability. By maintaining structured supplier due diligence and ongoing supplier engagement practices, Milux can improve supplier performance and reduce operational risks. Strong supplier governance practices also support long-term supply chain stability and product quality assurance.

How Milux View Short-, Medium- and Long-Term Risks and Opportunities

When evaluating sustainability-related risks and opportunities, Milux considers the timeframe over which these matters may influence the Group’s business model, operational performance and financial position. Assessing the timing of potential impacts enables the Group to prioritise actions and allocate resources effectively.

The time horizons applied in this Sustainability Statement are consistent with those used in the Group’s internal risk management and strategic planning processes. This ensures that sustainability-related considerations are assessed in a manner that is aligned with the Group’s broader business planning and decision-making framework.

Milux categorises the expected timing of sustainability-related risks and opportunities into three time horizons:

Short Term	Refers to risks and opportunities expected to materialise within 0-12 months
Medium Term	Refers to a 2-5 year horizon
Long Term	Refers to period beyond 5 years

These timeframes reflect the Group’s operational planning cycle, capital investment considerations and longer-term strategic objectives. References throughout this Sustainability Statement to short-, medium- or long-term sustainability risks and opportunities should therefore be interpreted according to these defined time horizons.

Sustainability Statement FY 2025 (Cont'd)

Assessment of the Likelihood of Sustainability-Related Events

Milux evaluates sustainability-related risks and opportunities by considering both the potential magnitude of impact and the likelihood of occurrence. This combined assessment helps the Group identify and prioritise sustainability matters that could reasonably influence its financial performance, operational continuity or strategic position.

The assessment process supports the identification, evaluation and prioritisation of sustainability-related matters across environmental, social and governance dimensions.

To ensure consistency in evaluating different sustainability risks and opportunities, the Group applies a qualitative likelihood assessment framework. This approach enables management to compare risks across different areas of the business and determine appropriate mitigation measures or management responses.

The likelihood of sustainability-related events is assessed using management judgement and takes into account a range of internal and external considerations, including:

Historical operational experience and incident records;

Current operating conditions and existing risk management controls;

Trends and developments observed within the home appliance and consumer products industry;

External developments such as regulatory changes, environmental developments or market changes; and

The Group's operational structure, supply chain relationships and business dependencies.

This assessment forms part of the Group's ERM, which is guided by the principles of ISO 31000 Risk Management. The likelihood assessment is considered together with the potential financial impact of each risk or opportunity in determining its overall significance.

Milux applies the following qualitative scale when assessing the likelihood of sustainability-related events:

Sustainability Statement FY 2025 (Cont'd)

Likelihood Level	Description	Definition
Very High	Expected to occur	The event is expected to occur in most circumstances or has occurred frequently in the past.
High	Likely to occur	The event is likely to occur under normal operating conditions.
Moderate	Possible	The event may occur under certain conditions but is not expected to occur frequently.
Low	Unlikely	The event is not expected to occur under normal circumstances but remains possible.
Very Low	Rare	The event is highly unlikely to occur and would only arise under exceptional circumstances.

This structured approach assists Milux in identifying financially material sustainability-related risks and opportunities while ensuring that sustainability considerations are integrated into the Group's risk management, strategic planning and sustainability reporting processes in accordance with the IFRS Sustainability Disclosure Standards.



Board of Directors

The Board of Directors provides overall oversight of Milux's sustainability governance and is responsible for ensuring that sustainability-related matters are appropriately considered in the Group's strategic direction and decision-making processes.

The Board plays a key role in guiding the Group's long-term development while taking into account sustainability-related risks and opportunities that may affect the Group's financial performance, operational resilience and stakeholder relationships.

In carrying out its responsibilities, the Board:

- Sets the Group's strategic priorities and long-term objectives while considering sustainability-related risks and opportunities;
- Oversees the effective management of ESG matters across the Group;
- Ensures compliance with applicable laws, regulatory requirements and Bursa Malaysia listing obligations;
- Monitors the Group's financial and operational performance as well as its risk management practices;
- Reviews and approves sustainability-related initiatives and disclosures; and
- Safeguards the interests of shareholders and other key stakeholders.

The Board also appoints senior management and evaluates their performance. When reviewing major investments, strategic initiatives or operational plans, the Board considers the potential financial and operational implications of sustainability-related risks and opportunities to support the Group's long-term value creation.

Sustainability Statement FY 2025 (Cont'd)

Audit and Risk Committee

The ARC supports the Board in overseeing the effectiveness of the Group's risk management framework, internal controls and sustainability-related governance practices.

The ARC reviews the adequacy of the Group's enterprise risk management ("**ERM**") processes and monitors key sustainability-related risks that may affect the Group's operations, financial position or long-term stability.

In fulfilling its role, the ARC:

- Reviews the effectiveness of the Group's ERM framework, including sustainability-related risk management practices;
- Monitors the adequacy of internal controls supporting sustainability-related processes and disclosures;
- Reviews reports on sustainability performance, risk exposure and compliance matters provided by management; and
- Escalates significant risk management issues and sustainability-related matters to the Board for consideration.

Through these responsibilities, the ARC helps ensure that sustainability-related risks and opportunities are systematically identified, evaluated and managed within the Group's overall governance framework.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee ("**NRC**") assists the Board in maintaining an effective leadership structure and ensuring that the Board and senior management possess the appropriate skills, experience and independence required to support the Group's strategic objectives.

The Committee oversees matters relating to Board composition, succession planning and leadership development. In addition, the NRC reviews remuneration policies to ensure that they remain fair, competitive and aligned with the Group's long-term business performance.

Where appropriate, the Committee also considers whether sustainability-related factors should be incorporated into performance assessments or remuneration frameworks to strengthen accountability and encourage responsible business practices.

Management's Role in Sustainability Governance

Management is responsible for implementing the Group's sustainability initiatives and managing sustainability-related risks and opportunities across the Group's operations and business activities.

The Chief Executive Officer/Executive Director provides leadership and direction in integrating sustainability considerations into business planning and operational decision-making. Management regularly reports sustainability-related developments and performance updates to the Board.

To support these efforts, Milux has established a Sustainability Committee comprising members of senior management and relevant operational personnel.

The Sustainability Committee plays an important role in coordinating sustainability-related initiatives across the Group and ensuring that sustainability considerations are embedded into day-to-day operations.

Key responsibilities of the Sustainability Committee include:

- Identifying and monitoring sustainability-related risks and opportunities across the Group's operations and value chain;
- Monitoring environmental matters such as energy consumption and emissions where relevant;
- Overseeing product quality, customer satisfaction and responsible business practices;
- Reviewing supply chain considerations including supplier reliability and regulatory compliance;
- Monitoring workplace safety, employee welfare and workforce-related matters;
- Coordinating the collection, measurement and reporting of sustainability-related data; and
- Reporting key sustainability matters and performance updates to senior management, the ARC and the Board of Directors.

Management periodically reviews sustainability-related risks and opportunities as part of the Group's ERM and strategic planning processes. This ensures that sustainability considerations remain integrated within the Group's operational management and long-term business strategy, in line with the IFRS Sustainability Disclosure Standards and Bursa Malaysia sustainability reporting requirements.

Sustainability Statement FY 2025 (Cont'd)

7. Strategy

Milux integrates sustainability considerations into its strategic planning and operational decision-making processes to address environmental, social and governance risks and opportunities that may affect the Group's business performance and long-term resilience.

As a distributor of electrical and household appliances, the Group's sustainability strategy focuses on strengthening operational efficiency, maintaining reliable supplier relationships, supporting workforce development and ensuring strong governance practices. These initiatives help Milux manage emerging sustainability-related risks while supporting long-term value creation.

The Group's strategic responses to sustainability-related risks and opportunities are described below across environmental, social and governance dimensions.

Environmental Strategy

Milux's environmental strategy focuses on responsible resource management, improving operational efficiency and strengthening supply chain resilience across its distribution activities. Although the Group does not operate manufacturing facilities, environmental considerations remain relevant in managing operational costs, logistics stability and regulatory expectations.

Energy Consumption and Carbon Emissions

Energy consumption within the Group's operational facilities represents a key environmental consideration. Milux monitors electricity usage across its offices and operational facilities and encourages responsible energy management practices to improve operational efficiency.

Through improved monitoring of electricity consumption and responsible operational practices, the Group aims to minimise unnecessary energy usage while maintaining efficient operations. These initiatives support cost management and position the Group to respond effectively to evolving environmental regulations and stakeholder expectations relating to climate change and carbon emissions.

Supply Chain and Logistics Resilience

Milux relies on a network of local and international suppliers to source products for distribution. Environmental disruptions that affect supplier operations or logistics networks may influence supply chain reliability and product availability.

To mitigate these risks, Milux maintains diversified sourcing arrangements and conducts supplier due diligence prior to onboarding new suppliers. The Group's purchasing and product teams may conduct visits to supplier facilities to evaluate operational capabilities and strengthen supplier relationships.

Following supplier approval, ongoing monitoring is conducted through quality control checks on incoming shipments and regular engagement with suppliers. These practices help ensure product reliability while strengthening supply chain resilience.

Packaging and Resource Use

Packaging materials are necessary to protect appliances during storage and transportation. Milux encourages responsible handling and efficient use of packaging materials to minimise unnecessary waste and improve operational efficiency.

Efforts to optimise packaging usage and improve resource management practices support cost efficiency while aligning with growing stakeholder expectations regarding responsible material use.

Sustainability Statement FY 2025 (Cont'd)

Current and Anticipated Financial Effects and Effects on Strategy

Environmental developments may influence Milux's operational environment through potential increases in energy costs, supply chain disruptions or evolving regulatory requirements.

Rising electricity tariffs could increase operating expenses, while disruptions in logistics networks or supplier operations may affect product availability and delivery timelines. Additionally, evolving environmental regulations and stakeholder expectations may require companies to strengthen their environmental monitoring and reporting practices.

Milux addresses these potential risks by focusing on operational efficiency improvements, supplier diversification and responsible resource management practices. These initiatives are expected to enhance the Group's operational resilience and mitigate potential financial impacts arising from environmental developments.

Although no material financial impacts from environmental risks have been identified during the reporting period, the Group continues to monitor developments relating to energy costs, logistics conditions and environmental regulations.

Strategic Outlook

Looking ahead, Milux will continue strengthening its environmental management practices by enhancing monitoring of resource consumption and improving internal sustainability data collection processes.

In the medium to long term, the Group aims to further strengthen supply chain resilience through diversified sourcing arrangements and continued supplier engagement practices. Maintaining a diversified supplier network will help reduce the risk of supply disruptions and support stable product availability.

By improving operational monitoring and supplier management practices, Milux aims to maintain operational stability while supporting its long-term sustainability objectives.

Sustainability Statement FY 2025 (Cont'd)

Climate-Related Risks and Opportunities Summary

Risk/Opportunity	Type	Likelihood & Time Horizon	Potential Impact on Business Model and Value Chain	Current Financial Effect	Our Response	Anticipated Financial Effects After Considering Our Response
Increased energy costs due to climate transition policies	Transition risk (regulatory & market)	Likely – Short to medium term	Higher electricity costs for office and operational facilities may increase operating expenses.	No material impact recognised	Monitoring electricity consumption and promoting energy efficiency practices across operational facilities.	Gradual cost management benefits expected as energy efficiency practices improve.
Extreme weather events affecting logistics and supplier operations	Physical risk (acute)	Possible – Medium term	Disruptions to international shipping routes or supplier operations may affect product availability and delivery timelines.	No material impact recognised	Maintaining diversified supplier base, ongoing supplier monitoring and maintaining alternative sourcing channels where feasible.	Improved operational resilience expected and reduced disruption risks.
Changing customer expectations regarding environmental responsibility	Transition risk (market)	Likely – Medium to long term	Customers and business partners may increasingly prefer suppliers that demonstrate responsible environmental practices.	No material impact recognised	Strengthening sustainability disclosures, responsible sourcing practices and operational monitoring processes.	Supports long-term competitiveness and stakeholder confidence.
Improving operational efficiency through responsible resource management	Opportunity (operational efficiency)	Likely – Short to medium term	Improved resource management may reduce operational costs and enhance efficiency.	No material capital investment incurred	Promoting responsible resource use and improving monitoring of operational consumption.	Gradual operational cost improvements expected over time.
Increasing demand for energy-efficient household appliances	Opportunity (market)	Possible – Medium to long term	Growing consumer interest in energy-efficient appliances may create opportunities to expand product offerings.	No material impact recognised	Monitoring market trends and expanding product offerings where commercially viable.	Potential revenue growth depending on market demand.

Overall Financial Implications

Climate-related developments may influence the Group's operating environment through potential changes in energy costs, logistics disruptions and evolving stakeholder expectations.

Although no material financial impact from climate-related risks or opportunities has been recognised during the reporting period, Milux continues to monitor these developments closely. The Group's strategies relating to supplier diversification, operational efficiency and sustainability monitoring are expected to help mitigate potential risks while supporting operational resilience.

Sustainability Statement FY 2025 (Cont'd)

Resilience of Climate Strategy – Scenario Analysis

Milux has considered the potential implications of climate-related developments on its business operations and supply chain through qualitative scenario analysis. Given the Group's operational profile as a distributor of electrical and household appliances, quantitative climate modelling has not been conducted at this stage.

Instead, the Group evaluates potential impacts of climate-related risks by considering different climate transition and physical risk scenarios and assessing how these may affect supply chain reliability, logistics networks and operating costs.

This approach allows the Group to assess the resilience of its operations and supply chain under different climate conditions over the short, medium and long term.

Scenario Analysis Approach

Scenario Type	Application Status	Explanation
1.5°C Paris-aligned scenario	Not applied	Quantitative modelling has not been conducted due to the Group's operational profile and the current maturity of climate-related data collection processes.
2°C scenario	Not applied	Quantitative modelling not been conducted.
>2°C high warming scenario	Not applied	Quantitative modelling not been conducted.
Qualitative climate scenario analysis	Applied	Management assessed potential operational, supply chain and financial impacts under different climate risk scenarios.

Under a stronger climate transition scenario, increasing regulatory requirements and stakeholder expectations may encourage businesses to strengthen sustainability disclosures and improve resource management practices.

Under a higher physical risk scenario, extreme weather events may affect global logistics networks and supplier operations, potentially causing supply chain disruptions or delays in product deliveries.

Milux addresses these potential risks through its diversified supplier base, supplier monitoring practices and operational risk management processes.

The Group will continue refining its climate-related risk assessment approach as sustainability data collection processes mature and regulatory expectations evolve.

Social Strategy

Milux recognises that its employees and stakeholders play a critical role in supporting the Group's operational performance and long-term sustainability. The Group's social strategy focuses on maintaining a supportive working environment, strengthening employee capabilities and ensuring high standards of product quality and customer service.

Employee Health and Safety

While the Group does not operate manufacturing facilities, certain operational activities such as warehousing and logistics involve physical handling of goods. Milux therefore promotes safe working practices and encourages employee awareness of workplace safety procedures.

Maintaining a safe working environment helps protect employee well-being, minimise workplace incidents and support operational continuity.

Workforce Stability and Talent Retention

Milux recognises that a stable and capable workforce is essential for maintaining operational efficiency and delivering quality service to customers. The Group provides a range of employee benefits designed to support employee welfare, job satisfaction and workforce stability.

These benefits include various forms of leave, insurance coverage and employee engagement initiatives aimed at fostering a positive working environment.

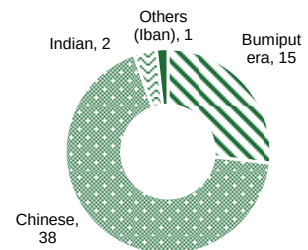
To support employee development and retention, Milux conducts annual performance appraisals and training programmes. Training needs are assessed by Heads of Departments ("HODs") based on business requirements to ensure employees receive relevant skills development aligned with operational needs.

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During the financial year, training initiatives included programmes such as Malaysia E-Invoicing preparation, Milux ERP Radix system training and awareness sessions on Anti-Bribery and Corruption, GAP and TRUST.

Milux also values diversity and inclusivity within its workforce and is committed to providing equal employment opportunities regardless of background or ethnicity. A diverse workforce supports collaboration, different perspectives and a more inclusive workplace culture.

Milux continues to promote fair employment practices and an inclusive working environment that supports respect and equal opportunities for all employees.



Customer Relationships and Product Quality

Maintaining strong customer relationships and consistent product quality is essential to the Group's reputation and long-term business success.

Milux conducts supplier due diligence and product quality monitoring processes to ensure that appliances distributed by the Group meet expected standards. Incoming shipments undergo quality checks and feedback is provided to suppliers where necessary to maintain product reliability.

The Group also supports selected community initiatives as part of its broader commitment to stakeholder engagement. During the financial year, Milux contributed to community initiatives including a donation to Pertubuhan Kebajikan Orang Tua Yi Xing.

Through these efforts, Milux aims to strengthen customer trust, maintain product quality standards and support long-term stakeholder relationships.

Current and Anticipated Financial Effects and Effects on Strategy

Human capital and customer relationships are important factors supporting the Group's operational performance. Risks such as workforce turnover, skill shortages or product quality issues could potentially affect operational efficiency and customer satisfaction.

Milux mitigates these risks through employee welfare initiatives, training programmes and structured supplier monitoring processes. These initiatives help maintain workforce stability, support employee capability development and ensure consistent product quality.

At present, no material financial impacts arising from social factors have been identified during the reporting period. Nevertheless, maintaining a capable workforce and strong customer relationships remains essential for sustaining long-term business performance.

Strategic Outlook

Milux will continue strengthening its workforce management practices through employee engagement initiatives, training programmes and structured performance management processes.

The Group also intends to continue improving supplier monitoring practices and product quality control processes to ensure that customer expectations are consistently met.

Through these efforts, Milux aims to maintain a productive workforce and strengthen long-term customer relationships.

Governance Strategy

Strong governance practices are fundamental to maintaining transparency, regulatory compliance and responsible business conduct across the organisation. Milux's governance strategy focuses on strengthening compliance processes, protecting information systems and maintaining responsible supplier oversight practices.

Milux also actively participates in industry associations to support responsible industry development and regulatory alignment. The Group is a member of the Malaysian Electrical Appliances Distributors Association ("MEADA"), with Milux's Executive Director, Mr. Tan Chee How, serving as the Chairman of MEADA. Through this participation, the Group contributes to industry dialogue, regulatory awareness and the promotion of responsible practices within the electrical appliances distribution sector.

Sustainability Statement FY 2025 (Cont'd)

Regulatory Compliance

Milux operates within a regulatory environment that includes product safety standards, import regulations and corporate governance requirements. The Group maintains internal monitoring processes to ensure compliance with applicable regulatory obligations.

Adhering to regulatory requirements helps minimise legal and operational risks while supporting responsible business operations.

Cybersecurity and Data Protection

Information technology systems support various operational and administrative functions within the Group. Milux maintains cybersecurity safeguards and internal controls designed to protect business information and maintain the reliability of its systems.

These measures help reduce the risk of data breaches or operational disruptions.

Ethical Conduct and Anti-Corruption

Milux promotes ethical business practices through internal policies and employee awareness programmes addressing anti-bribery and anti-corruption principles. Employees receive training and briefings on governance and compliance matters, and new employees are introduced to these policies during onboarding.

These initiatives support the Group's commitment to maintaining integrity and transparency in its business operations.

Supply Chain Governance

Given the Group's reliance on external suppliers, effective supplier governance is essential to maintaining product quality and regulatory compliance. Milux conducts supplier due diligence and ongoing supplier monitoring processes to ensure suppliers meet expected standards.

These practices help safeguard product reliability and strengthen the integrity of the Group's supply chain.

Current and Anticipated Financial Effects and Effects on Strategy

Weak governance practices or regulatory non-compliance could expose the Group to financial penalties, operational disruptions or reputational damage.

Milux mitigates these risks through governance policies, employee training programmes and supplier monitoring practices. These measures help strengthen internal controls and ensure compliance with applicable regulatory requirements.

Strong governance practices also support stakeholder confidence and contribute to the Group's operational stability.

Strategic Outlook

Milux will continue strengthening its governance framework through ongoing compliance monitoring, employee awareness initiatives and improvements to supplier oversight practices.

The Group will also continue monitoring regulatory developments and industry standards to ensure its governance practices remain aligned with evolving regulatory expectations.

Through these efforts, Milux aims to maintain high standards of corporate governance while supporting sustainable long-term business growth.

8. Risk Management

This section describes Milux's approach to identifying, assessing and managing sustainability-related risks and opportunities, and explains how these processes are integrated into the Group's ERM framework.

Milux adopts an integrated approach to risk management whereby sustainability-related risks are considered alongside other strategic, operational and financial risks. Environmental, social and governance considerations are therefore embedded within the Group's overall risk governance and strategic planning processes.

This approach ensures that sustainability-related risks and opportunities are identified, evaluated and managed consistently across the organisation.

Sustainability Statement FY 2025 (Cont'd)

Approach to Risk Management

The Board has overall responsibility for overseeing risk management across the Group, including sustainability-related risks. The Board ensures that appropriate governance structures, internal controls and monitoring processes are in place to support effective risk management.

The Board is supported by the ARC, which reviews the effectiveness of the Group's risk management framework, internal control environment and governance practices.

Sustainability-related risks are managed as part of the Group's ERM framework, which is guided by the principles of ISO 31000 Risk Management. Risks arising from environmental, social and governance matters are evaluated using the same methodology applied to other principal business risks.

This ensures consistency in risk assessment, prioritisation and reporting across different risk categories.

Each identified risk is evaluated based on several factors, including:

the nature and source of the risk;

the likelihood of occurrence;

the potential impact on operations, financial performance or reputation; and

the expected timeframe over which the risk may materialise.

Both qualitative assessments and available quantitative information are considered in evaluating risk exposure. Management judgement is applied where necessary to ensure that risk assessments remain proportionate to the scale and nature of the Group's operations.

Responsibility for monitoring and managing identified risks is assigned to relevant members of senior management through the Sustainability Committee and designated risk owners.

These individuals are responsible for:

monitoring developments relating to identified risks;

implementing appropriate mitigation measures; and

reporting updates on risk status to senior management.

The Sustainability Committee periodically reports sustainability-related developments and risk updates to senior management and the ARMC. Significant risk matters are subsequently escalated to the Board for strategic oversight.

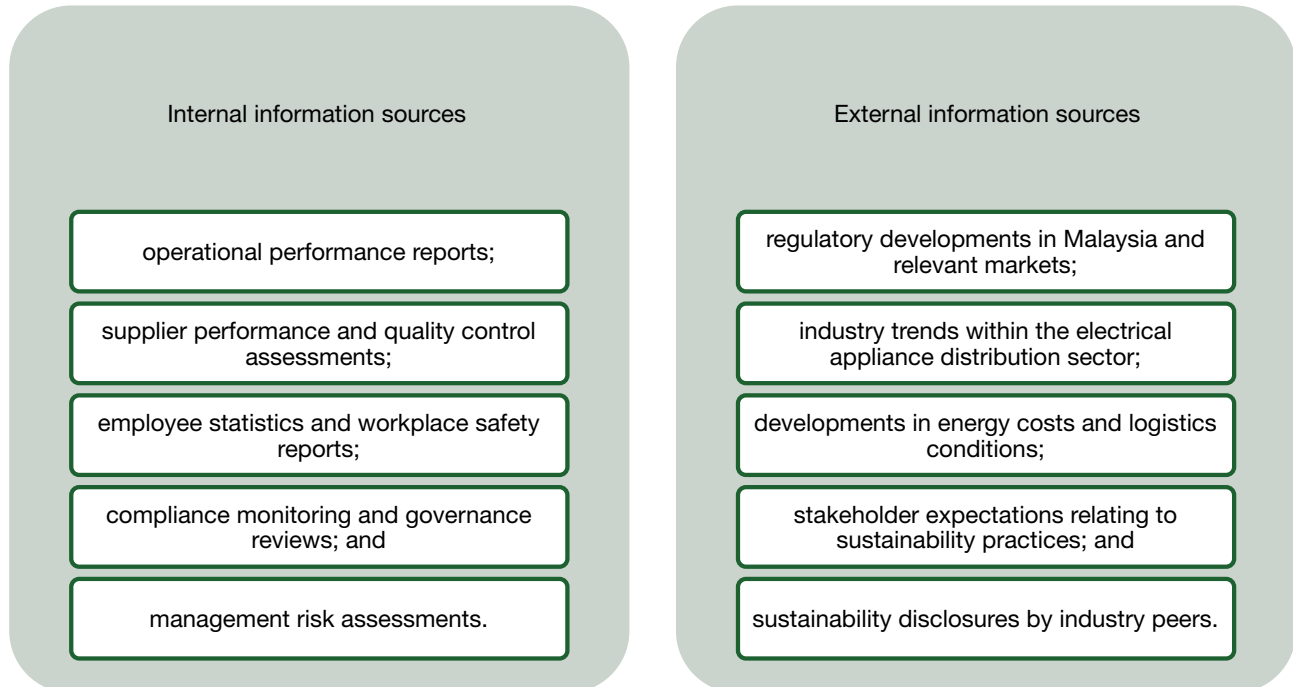
Identifying Sustainability-Related Risks and Opportunities

Milux recognises that sustainability-related factors may give rise to both risks and opportunities that could influence its operations, supply chain stability and long-term business performance. The identification of sustainability-related risks and opportunities is therefore integrated into the Group's ERM and strategic planning processes.

The Sustainability Committee evaluates sustainability-related factors across the Group's value chain, including supplier relationships, logistics networks, operational facilities and customer interactions.

In identifying sustainability-related risks and opportunities, the Group considers information from both internal and external sources.

Sustainability Statement FY 2025 (Cont'd)



Where appropriate, qualitative scenario analysis may also be considered to evaluate potential climate-related risks, particularly those relating to supply chain disruptions or logistics challenges.

The identification of sustainability-related opportunities is conducted concurrently with risk identification. Opportunities may arise from improvements in operational efficiency, strengthened supplier governance practices, workforce capability development or evolving customer preferences.

These opportunities are assessed based on their feasibility, alignment with the Group's strategic objectives and potential financial implications before being incorporated into operational planning or strategic initiatives.

Through the integration of sustainability considerations into the Group's ERM framework, Milux ensures that sustainability-related risks and opportunities are evaluated alongside other business risks. This enables the Board and management to make informed decisions that support the Group's long-term sustainability and value creation.

9. Metrics and Targets

The sustainability-related matters identified by Milux include climate-related risks and opportunities that fall within the scope of mandatory disclosures under IFRS S2 – Climate-related Disclosures, as well as other environmental, social and governance considerations monitored in response to regulatory developments and stakeholder expectations.

Consistent with the climate-first transitional approach permitted under IFRS S1 and the NSRF, the Group's mandatory disclosures for the current reporting period primarily focus on climate-related metrics. Additional environmental, social and governance indicators are monitored by management to support operational oversight and transparency in sustainability reporting.

These metrics enable Milux to monitor environmental performance, assess operational efficiency and track progress in managing sustainability-related risks and opportunities.

Sustainability Statement FY 2025 (Cont'd)

Climate Metrics

Greenhouse Gases Emissions

Milux measures and reports its GHG emissions in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard, to the extent consistent with the IFRS Sustainability Disclosure Standards.

The measurement of emissions reflects the Group's operational profile as a trader and distributor of electrical and household appliances, where emissions arise primarily from fuel consumption in company vehicles and purchased electricity used in operational facilities.

Disclosures are prepared with reference to guidance under the NSRF for issuers listed on Bursa Malaysia. Where differences arise, the requirements of the IFRS Sustainability Disclosure Standards take precedence.

Scope 1 emission (tCO₂e)

Scope 1 emissions represent direct greenhouse gas emissions from sources owned or controlled by the Group, including fuel consumption associated with company vehicles and operational equipment.

Primary fuel consumption data is used where available to measure emissions arising from mobile combustion sources.

Fugitive emissions, such as refrigerant leakage from air-conditioning systems, are currently not measured as they are assessed to be insignificant based on the Group's operational profile. Milux will continue to review data availability and measurement approaches to improve emissions coverage in future reporting periods.

	2025
Diesel (the Group's vehicle fuel consumption)	25.36
Fuel (company car and assets)	188.62
Total emissions	213.98

Category	Emission source	Measurement methodology	Activity data	Emissions factor source
Mobile combustion	Petrol (company vehicles)	Fuel-based method	Litres purchased × emission factor	Government-published emission factors by fuel type (Malaysia)
	Diesel (vehicles & machinery)	Fuel-based method	Litres purchased × emission factor	Government-published emission factors by fuel type (Malaysia)
	Hybrid vehicles ¹	Fuel-based method (petrol component only)	Litres purchased × emission factor	Government-published emission factors by fuel type (Malaysia)
Stationary combustion	Diesel (equipment/generators, if applicable)	Fuel-based method	Litres purchased × emission factor	Government-published emission factors by fuel type (Malaysia)

¹ For hybrid vehicles, only the fuel combustion component is included in Scope 1. Electricity consumption (if applicable) is included under Scope 2.

Sustainability Statement FY 2025 (Cont'd)

Scope 2 emission (tCO₂e)

Scope 2 emissions represent indirect greenhouse gas emissions from purchased electricity consumed within the Group's operational facilities.

These emissions are calculated using the location-based method, based on electricity meter readings and the Malaysian grid emission factor published by the relevant government authority.

Electricity consumption arises primarily from office operations, warehousing activities and administrative facilities.

	2025
Electrical	102.68
Net operational emissions	102.68

Category	Emission source	Measurement methodology	Activity data	Emissions factor source
Purchased electricity	Electricity consumption	Location-based method	Electricity meter readings (kWh) × grid emission factor	Malaysian grid emission factor (published by government authority)

Scope 3 emission (tCO₂e)

In accordance with the transitional reliefs permitted under IFRS S2 and the NSRF, Milux has limited Scope 3 emissions disclosures to business travel and employee commuting, which are considered relevant to the Group's operational activities.

Other Scope 3 emission categories relating to upstream manufacturing, logistics providers and product distribution are not currently disclosed due to limitations in obtaining reliable emissions data from external parties. These categories will be progressively assessed as data collection processes and supplier engagement practices mature.

	2025
Business travel (air travel and staff claim)	9.65
Employee commuting	0.83
Total emissions	10.48

Category	Emission source	Measurement methodology	Activity data	Emissions factor source
Business travel	Air travel	Distance-based method	Distance travelled (km)	Government published travel emission factors
	Car/rail travel	Distance-based method	Distance travelled (km)	Government published travel emission factors
Employee commuting	Commuting travel	Distance-based method	Employee survey (distance & mode)	Government published transport emission factors

Inventory Boundary

Milux applies the equity share approach in establishing the organisational boundary for its GHG emissions inventory.

Under this approach, emissions are recognised in proportion to the Group's equity ownership in its subsidiaries and other investees. This method reflects the extent of the Group's economic exposure to sustainability-related risks and opportunities associated with its investments.

Sustainability Statement FY 2025 (Cont'd)

Outsourced manufacturing activities where Milux does not hold equity ownership are excluded from Scope 1 and Scope 2 emissions and are considered part of the Group's broader value chain.

The measurement methodology has been applied consistently throughout the reporting period.

Climate-Related Targets

Milux has established internal climate-related targets to guide its environmental performance and support long-term alignment with global climate transition objectives.

These targets are voluntary internal management targets and are not mandated by regulatory requirements. They provide direction for improving the Group's environmental performance while supporting responsible operational practices.

The Group has established targets relating to:

1. Reduction in total greenhouse gas emissions (Scope 1, Scope 2 and Scope 3)
2. Reduction in Scope 2 emissions associated with purchased electricity

Information	Target 1	Target 2
Metric	Total Scope 1, 2 & 3 emissions	Total Scope 2 emissions
Objective	Support long-term alignment with global climate transition objectives	Improve electricity-related emissions performance
Coverage	Consolidated Group	
Target Period	5 years	
Target Level	30% reduction	15% reduction
Base Year	2025	
Third-party Validation	No	
Carbon Credits Usage	Not planned	
Process for reviewing target	Reviewed annually by the board of directors as part of its approval of the sustainability report.	

Progress towards these targets is reviewed periodically by management and the Board as part of the Group's sustainability governance and reporting processes.

Achievement of these targets will depend on several operational initiatives, including:

continued improvements in energy efficiency;
strengthening operational monitoring of electricity consumption;
enhancing emissions data collection processes; and
improvements in internal operational controls.

Milux does not currently intend to rely on carbon credits as a mechanism for meeting its emissions reduction targets.

Sustainability Statement FY 2025 (Cont'd)

Climate-Related Transition Risks

Milux may be exposed to climate-related transition risks arising from evolving environmental regulations, market expectations and sustainability standards.

Potential transition risks include:

- environmental regulations affecting product standards and packaging requirements;
- potential carbon pricing mechanisms or emissions-related policies; and
- increasing customer expectations regarding environmental responsibility and sustainability disclosures.

Although the Group's activities do not involve manufacturing processes, regulatory developments relating to product standards, packaging materials or environmental disclosures may affect the broader operating environment of the home appliance industry.

Milux therefore monitors regulatory developments and industry trends to ensure that its operations remain aligned with evolving environmental requirements.

Climate-Related Physical Risks

Milux's operational facilities in Malaysia are not currently located in areas identified as highly exposed to severe climate-related events. However, physical climate risks may indirectly affect the Group through its supply chain and logistics network.

Potential physical risks include disruptions arising from:

- extreme weather events affecting supplier operations;
- transportation interruptions within global logistics networks; and
- operational disruptions affecting product sourcing or delivery timelines.

Milux mitigates these risks by maintaining a diversified supplier base, monitoring supplier reliability and implementing supply chain risk management practices to support operational continuity.

Climate-Related Opportunities

Climate-related developments may also present opportunities for Milux to improve operational efficiency and respond to evolving market expectations.

Potential opportunities include:

- improving operational efficiency through responsible energy management;
- expanding product offerings that support energy-efficient household appliances;
- strengthening supplier engagement and responsible sourcing practices; and
- enhancing sustainability disclosures to respond to stakeholder expectations.

While certain initiatives are currently under evaluation, no material capital investments or revenue contributions have been recognised in relation to climate-related opportunities during the reporting period.

Milux will continue to monitor developments in climate-related regulations, market expectations and technological advancements to identify opportunities that support the Group's long-term sustainability objectives.

Sustainability Statement FY 2025 (Cont'd)

Date & Time: 2026-04-23_15:03:58
FYE 31/12/2025

Milux Corporation Berhad
IFRS S1

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Environmental	Total energy consumption	Megawatt	* 138.75	135	External (Limited)
Footnote 2025	Assurance confirmed				
Environmental	Total volume of water used	Megalitres	* 1.85	1.8	No assurance
Footnote 2025	Verified				
Social	Age Group – Management Under 30	Percentage	9	9	No assurance
Social	Age Group – Management Between 30-50	Percentage	64	64	No assurance
Social	Age Group – Management Above 50	Percentage	27	27	No assurance
Social	Age Group – Executive Under 30	Percentage	3	3	No assurance
Social	Age Group – Executive Between 30-50	Percentage	57	57	No assurance
Social	Age Group – Executive Above 50	Percentage	40	40	No assurance
Social	Age Group – Non-executive/Technical Staff Under 30	Percentage	30	30	No assurance
Social	Age Group – Non-executive/Technical Staff Between 30-50	Percentage	70	70	No assurance
Social	Age Group – Non-executive/Technical Staff Above 50	Percentage	0	0	No assurance
Social	Gender Group – Management Male	Percentage	91	91	No assurance
Social	Gender Group – Management Female	Percentage	9	9	No assurance
Social	Gender Group – Executive Male	Percentage	60	60	No assurance
Social	Gender Group – Executive Female	Percentage	40	40	No assurance

Sustainability Statement FY 2025 (Cont'd)

Milux Corporation Berhad

IFRS S1

Date & Time: 2026-04-23_15:03:58
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Social	Gender Group – Non-executive/Technical Staff Male	Percentage	70	70	No assurance
Social	Gender Group – Non-executive/Technical Staff Female	Percentage	30	30	No assurance
Social	Male Directors	Percentage	50	50	No assurance
Social	Female Directors	Percentage	50	50	No assurance
Social	Directors Under 30	Percentage	0	0	No assurance
Social	Directors Between 30-50	Percentage	75	75	No assurance
Social	Directors Above 50	Percentage	25	25	No assurance
Social	Number of work-related fatalities	Number	0	0	No assurance
Social	Lost time incident rate ("LTIR")	Rate	0	0	No assurance
Social	Number of employees trained on health and safety standards	Number	0	1	No assurance
Social	Management Training Hours	Hours	61	80	Internal
Social	Executive Training Hours	Hours	138	140	Internal
Social	Non-executive/Technical Staff Training Hours	Hours	29	30	Internal
Social	Percentage of employees that are contractors or temporary staff	Percentage	0	0	No assurance
Social	Total number of employee turnover – Management	Number	3	0	Internal
Social	Total number of employee turnover – Executive	Number	21	3	Internal
Social	Total number of employee turnover – Non-executive/Technical Staff	Number	19	1	Internal

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Sustainability Statement FY 2025 (Cont'd)

Milux Corporation Berhad IFRS S1

Date & Time: 2026-04-23_15:03:58
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Social	Number of substantiated complaints concerning human rights violations	Number	0	0	No assurance
Social	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	4764.75	5000	No assurance
Social	Percentage of employees that are contractors or temporary staff	Percentage	0	0	No assurance
Social	Total number of beneficiaries of the investment in communities	Number	1	1	No assurance
Governance	Percentage of Management who have received training on anti-corruption by employee category	Percentage	54.60	80	No assurance
Governance	Percentage of Executive who have received training on anti-corruption by employee category	Percentage	34	80	Internal
Governance	Percentage of Non-executive/Technical Staff who have received training on anti-corruption by employee category	Percentage	20	20	Internal
Governance	Percentage of operations assessed for corruption-related risks	Percentage	100	100	Internal
Governance	Confirmed incidents of corruption and action taken	Number	0	0	Internal
Governance	Proportion of spending on local suppliers	Percentage	43.48	40	No assurance
Governance	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	Internal

Sustainability Statement FY 2025
(Cont'd)

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	* 213	200	External (Limited)
Footnote 2025	Assurance confirmed				
GHG emissions	Scope 2 Location-based	* Metric tonnes of carbon dioxide equivalents (tCO2e)	* 102.68	100	External (Limited)
Footnote Measurement Unit	Assurance confirmed				
Footnote 2025	Assurance confirmed				
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	* 9.65	9	External (Limited)
Footnote 2025	Assurance confirmed				
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	* 0.83	1	External (Limited)
Footnote 2025	Assurance confirmed				

Sustainability Statement FY 2025 (Cont'd)

10. External Assurance

To strengthen the reliability and credibility of selected sustainability disclosures presented in this SS, Milux appointed Messrs. ASAP Advisory PLT ("**ASAP**") as an independent assurance provider to conduct a limited assurance engagement on selected sustainability indicators.

The assurance engagement was performed in accordance with ISAE 3000 (Revised): Assurance Engagements Other than Audits or Reviews of Historical Financial Information, at a limited assurance level. Details of the scope of the engagement, assurance procedures performed and the resulting conclusion are set out in the Independent Assurance Report included in this Sustainability Statement.

ASAP was engaged solely for the purpose of providing sustainability assurance services and operates independently from the Group's management and internal control functions. The independence of the assurance provider was assessed in accordance with the International Ethics Standards Board for Accountants ("**IESBA**") Code of Ethics, and appropriate safeguards were implemented to ensure objectivity and professional integrity throughout the engagement.

Milux will continue to enhance its sustainability reporting practices over time by strengthening internal data collection processes and improving the robustness and accuracy of sustainability-related disclosures.

11. Events After the Reporting Period

The Group has reviewed events occurring after the reporting period up to the date of authorisation of this Sustainability Statement. Based on this review, no material events or circumstances requiring disclosure have been identified.

12. Stakeholder Feedback

Milux values feedback from stakeholders as part of its commitment to continuous improvement in sustainability practices and transparency in sustainability reporting. Constructive feedback enables the Group to refine its disclosures and better address the information needs of stakeholders.

Any feedback received is reviewed by management and may be escalated to the ARC where relevant for further consideration.

Stakeholders who wish to provide comments, suggestions or enquiries regarding this Sustainability Statement may contact the Group at: laxyap@milux.com.my.

Sustainability Statement FY 2025 (Cont'd)



ASAP ADVISORY PLT
No 17-04, Blok B, Austin V, Jalan Austin Perdana 3/2,
Taman Austin Perdana, 81100 Johor Bahru, Johor
Tel: 07-3595983

INDEPENDENT LIMITED ASSURANCE STATEMENT

Independent Limited Assurance Statement to the Directors of Milux Corporation Berhad (“**Milux**”) on Sustainability Metrics within the Sustainability Report 2025.

Our Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter as presented in Milux’s Sustainability Statement 2025 have not been prepared and presented fairly, in all material respects, in accordance with the Criteria defined below.

Scope of Work

Messrs. ASAP Advisory PLT (“**ASAP**” or “**we**”) was engaged by Milux to perform a ‘limited assurance engagement,’ as defined by the International Standard on Assurance Engagements (“**ISAE**”) 3000 Revised, Assurance Engagement other than Audits or Review of Historical Financial Information, on selected subject matters (“**Subject Matter**”) included in Milux’s 2025 Sustainability Statement (“**SS 2025**”) for the financial year ended 31st December 2025.

Subject Matter

Our limited assurance engagement was performed for the Subject Matter listed in the table below, as presented in the SS 2025:

Material Matters	Subject Matter	Scope
Climate Change	Total energy consumption	Operations assessed: Malaysia
	Scope 1 emissions in tonnes of CO ₂ e	
	Scope 2 emissions in tonnes of CO ₂ e	
	Scope 3 emissions in tonnes of CO ₂ e	

The scope of our work was limited to the Subject Matter presented in the SS 2025 and did not include coverage of data sets or information unrelated to the data and information underlying the Subject Matter and related disclosures; nor did it include information reported outside of the SS 2025, comparisons against historical data, or management’s forward-looking statements.

Criteria applied by Milux

In preparing the Subject Matter mentioned above, Milux applied the following criteria:

- IFRS Foundations - International Integrated Reporting Framework and Integrated Thinking Principles Task Force on Climate related Financial Disclosures (“**TCFD**”)
- Milux’s relevant policies and procedures

Milux’s Responsibilities

Milux’s management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

Sustainability Statement FY 2025 (Cont'd)



ASAP ADVISORY PLT
No 17-04, Blok B, Austin V, Jalan Austin Perdana 3/2,
Taman Austin Perdana, 81100 Johor Bahru, Johor
Tel: 07-3595983

ASAP's responsibilities

Our responsibility is to express our conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter and related disclosures as presented in the SS 2025 are not prepared, in all material respects, in accordance with the Criteria.

We have performed our limited assurance engagement in accordance with the terms of reference for this engagement agreed with Milux, including performing the engagement in accordance with the ISAE 3000, issued by the International Auditing and Assurance Standards Board. This Standard requires that we plan and perform our engagement to obtain limited assurance about whether the Subject Matter and related disclosures as presented in the SS 2025 are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 involves assessing the suitability in the circumstances of Milux's use of the criteria specified as the basis of preparation used for the selected Subject Matter and related disclosures presented in the SS 2025, assessing the risks of material misstatement thereof, whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Subject Matter and related disclosures in the SS 2025. We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Control

This assurance has been conducted at a limited level according to Global Internal Audit Standards from the IIA2, at a minimum the internal audit function should provide the following assurance over ESG reporting;

- 1) Review reporting metrics for relevancy, accuracy, timeliness and consistency;
- 2) Review reporting for consistency with formal financial disclosure filings;
- 3) Conduct materiality or risk assessments on ESG reporting;

including the Principles of the IFRS Foundation – International Integrated Reporting Council (“IIRC”), the TCFD, and IFRS Sustainability Disclosure Standards S1 and S2.

Statement of Independence and Competence

ASAP provides a range of services, including internal audit, internal control review, risk management, and environmental, social, and ethical auditing and training. Additionally, we offer assurance services for environmental, social, sustainability, and ESG reports.

We affirm our independence from Milux, ensuring objectivity, freedom from bias, and the absence of conflicts of interest with the organisation, its subsidiaries, and stakeholders. For this assurance engagement, a specialised team was carefully assembled based on their expertise, experience, and relevant qualifications, ensuring a thorough and credible review.

ASAP also serves as Milux's external internal auditor, primarily providing advisory on internal controls and risk governance. To mitigate any potential conflict of interest and ensure objectivity, a separate team within ASAP, independent from the internal audit engagement, was assigned to perform the sustainability assurance work reviewed by the Audit Committee to ensure compliance with ethical standards, and all assurance activities were conducted by personnel who were not involved in internal audit services.

ASAP's role and independence were assessed in accordance with professional ethical requirements, and adequate safeguards were implemented to preserve assurance integrity.

Sustainability Statement FY 2025 (Cont'd)



ASAP ADVISORY PLT
No 17-04, Blok B, Austin V, Jalan Austin Perdana 3/2,
Taman Austin Perdana, 81100 Johor Bahru, Johor
Tel: 07-3595983

Description of Procedures Performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Gaining an understanding of Milux's business, internal processes and approach to sustainability
- Conducting interviews with key personnel and collating evidence to understand Milux's process for reporting performance indicators and disclosures, including inquiring regarding risks of misstatement and quality controls to address risks
- Conducting limited assurance procedures over the selected Subject Matter and disclosures, including:
 - Undertaking analytical procedures to support the reasonableness of the data
 - Checking that the calculation Criteria have been applied in accordance with the methodologies for the Subject Matter within the Statement
 - Identifying and testing assumptions supporting calculations
 - Testing, on a sample basis, underlying source information to check accuracy of the data
 - Performing recalculations of performance indicators using input data
 - Checking that measurements made at the end of the reporting period are timely entered in the records and the sustainability statement
 - Obtaining appropriate representations from management, in the form of a management representation letter addressed to us to confirm that the management believes that it has fulfilled its responsibilities

We also performed such other procedures as we considered necessary in the circumstances.

Sustainability Statement FY 2025 (Cont'd)



ASAP ADVISORY PLT
No 17-04, Blok B, Austin V, Jalan Austin Perdana 3/2,
Taman Austin Perdana, 81100 Johor Bahru, Johor
Tel: 07-3595983

Inherent Limitations

Inherent limitations of assurance engagements include use of judgement and selective testing of data, which means that it is possible that fraud, error or non-compliance may occur and not be detected in the course of performing the engagement. Accordingly, there is some risk that a material misstatement may remain undetected. Further, our limited assurance engagement is not designed to detect fraud or error that is immaterial.

There are additional inherent risks associated with assurance engagements performed for non-financial information given the characteristics of the subject matter and associated with the compilation of source data using definitions and methods for determining, calculating, and estimating such information that are developed internally by management. The absence of a significant body of established practice on which to draw, allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact comparability. The precision of different measurement techniques may also vary. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. In particular, where the information relies on factors derived by independent third parties, our assurance work has not included examination of the derivation of those factors and other third-party information.

Other Matters

Information relating to prior reporting periods has not been subject to assurance procedures. Our report does not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the SS 2025. The maintenance and integrity of Milux's website is the responsibility of Milux's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the Subject Matter and related disclosures, the SS 2025 or to our independent limited assurance report that may have occurred since the initial date of presentation on Milux's website.

Restriction of use

Our work has been undertaken to enable us to express a limited assurance conclusion on the matters stated above in our report provided to the directors of Milux in accordance with the terms of our engagement, and for no other purpose.

Our report is intended solely for the directors of Milux and should not be used by any other parties. To the fullest extent permitted by the law, we do not accept or assume liability to any party other than the directors of Milux, for our work, for this report, or for the conclusion we have reached.

We agree to the publication of this assurance report in Milux's SS 2025 for the financial year ended 31st December 2025, provided it is clearly understood by recipients of the SS 2025 that they enjoy such receipt for information only and that we accept no duty of care to them whatsoever in respect of this report.

ASAP Advisory PLT
201804000474 (LLP0014854-LGN)

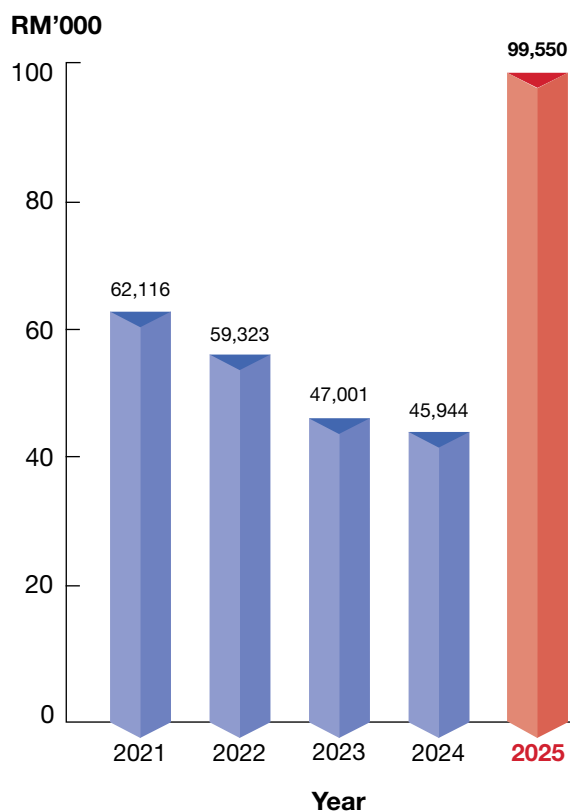
Johor Bahru, Malaysia

2 April 2026

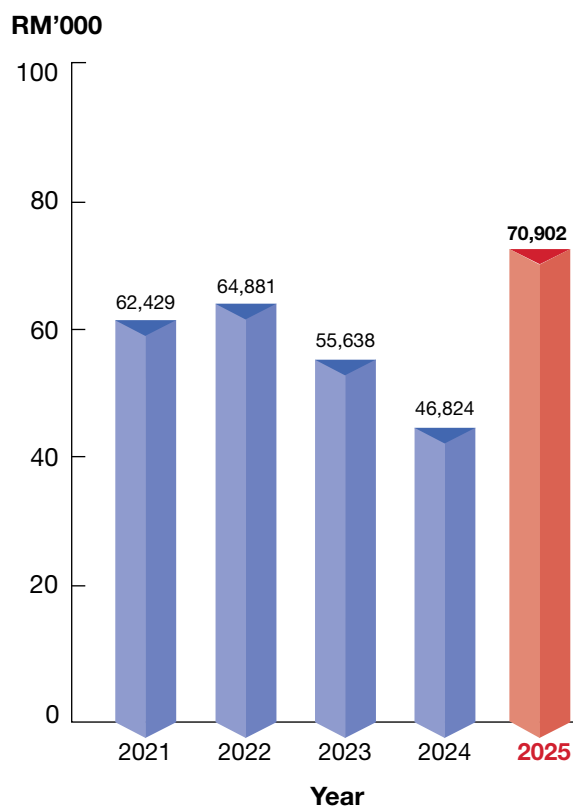
5 - YEAR GROUP FINANCIAL HIGHLIGHTS

	2025 RM '000	2024 RM '000	2023 RM '000	2022 RM '000	2021 RM '000
Revenue	99,550	45,944	47,001	59,323	62,116
Profit/(Loss) before taxation	3,287	(2,216)	(4,686)	3,515	5,764
Profit/(Loss) after taxation	3,277	(2,261)	(4,972)	3,121	5,527
Basic earnings/(loss) per ordinary share (sen)	1.39	(0.96)	(2.12)	1.33	2.83
Net assets per share (RM)	0.17	0.16	0.17	0.19	0.18
Shareholders' funds	40,564	37,845	40,609	45,491	42,502
Total Assets	70,902	46,824	55,638	64,881	62,429
Total Liabilities	30,338	8,980	15,029	19,391	19,927
Gross dividend per Ordinary Share (sen)	–	–	–	–	–

REVENUE



TOTAL ASSETS



DIRECTORS' PROFILE

DATIN YAP SHIN SIANG

INDEPENDENT NON-EXECUTIVE CHAIRMAN



Date of Appointment : 31 December 2024

Number of Board meetings attended in 2025 : 6/6



Length of service as director since appointment

1 year 3 months

Board Committees Membership(s)

- Member of Audit and Risk Committee (*redesignated as member on 26 November 2025*)
- Member of Nomination and Remuneration Committee

Academic/ Professional Qualification / Membership(s)

- Master of Business Administration, University of Nottingham
- Bachelor of Commerce degree, University of Melbourne
- Certified Practising Accountant (CPA) Australia
- Malaysian Institute of Accountants
- Chartered Tax Institute of Malaysia

Present Directorship(s)

Other Listed Entities

- Agmo Holdings Berhad as Independent Non-Executive Director

Other Public Companies

Nil

Working experience

Datin Yap began her career in 1998 as a staff consultant with Arthur Andersen LLP (now known as Ernst & Young PLT) and subsequently joined KPMG Malaysia (now known as KPMG PLT) from 1999 to 2000 as an audit assistant where she assisted in the completion of specific audit assignments and due diligence reviews.

Datin Shin is the CEO of YYC Group, a Malaysia-home-grown accounting and business advisory group with 51-year history of empowering entrepreneurial success. Datin Shin has over 21 years of professional experience in public accounting, tax, business advisory and has rich expertise in finance, marketing strategy, sales strategy and legal matters.

As the second generation in the family business, Datin Shin has grown the team from 30 staff to a 1,100-strong team trusted by 20,000 entrepreneurs. Under her leadership, YYC is now ranked among the top 10 accountancy firms by revenue size.

A frequent speaker of many subjects including tax advisory, Datin Shin has positively impacting more than 250,000 participants through seminars and webinars she has conducted or organised by various business and trade associations, professional bodies, media and many others.

Directors' Profile (Cont'd)

TAN CHEE HOW

EXECUTIVE DIRECTOR



Date of Appointment : 30 May 2013

Number of Board meetings attended in 2025 : 6/6



Length of service as director since appointment

12 years 10 months

Board Committees Membership(s)

Nil

Academic/ Professional Qualification / Membership(s)

- Bachelor's Degree in Marketing and Management from Curtin University, Perth Australia
- Chartered Institute of Marketing Certificate
- ABE Diploma from Sunway College

Present Directorship(s)

Other Listed Entities

Nil

Other Public Companies

Nil

Working experience

Mr. Tan Chee How was appointed as Non-Independent Non-Executive Director on 30 May 2013 and subsequently on 12 October 2016, he was re-designated as an Executive Director.

Upon graduating in 2002, Mr. Tan joined Chin Huat Trading Sdn. Bhd. as a Sales & Marketing Executive and was promoted to Assistant General Manager in 2007. In February 2009, he joined T.H. Hin Sdn. Bhd., a subsidiary of the Company, as a Sales and Marketing Executive and was promoted to General Affairs Manager, Service & Logistics in January 2010. In June 2010, Mr. Tan was transferred to Euro Uno Sales & Service Sdn. Bhd., now known as Milux Sales & Service Sdn. Bhd., another subsidiary of the Company, as General Manager, Sales. In November 2011, he was redesignated to General Manager, Operations to oversee the running of the Company's subsidiaries namely, T.H. Hin Sdn. Bhd., Milux Sales & Service Sdn. Bhd., Brightyield Sdn. Bhd. and Eurobay Industries Sdn. Bhd.

Mr. Tan currently sits on the Board of the Company's subsidiaries. In addition, he also sits on the Board of several other family-owned private limited companies involved in the businesses of transportation, trading in foodstuffs, dealing in timber related services, provision of storage handling services, solar power generation and selling of solar power, palm oil cultivation and selling of fresh palm fruits and investment holding and property investment.

Directors' Profile (Cont'd)

NG WEI WEI

INDEPENDENT NON-EXECUTIVE DIRECTOR



Date of Appointment : 31 December 2024

Number of Board meetings attended in 2025 : 6/6



Length of service as director since appointment

1 year 3 months

Board Committees Membership(s)

- Chairman of Audit and Risk Committee (*redesignated as Chairman on 26 November 2025*)
- Chairman of Nomination and Remuneration Committee

Academic/ Professional Qualification / Membership(s)

- Bachelor of Business Management, The University of Queensland, Australia

Present Directorship(s)

Other Listed Entities

Nil

Other Public Companies

Nil

Working experience

Ms Ng has over 21 years of invaluable experience in the F&B and FMCG industry business. She has experience in operational leadership and negotiation, accelerating growth and expanding market opportunities. She is proficient in managing projects and formulating impactful business strategies.

She was the Product Manager, DKSH Singapore Pte Ltd from 2005 to 2007. From 2007 to 2021, she joined Zen Place Sdn Bhd and founded Jom Makan Place & Dateen Food. Currently, she is the Chief Executive Officer of Palaterium Sdn Bhd since 2021, overseeing the strategic direction and operational aspects of the company. With her leadership, Palaterium has evolved into a dynamic entity hosting two distinctive brands that have left an indelible mark on Malaysia's culinary landscape.

Directors' Profile (Cont'd)

MAK WAI HOONG

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR



Date of Appointment : 31 December 2024

Number of Board meetings attended in 2025 : 6/6



Length of service as director since appointment

1 year 3 months

Board Committees Membership(s)

- Member of Audit and Risk Committee (*Appointed as member on 26 November 2025*)
- Member of Nomination and Remuneration Committee (*Appointed as member on 26 November 2025*)

Academic/ Professional Qualification / Membership(s)

- Bachelor of Business Administration, University Putra Malaysia

Present Directorship(s)

Other Listed Entities

Nil

Other Public Companies

Nil

Working experience

Mr. Mak has more than 15 years of experience in the household appliances industry, which was gained through his tenure with the following companies:

2008-2014: Coway (Malaysia) Sdn Bhd – Assistant Manager – Sales Planning

2014-2019: Cuckoo International (MAL) Berhad – Director of Domestic Sales

2019-2023: Cuckoo International (MAL) Berhad – Chief Revenue Officer

He currently holds the position of Non-Executive Director at Movon Sdn Bhd, having been redesignated from his previous role as Chief Executive Officer in January 2026. Throughout his career in the household appliances industry, he has been actively involved in product development, supply chain management, quality assurance, sales and marketing (including market analysis and marketing strategies) and distribution (including distribution channel management) as well as human resource management.

Mr. Mak is a major shareholder of the Company with indirect holdings of 150,766,520 ordinary shares through ABS Capital Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016.

Directors' Profile (Cont'd)

Additional Information:

(1) Family relationship with Director and Major Shareholder

Save as disclosed above, none of the Directors have family relationship with any Directors and/or major shareholders of the Company.

(2) Conflict of Interests

Other than permitted related party transactions and potential conflict of interest of Mr. Mak Wai Hoong as disclosed on page 84 in this Audit and Risk Committee Report, none of the Directors have any conflict of interests with the Company.

(3) Conviction of offences

None of the Directors have been convicted of any offences within the past five (5) years other than traffic offences if any), and any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

SENIOR MANAGEMENT'S PROFILE

TAN YU LIANG, BENNY

GROUP CHIEF EXECUTIVE OFFICER



Mr. Tan Yu Liang ("**Benny Tan**") was appointed as the Group Chief Executive Officer on 13th January 2025. He completed his secondary education at a local public school and has since accumulated extensive hands-on experience in the sector. Mr. Benny Tan joined Cuckoo International (MAL) Sdn. Bhd in 2014. While in Cuckoo, he leads as CUCKOO International's Chief Planning Officer and governs the Group Corporate Planning. A strategist and planner, he expanded Cuckoo International's footprint in strategic new territories to help realise the Company's vision to be the No. 1 Healthy Home Creator in Asia.

Mr. Benny Tan left Cuckoo International in 2023 to become the Chief Executive Officer of Subplace, the subscription-based online shopping platform in 2024. While in Subplace, he built productive relationships with industry partners i.e., MDEC and Sidec, to support strategic business objectives. During his tenure in Subplace, Mr. Benny Tan spearheaded initiatives to improve business metrics tracking for better decision making with real-time data. He also developed critical operational initiatives to drive and maintain substantial business growth.

Senior Management's Profile (Cont'd)

TAN CHEE HOW

EXECUTIVE DIRECTOR



The profile of Mr. Tan Chee How is listed in the Directors' Profile set out in this Annual Report.

Senior Management's Profile (Cont'd)

WONG WAI KEONG

CHIEF FINANCIAL OFFICER



Mr. Wong started his career in the financial services industry as a Credit and Marketing officer/Branch Manager in Arab Malaysian Credit Berhad from 1982 to 1989. In 1989, he joined Sogelease (Malaysia) Berhad as an Assistant Manager. He left his position as Senior Manager in Sogelease (Malaysia) Berhad in 1993 to join Artwright Marketing Sdn. Bhd as Head of Finance and was subsequently appointed General Manager, Finance of Artwright Holdings Berhad before he left Artwright Holdings Berhad in 2000 to pursue his own interest. He joined Milux Corporation Berhad as General Manager, Finance and Administration in 2006 and was re-designated as Chief Financial Officer in 2008.

Mr. Wong is a member of Malaysian Institute of Accountants and an Associate member of the Chartered Institute of Management Accountants.

Mr. Wong retired as the Chief Financial Officer on 31 December 2025.

Senior Management's Profile (Cont'd)

YAP CHEE CHONG

FINANCIAL CONTROLLER



Mr. Yap Chee Chong ("**Lax Yap**"), joined Milux Corporation Berhad as Financial Controller on 1 January 2025. His main tasks are to assist and support the Chief Financial Officer in overseeing the Group's financial matters, including financial operations, compliance, and providing business support.

He began his career at a Big 4 accounting firm, gaining over 10 years of experience in audit, financial analysis, and risk management across various industries and is committed to maintaining financial integrity, improving processes, and supporting business growth through sound financial insights.

In 2021, he joined Shopee Express as an Assistant Finance Manager before moving to Abletech Solutions Group in 2022 as Finance Manager. He was later redesignated as Head of Finance in 2024. He was responsible for overall financial function, managing financial planning, cash flow and reporting.

Mr. Lax Yap is a member of Malaysian Institute of Accountants and Association of Chartered Certified Accountants.

Notes:

Save as disclosed above, none of the Senior Management Personnel has:

- (a) any other directorship in public companies and listed issuers;
- (b) any family relationship with any Director/major shareholder of the Company;
- (c) any conflict of interests with the Company, except for Mr. Benny Tan as disclosed in ARC report;
- (d) any conviction for any offences within the past five (5) years other than traffic offences (if any) and any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board recognises the importance of practicing high standards of corporate governance in the best interest of the Company and its stakeholders, and to protect and enhance shareholders' value and the performance of the Group. The Board is pleased to present this Corporate Governance Overview Statement ("**CG Statement**") to provide shareholders and investors with an overview of the corporate governance practices adopted by the Company during financial year ended 31 December 2025 ("**FYE 2025**") in achieving the intended outcomes as set out in the Malaysia Code on Corporate Governance 2021 ("**MCCG**") with reference to the following three (3) key principles, under the stewardship of the Board:

- (a) Principle A: Board Leadership and Effectiveness;
- (b) Principle B: Effective Audit and Risk Management; and
- (c) Principle C: Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

This CG Statement also serves as in compliance with Rule 15.25 of Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**MMLR**") and it is to be read together with the Corporate Governance Report ("**CG Report**") for FYE 2025 of the Company which is available on the Company's website. The CG Report for FYE 2025 provides the details on how the Company has applied each Practice as set out in the MCCG during FYE 2025. The CG Report for FYE 2025 is available at www.milux.com.my.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

Intended Outcome 1.0

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

- 1.1 The Board of Directors of the Company ("**Board**") provides overall leadership and is collectively responsible for the governance, strategic direction and long-term sustainability of the Group. In fulfilling its fiduciary duties, the Board ensures that the Group's objectives are achieved in a prudent and sustainable manner, while safeguarding the interests of shareholders and other stakeholders.

The Board sets and approves the Group's strategic direction, business plans and annual budgets, and oversees Management's execution of these strategies. It also ensures that appropriate resources, risk management and internal control systems are in place, and regularly monitors the Group's financial and operational performance. In addition, the Board promotes a culture of integrity, ethical conduct and sound corporate governance, while integrating economic, environmental, social and governance ("**EESG**") considerations into decision-making.

The Board operates within a formal Board Charter that clearly defines its roles, responsibilities and authority. To enhance effectiveness, the Board is supported by its Board Committees, namely the Audit and Risk Committee ("**ARC**") and the Nomination and Remuneration Committee ("**NRC**"), each operating within clearly defined terms of reference. The Board is led by Datin Yap Shin Siang, the Independent Non-Executive Chairman. The Board has also delegated the day-to-day management of the Group's operations to the Executive Director ("**ED**") and the Group Chief Executive Officer ("**GCEO**"), who are supported by the Management team in executing the Board's strategies and policies.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

1.1 (cont'd)

During the FYE 2025, the Board:

- (a) Reviewing and approving the Group's business strategies and plans, including setting corporate objectives and monitoring their implementation;
- (b) Identifying principal risks and ensuring the establishment and effectiveness of appropriate risk management and internal control systems;
- (c) Overseeing succession planning, including the appointment, development, evaluation and remuneration of Senior Management;
- (d) Reviewing and approving the annual budget and monitoring financial performance;
- (e) Safeguarding the Group's financial position and ensuring its ability to meet financial obligations as they fall due;
- (f) Reviewing the adequacy and integrity of internal control systems and management information systems, including compliance with applicable laws, regulations and guidelines;
- (g) Ensuring the integrity and reliability of the Group's financial statements;
- (h) Promoting a culture of integrity, ethical conduct and good corporate governance across the Group; and
- (i) Ensuring that stakeholder considerations and EESG factors are integrated into the Group's strategic decision-making and enterprise risk management framework

Notwithstanding these delegations, the Board retains ultimate accountability for the Group's performance, governance and oversight, and remains responsible for directing and monitoring the Group's affairs to ensure the delivery of sustainable value to its stakeholders.

- 1.2 The Board was chaired by Mr. Yap Yen Chien, an Independent Non-Executive Director, who provided effective leadership, strategic direction and governance to the Group until his resignation on 31 October 2025. Following his resignation, Datin Yap Shin Siang, also an Independent Non-Executive Director, assumed the role of Chairman.

During the financial year, the Chairman played an active role in ensuring that all Directors were provided with sufficient and timely information, fostering open and constructive deliberations, and encouraging active participation from all Board members. All agenda items were duly addressed at Board meetings, thereby supporting effective and informed decision-making.

- 1.3 The positions of Chairman and GCEO are held by two separate individuals, with a clearly defined and accepted division of responsibilities to ensure an appropriate balance of power and authority. This structure prevents any one individual from exercising unfettered decision-making powers.

The Chairman provides leadership to the Board, ensuring its effective functioning, upholding high standards of corporate governance, and facilitating constructive engagement between the Board and Management. The Chairman also ensures that Directors receive timely and relevant information to support informed decision-making and that the Board effectively discharges its oversight responsibilities.

The GCEO is responsible for the day-to-day management of the Group's operations and the execution of strategies and policies approved by the Board. This includes driving business performance, fostering a strong corporate culture, and ensuring that adequate resources, systems, and internal controls are in place. The GCEO also presents strategic plans, sustainability initiatives, and budgets to the Board in alignment with the Group's long-term objectives.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

- 1.4 During the financial year, the Company departed from Practice 1.4 of the MCCG, which recommends that the Chairman of the Board should not be a member of the ARC and NRC.

Following the resignation of the former Independent Non-Executive Chairman with effect from 31 October 2025, the Board was reconstituted and currently comprises four (4) members. In ensuring continuity of leadership and the effective functioning of the Board Committees, the Chairman has been appointed as a member of both the ARC and NRC. The Chairman has also attended all Board Committee meetings during the financial period under review.

The Board acknowledges that this arrangement departs from the recommended practice. However, the Board is of the view that such departure is temporary and necessary given the current Board size and composition, as well as the need to ensure that the ARC and NRC are adequately constituted with members possessing the appropriate experience and familiarity with the Company's operations.

As disclosed in the CG Report, the Board has put in place appropriate safeguards measure to preserve the independence and objectivity of the Board Committees.

The Board, through the NRC, will continue to review its size and composition and will endeavour to appoint additional suitable independent directors as part of its succession planning efforts. This is to facilitate the Company's return to full compliance with Practice 1.4 of MCCG in due course.

- 1.5 On 1 December 2025, Ms. Teo Soon Mei and Ms. Lim Jia Huey were appointed as Joint Company Secretaries, succeeding Mr. Yeoh Chong Keat and Ms. Lim Fei Chia. During FYE 2025, the Board was supported by two (2) competent Joint Company Secretaries, who are qualified to act as the Company Secretary under Section 235(2) of the Act. Mr. Yeoh Chong Keat is a member of the Malaysian Institute of Accountants while Ms. Lim Fei Chia is an Associate member of Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"). Both Ms. Teo Soon Mei and Ms. Lim Jia Huey are Fellows of MAICSA. The Company Secretaries have reflected their professional expertise and experience in corporate secretarial practice.

The Company Secretaries play a pivotal role in supporting the Board by providing professional advice on administrative, governance, and Board procedures. They ensure that the Company and the Group comply with all applicable legal, regulatory, and corporate governance requirements, while upholding high standards of governance practices.

In discharging their responsibilities, the Company Secretaries continuously enhance their professional knowledge and competencies by keeping abreast of the latest regulatory developments and corporate governance practices through ongoing training programmes and relevant continuous professional development activities.

During the financial year under review, the Company Secretaries attended all Board and Board Committee meetings, ensuring that meetings were properly convened and conducted in accordance with established procedures. They also ensured that comprehensive and timely Board papers were circulated to facilitate informed decision-making. In addition, they provided regular updates, guidance, and advice to the Board and Management on governance matters, supporting compliance with applicable laws, regulations, and internal policies, while promoting best practices in corporate governance.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

- 1.6 The Board is committed to upholding high standards of corporate governance through structured and well-organised Board and Board Committee processes. Meetings are scheduled in advance via an annual calendar, which is developed in consultation with all Directors to ensure optimal attendance and participation. During FYE 2025, the Board convened six (6) meetings, all of which were fully attended by every Director, reflecting strong engagement and commitment to the Company's governance.

To support effective decision-making, comprehensive meeting agendas and papers are prepared in a timely manner and circulated at least three (3) market days prior to each meeting. These materials provide Directors with sufficient time to review key matters, including financial performance, strategic plans, operational updates, and regulatory developments.

The Company Secretaries play a key role in facilitating the Board's effectiveness by ensuring that meetings are properly convened and that all Board deliberations and decisions are accurately documented. Minutes of meetings are prepared and circulated promptly for review, and subsequently confirmed at the following meetings to ensure their accuracy and completeness. This structured approach enables the Board to discharge its duties effectively and supports transparent, informed, and accountable decision-making.

The attendance of Directors during FYE 2025 is set out below:

Name	Designation	Meetings		
		Board	ARC	NRC
Yap Yen Chien[^]	Independent Non-Executive Chairman (Resigned w.e.f. 31/10/2025)	5/5	5/5	2/2
Datin Yap Shin Siang	Independent Non-Executive Chairman (Redesignated as Chairman w.e.f. 26/11/2025)	6/6	6/6	2/2
Tan Chee How	Executive Director	6/6	Not member	Not member
Mak Wai Hoong[*]	Non-Independent Non-Executive Director	6/6	-	-
Ng Wei Wei	Independent Non-Executive Director	6/6	6/6	2/2

Remarks:-

([^]) Resigned as the members of the ARC and NRC on 31 October 2025

(^{*}) Appointed as the members of ARC and NRC on 26 November 2025

Intended Outcome 2.0

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

- 2.1 The Board has in place a formalised Board Charter which outlines the Board's roles and responsibilities, governance structure, Board processes, and a schedule of matters reserved for the Board's approval. The Charter also defines the respective roles of the Board, Board Committees and Management to ensure accountability and effective oversight.

The Board Charter articulates the key values and guiding principles underpinning the Group's governance framework.

The Board Charter is reviewed periodically to ensure it remains relevant, adequate and consistent with the Board's objectives, as well as in compliance with applicable laws, regulations and best practices.

There were no changes made to the Board Charter during the financial year under review. The Board Charter is available on the Company's corporate website.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

Intended Outcome 3.0

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the Company.

- 3.1 The Board is committed to fostering a strong ethical culture and upholding the highest standards of integrity, transparency and accountability throughout the Group.

To this end, the Board has established a Code of Ethics and Conduct (“**Code**”), which sets out the principles and standards of behaviour expected of Directors, Management and employees in the conduct of the Group’s business. The Code serves as a key reference in guiding decision-making and promoting ethical and responsible business practices.

Complementing the Code, the Company has also adopted an Anti-Bribery and Corruption (“**ABC**”) Policy, which reflects the Group’s zero-tolerance stance against all forms of bribery and corruption, and provides guidance on the prevention, detection and reporting of improper conduct, in line with the Malaysian Anti-Corruption Commission Act 2009 and Penal Code.

The Code encompasses four key areas, namely:

- (i) promoting a respectful, safe and inclusive workplace;
- (ii) upholding integrity in the marketplace;
- (iii) ensuring ethical conduct in business relationships; and
- (iv) promoting transparent and effective communication, including through proper disclosure practices and whistleblowing channels.

The Code and ABC Policy are communicated to all Directors and employees, and are supported by periodic training and awareness programmes to ensure proper understanding and consistent application across the Group.

The Board, through the ARC, oversees the implementation and effectiveness of the Code and ABC Policy, including monitoring compliance and addressing any breaches in a timely and appropriate manner.

Both the Code and ABC Policy are subject to periodic review by the Board to ensure that they remain relevant, effective and aligned with applicable laws, regulations and best practices, including the MCCG. The Code and ABC Policy are available on the Company’s corporate website.

- 3.2 The Board upholds a strong commitment to ethical conduct, integrity and accountability across the Group. In line with this, the Group has established a Whistleblowing Policy and the ABC Policy to provide clear avenues for reporting improper conduct and to reinforce a zero-tolerance stance against bribery and corruption.

The Board oversees the implementation and effectiveness of these policies, ensuring that appropriate mechanisms are in place for Directors, employees, business associates and the public to raise concerns in a safe, confidential and responsible manner without fear of retaliation. Reports may be submitted directly to the Chairman of the ARC in accordance with established procedures.

The Group remains committed to fostering a transparent and ethical culture, where concerns are addressed promptly and fairly. During the FYE 2025, no whistleblowing reports were received.

Both policies are accessible on the Company’s website, reflecting the Group’s commitment to transparency and good governance.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

Intended Outcome 4.0

The Company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

- 4.1 The Board, supported by senior management, assumes overall responsibility for the governance of sustainability within the Group, ensuring that sustainability considerations are embedded into the Group's strategy, operations and decision-making processes.

The Group adopts an integrated and strategic approach in managing sustainability-related risks and opportunities to support long-term value creation and resilience. The Board oversees the development, implementation and continuous enhancement of the Group's sustainability strategies, priorities and targets, taking into account regulatory requirements, stakeholder expectations and industry developments.

Sustainability considerations are incorporated into key business processes, including corporate strategy formulation, evaluation of major investments, and the Group's Enterprise Risk Management framework. Senior management is responsible for identifying and managing material ESG risks and opportunities, executing sustainability initiatives, and monitoring performance against established targets, with regular reporting to the Board.

This governance structure strengthens accountability and transparency, ensuring sustainability remains integral to the Group's long-term growth. Further details are set out in the Sustainability Report of the Annual Report 2025.

- 4.2 The Board recognises the importance of sustainability in safeguarding long-term value creation and has adopted an integrated approach to managing sustainability-related risks and opportunities. Environmental, social and governance considerations are embedded within the Group's Enterprise Risk Management framework, strategic planning processes and day-to-day operations.

Guided by its materiality assessment, the Group identifies and prioritises key sustainability matters, including operational efficiency, supply chain resilience, employee well-being, regulatory compliance and stakeholder engagement. These priorities are aligned with the Group's long-term business strategy to ensure that sustainability considerations are incorporated into decision-making at all levels of the organisation.

The Group's sustainability strategy is anchored on key ESG pillars and supported by the monitoring of relevant performance indicators, such as energy consumption, workplace safety metrics and supplier performance. These indicators enable the Group to track progress, identify areas for improvement and drive accountability across its operations.

Sustainability performance and related risks are subject to regular review by Management, the ARC and the Board. This structured oversight framework ensures that sustainability considerations are consistently evaluated in the context of the Group's overall risk profile and strategic direction, facilitating informed decision-making and continuous improvement.

The Company is committed to maintaining transparent and effective communication of its sustainability strategies, priorities and performance. This is achieved through established internal reporting mechanisms and external disclosures, including the Sustainability Statement and Annual Report. The Board oversees these disclosures to ensure they are accurate, balanced and compliant with applicable regulatory requirements.

Moving forward, the Group remains committed to strengthening its sustainability practices, enhancing data management capabilities and improving the quality of its disclosures. These efforts are aimed at supporting the Group's long-term resilience, adaptability and sustainable value creation for its stakeholders.

Corporate Governance Overview Statement (Cont'd)

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

I. BOARD RESPONSIBILITIES (CONT'D)

- 4.3 The Board recognises that effective oversight of sustainability-related risks and opportunities requires directors to remain well-informed of evolving environmental, social and governance developments, including climate-related risks and opportunities relevant to the Group's business.

To support this, the Board undertakes continuous efforts to strengthen its understanding and oversight of sustainability matters through the following initiatives:

- (a) Regular briefings by Senior Management and the Sustainability Committee on the Group's material sustainability-related risks and opportunities, including key developments and mitigation strategies;
- (b) Updates from the ARC on emerging sustainability issues, regulatory developments and climate-related matters that may impact the Group's strategy, operations and financial performance;
- (c) Participation in relevant training programmes, seminars, workshops and briefings on sustainability-related topics, including developments in IFRS Sustainability Disclosure Standards, Bursa Malaysia requirements and climate-related governance practices; and
- (d) Consideration of sustainability-related competencies in Board composition, succession planning and director development to ensure the Board possesses the necessary expertise to effectively oversee sustainability matters.

These ongoing efforts enable the Board to remain adequately informed and equipped to provide effective oversight of the Group's sustainability strategy, material sustainability risks and opportunities, and related disclosures.

The Board is committed to continuously enhancing its knowledge and awareness of sustainability developments to support sound decision-making and the Group's long-term value creation.

Further details on Management's approach to sustainability, including performance and key initiatives, are set out in the Sustainability Report 2025.

- 4.4 In recognising the importance of sustainability governance across all aspects of the Group's operations, the Board and senior management have incorporated the assessment of the effectiveness of the overall sustainability governance framework, as well as the management of material ESG risks and opportunities, into the annual evaluation of the Board and Board Committees.

The outcomes of the evaluations conducted by the NRC were duly reviewed and reported to the Board for deliberation and continuous improvement.

- 4.5 The Board does not appoint any Chief ESG Officer.

Corporate Governance Overview Statement (Cont'd)

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

II. BOARD COMPOSITION

Intended Outcome 5.0

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

- 5.1 The Board Charter sets out that the NRC of the Company is responsible to assist the Board in the development and implementation of the policies on the nomination and appointment of Directors to achieve long-term sustainability of the Group in accordance with the NRC's terms of reference ("**TOR**").

The NRC is chaired by an Independent Non-Executive Director ("**INED**") and the composition of the NRC is as follows:

Designation	Name	Directorship
Chairman	Ng Wei Wei	INED
Member	Yap Yen Chien (Resigned w.e.f. 31/10/2025)	INED
Member	Datin Yap Shin Siang	INED
Member	Mak Wai Hoong (Appointed w.e.f. 26/11/2025)	Non-Independent Non-Executive Director

The NRC's TOR detailed the roles and responsibilities of the NRC and is accessible on the Company's website.

Summary Activities of the NRC

During FYE 2025, the NRC has undertaken the following activities in the discharge of their duties:

- Review and recommend the appointment of GCEO;
- Review and recommend the reconstitution of two Board Committees following the resignation of Mr. Yap Yen Chien as a member of those committees;
- Annual assessment of the three (3) INEDs and their tenure;
- Annual assessment on the structure, size and composition of the Board;
- Annual assessment on the contribution of the Board and Board Committees as well as the effectiveness of the Board as a whole and assessed the contribution of each individual Director and the performance of the Board Committees;
- Review the terms of office and performance of ARC and each of its members to determine whether ARC and its members have carried out their duties in accordance with the ARC's TOR; and
- Reviewed the tenure of each Director and recommended to the Board for re-election of Mr. Tan Chee How, the ED who is due for retirement ("**Retiring Director**") at the 31st AGM of the Company pursuant to Clause 117 of the Company's Constitution.

Based on the outcome of the assessment reviewed by the NRC, it was resolved that the Retiring Director had contributed effectively to the Board's deliberation as well as demonstrated his diligence and commitment. Upon recommendation by the NRC, the Board resolved and approved to propose for the re-election of the Retiring Director at the forthcoming 31st AGM of the Company.

Corporate Governance Overview Statement (Cont'd)

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

II. BOARD COMPOSITION (CONT'D)

5.1 (cont'd)

Summary Activities of the NRC (cont'd)

All Directors appointed to the Board have attended the Mandatory Accreditation Program Part I prescribed by Bursa Securities. The Directors are encouraged to attend continuous education programmes/seminars/conferences and shall as such receive further training from time to time to keep abreast with the latest developments in statutory requirement and regulatory guidelines, where appropriate, in line with the changing business environment and enhance their business acumen and professionalism in discharging their duties to the Group.

In order for the Group to remain competitive, the Board ensures that the Directors continuously enhance their skills and expand their knowledge to meet the challenges of the Board.

Upon assessing the training needs of the Directors, the Board recognised that continuing education would be the way forward in ensuring its members are continually equipped with the necessary skills and knowledge to meet the challenges ahead. During FYE 2025, the Directors have attended at least one (1) training programme.

The training programmes and seminars attended by the Directors during FYE 2025 were as follows:

Directors	Seminars/ Conferences/ Training Programmes Attended	Date Attended
Datin Yap Shin Siang	Audit Planning, Risk Assessment and Internal Control - Addressing the Auditor's Challenges	3 September 2025
	Audit Quality- Implementing Key Elements of the Audit Quality Framework	26 September 2025
	Case Study-Based MFRS Webinar- MFRS_IFRS 18 in Practice- A Guide for Accountants, Preparers, and Auditors	22 August 2025
	Malaysian Tax Conference 2025	14 & 15 April 2025
	MIA International Accountants Conference 2025	26 - 27 May 2025
	SST Meets Construction, Installation, Repair & Maintenance Services	8 August 2025
Tan Chee How	Halal Quality Assurance Training Programme	20 - 21 August 2025
Mak Wai Hoong	Bursa Malaysia Mandatory Accreditation Programme (MAP)	24 - 26 March 2025
Ng Wei Wei	Bursa Malaysia Mandatory Accreditation Programme (MAP)	24 - 26 March 2025

- 5.2 Following the resignation of Mr. Yap Yen Chien, an INED, the current Board comprises one ED, two INEDs (including the Chairman of the Board), and one Non-Independent Non-Executive Director.

Overall, Independent Directors constitute 50% of the Board.

- 5.3 None of the INEDs of the Company have served beyond nine (9) years. Pursuant to the Board Charter, an Independent Director may continue to serve on the Board as a Non-Independent Director upon completion of the nine (9) years. If the Board intends to retain an Independent Director beyond nine (9) years, it should provide justification and seek annual shareholders' approval through a two-tier voting process as recommended in the MCGG.

Corporate Governance Overview Statement (Cont'd)

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

II. BOARD COMPOSITION (CONT'D)

- 5.4 The Board has not set a policy which limits the tenure of its Independent Directors to nine (9) years without further extension. Pursuant to the Board Charter, an Independent Director may continue to serve on the Board as a Non-Independent Director upon completion of the nine (9) years. If the Board intends to retain an Independent Director beyond nine (9) years, it should provide justification and seek annual shareholders' approval through a two-tier voting process pursuant to the MCCG. The tenure of an Independent Director on the Board of the Company shall be limited to twelve (12) years in the Group. If any Independent Director had cumulatively served as an Independent Director of the Company or any one or more of the subsidiaries of the Company for more than twelve (12) years, such Independent Director may continue to serve on the Board as Non-Independent Director.

- 5.5 The Board upholds diversity as a key driver of effective governance, recognising that a balanced mix of skills, experience, gender, age, ethnicity and independence strengthens decision-making and supports sustainable growth. Guided by the Board Diversity Policy in line with MCCG Practice 5.5, the Company adopts a structured and transparent approach to Board and Senior Management appointments.

For FYE 2025, the Board comprises 4 members, including 2 female Directors (50%). The Board maintains a strong mix of skills, experience and independence aligned with the Group's strategic needs, while diversity in terms of age and ethnicity remains satisfactory.

At senior management level, diversity is supported through talent development and succession planning initiatives. While the current composition reflects limited gender and ethnic diversity, ongoing efforts are focused on strengthening inclusive leadership, enhancing succession pipelines and improving representation.

The NRC continues to oversee rigorous appointment and evaluation processes based on fit and proper criteria, while annual Board evaluations confirm the effectiveness of the Board's composition and performance. All Directors have demonstrated full commitment, with complete attendance at meetings and compliance with regulatory requirements on directorship limits.

Overall, the Board is satisfied that its current composition provides an appropriate balance of perspectives and expertise to effectively lead the Group, while remaining committed to enhancing diversity across leadership levels.

- 5.6 The Board, through the NRC, maintains a formal and transparent process for the identification, assessment and appointment of Directors. The NRC ensures that the Board comprises individuals with an appropriate mix of skills, experience, competencies and integrity to support the effective discharge of its responsibilities. In identifying suitable candidates, the Board does not solely rely on recommendations from existing Board members, Management or shareholders, but also endeavours to utilise independent and other appropriate sources. All potential candidates are assessed against established criteria, including a skills matrix and fit and proper requirements, prior to recommendation to the Board for approval. During the FYE 2025, no new Director was appointed to the Board.

- 5.7 Pursuant to the provisions of the Constitution of the Company, Mr. Tan Chee How, the ED who is due for retirement and being eligible, has offered himself for re-election in accordance with Clause 117 of the Company's Constitution at the forthcoming 31st AGM of the Company.

The Board has established an annual performance evaluation process to assess the performance of each Director. Each Director conducts a peer assessment of the other Directors. Taking into consideration the Directors' self and peer assessment results which were satisfactory, upon recommendation by the NRC, the Board resolved to approve and support the re-election of the aforesaid Director and submitted their recommendation to the shareholders for approval at the forthcoming 31st AGM.

- 5.8 The NRC is chaired by Ms. Ng Wei Wei, the INED.

- 5.9 During FYE 2025, there were no new appointments to the Board. Following the resignation of Mr. Yap Yen Chien as Independent Non-Executive Chairman, the Board composition as at the reporting date includes two (2) female Directors, representing 50% of the Board.

Corporate Governance Overview Statement (Cont'd)

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

II. BOARD COMPOSITION (CONT'D)

- 5.10 The Board has established its Board Diversity Policy. The Board Diversity Policy is made available on the Company's website. The Board recognises the importance of diversity, including gender diversity, as a key element in enhancing board effectiveness and decision-making. In line with the Company's Board Diversity Policy and the MCCG, the Board remains committed to maintaining an appropriate level of diversity in terms of gender, skills, experience, and age.

The current composition reflects the Board's ongoing efforts to promote gender diversity, and the Board will continue to consider diversity criteria, including gender representation, in future appointments to ensure a balanced and effective Board.

Intended Outcome 6.0

Stakeholders are able to form an opinion on the overall effectiveness of the Board and individual Directors

- 6.1 The Board, through the NRC, undertakes an annual, formal and objective assessment to evaluate the effectiveness of the Board, Board Committees and individual Directors.

The NRC conducted the annual evaluation on 25 February 2026 using structured self and peer assessment questionnaires completed by all Directors for FYE 2025.

The evaluation covered the following key areas:

- (a) Board and Board Committees
- (b) Board mix and composition;
- (c) Board's relationship with Management;
- (d) Quality of information and decision-making;
- (e) Boardroom activities;
- (f) EESG; and
- (g) Effectiveness of Board Committees.

Individual Directors covered:

- (a) Contribution to discussions and interaction;
- (b) Knowledge and expertise;
- (c) Quality of input;
- (d) Understanding of roles and responsibilities; and
- (e) Conflict of interest.

The performance of the Board Chairman and ED was also assessed by all Directors.

In addition, the NRC reviewed:

- (a) The effectiveness of the Board, Board Committees and individual Directors;
- (b) The terms of office and effectiveness of the ARC and its members;
- (c) The independence of INEDs;
- (d) Re-election of retiring Director(s) at the forthcoming 31st AGM;
- (e) Attendance at Board and Board Committee meetings;
- (f) Training programmes attended by Directors and Management;
- (g) Succession planning for senior management; and
- (h) The adequacy of the NRC's Terms of Reference.

Based on the evaluation, the NRC and the Board were satisfied that the Board, Board Committees and individual Directors have performed effectively and discharged their responsibilities satisfactorily for FYE 2025.

Following the assessment:

- (a) the NRC recommended the re-election of retiring Director(s) at the forthcoming 31st AGM;
- (b) The Board will continue to enhance Directors' development through relevant training programmes; and
- (c) Succession planning efforts will be strengthened to support long-term leadership continuity.

The results of the evaluation will continue to guide the NRC in reviewing the Board's composition to ensure an appropriate balance of skills, experience, independence and diversity in line with the Company's strategic objectives.

Corporate Governance Overview Statement (Cont'd)

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

III. REMUNERATION

Intended Outcome 7.0

The level and composition of remuneration of Directors and Senior Management take into account the Company's desire to attract and retain the right talent in the Board and Senior Management to drive the Company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

- 7.1 The Company departs from Practice 7.1 of the MCCG as it does not have a formalised and publicly available remuneration policy for Directors and senior management.

Notwithstanding this, the Board, through the NRC, has established a structured process to review and recommend the remuneration of Directors and senior management. In assessing remuneration packages, the NRC takes into consideration factors such as the demands, complexities and performance of the Group, as well as the skills, experience, responsibilities and individual performance of the respective personnel.

The NRC is chaired by an INED and the composition of the NRC is as follows:

Designation	Name	Directorship
Chairman	Ng Wei Wei	INED
Member	Datin Yap Shin Siang	INED
Member	Mak Wai Hoong (Appointed w.e.f. 26 November 2025)	Non-Independent Non-Executive Director

The remuneration of ED and Senior Management is aligned with individual performance and scope of responsibilities, while the remuneration of Non-Executive Directors reflects their roles, responsibilities, experience and participation in Board Committees. The Interested Directors abstained from deliberations and decisions on their own remuneration to ensure objectivity.

The Board is satisfied that the current practices provide a fair, transparent and independent process for determining remuneration and are sufficient to attract and retain the talent required to support the Group's long-term objectives

- 7.2 The NRC's TOR detailed their authority and duties and is accessible on the Company's website.

Intended Outcome 8.0

Stakeholders are able to assess whether the remuneration of Directors and Senior Management commensurate with their individual performance, taking into consideration the Company's performance

- 8.1 The detailed disclosure on named basis of the remuneration of individual Director and the breakdown of the remuneration of each individual Director is disclosed in the CG Report of the Company for FYE 2025.
- 8.2 The Company has disclosed the key senior management's remuneration component in bands of RM50,000 but not on named basis as the Board considers the information is sensitive and proprietary since the Group's business operates in a competitive market. Besides, the issue of personal security is also taken into consideration and may be wrongly used or quoted by certain parties. The top five (5) key senior management's remuneration in bands of RM50,000 is set out in the CG Report of the Company for FYE 2025.
- 8.3 The detailed remuneration of each member of key senior management on a named basis will not be disclosed for confidentiality purposes.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT COMMITTEE

Intended Outcome 9.0

There is an effective and independent ARC.

The Board is able to objectively review the ARC's findings and recommendations.

The Company's financial statement is a reliable source of information.

9.1 Following the resignation of Mr. Yap Yen Chien as Independent Non-Executive Chairman with effect from 31 October 2025, the composition of the Board and the ARC was reconstituted. Datin Yap Shin Siang, who previously served as Chairman of the ARC, was appointed as Chairman of the Board. Concurrently, Ms. Ng Wei Wei was redesignated from a member of the ARC to serve as its Chairman.

9.2 The TOR of the ARC provide that no former audit partner of the Group's external audit firm, including any former partner of the audit firm or its affiliated firms (including those providing advisory, tax, or other professional services) shall be appointed as a member of the ARC unless a cooling-off period of at least three (3) years has been observed prior to such appointment, in line with applicable regulatory requirements and best corporate governance practices. The ARC's TOR is available on the Company's website.

9.3 The ARC assesses the suitability, objectivity and independence of the External Auditors annually, in line with its established policies and procedures. The assessment covers audit quality, resources, expertise, independence and effectiveness of communication.

For FYE 2025, the ARC was satisfied with the performance and independence of the External Auditors, having received written confirmation of their independence in accordance with the By-Laws of the Malaysian Institute of Accountants. The ARC also reviewed the provision of non-audit services and concluded that these did not impair the auditors' objectivity.

The ARC held private sessions with the External Auditors without Management present to discuss audit findings and related matters. Based on its assessment, the ARC recommended the re-appointment of the External Auditors to the Board for shareholders' approval.

9.4 During FYE 2025, following the resignation of the Independent Non-Executive Chairman, the composition of the ARC has been reconstituted to comprise three members. A majority of the members are Independent Non-Executive Directors, with one Non-Independent Non-Executive Director. As such, the current composition of the ARC does not comply with Practice 9.4 of MCGG, which requires the Audit Committee to comprise solely of Independent Directors.

9.5 The ARC comprises members who are financially literate, competent, and able to understand matters within its scope, including the financial reporting process. During the financial year under review, the composition of the ARC was reconstituted and is led by Ms. Ng Wei Wei, following the resignation of the Independent Non-Executive Chairman.

The Board, through the NRC, annually assesses the performance and effectiveness of the ARC via evaluation forms facilitated by the Company Secretary. The assessment covers the Committee's composition, skills and competencies, as well as meeting administration and conduct.

The review also evaluates the ARC's effectiveness in overseeing financial and non-financial reporting, the performance of external and internal auditors, non-audit services, as well as related party transactions ("RPTs") and conflict of interest ("COI") situations.

Members of the ARC undertake continuous professional development to stay updated on relevant developments in accounting and auditing standards.

The Board is satisfied that the ARC has effectively discharged its duties.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Intended Outcome 10.0

Company makes informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The Board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the Company's objectives is mitigated and managed.

- 10.1 The Board acknowledges its responsibility for establishing and maintaining a sound risk management and internal control framework to safeguard the Group's assets and support the achievement of its business objectives. The Board, through the ARC, oversees the implementation and effectiveness of these systems.

The Group has in place an Enterprise Risk Management framework embedded into its operations, which facilitates the systematic identification, assessment and management of key risks across financial, operational, regulatory, strategic, information technology, reputational and human capital areas. The ARC is satisfied that the Group's risk management and internal control practices are adequately implemented and effective, with focus on areas of higher risk exposure.

- 10.2 The Board affirms that the Group's risk management and internal control framework is in place and functioning effectively. Key features include a structured risk management process, maintenance of a Risk Register with periodic review and reporting to the Board, and a risk-based internal audit function that provides independent assurance on the adequacy and effectiveness of the systems.

The framework also incorporates emerging risks, including cybersecurity, supply chain and sustainability-related risks, with ESG considerations integrated into the Group's risk management processes. The Board is of the view that the framework is adequate and effective in managing risks and providing reasonable assurance against material misstatement or loss for the financial year under review.

Further details are set out in the Statement on Risk Management and Internal Control in the Company's Annual Report 2025.

- 10.3 The ARC, which comprises a majority of INEDs, oversee the Company's risk management framework and policies. The Company does not adopt the practice as advocated under the Best Practice of 10.3 of MCCG.

Corporate Governance Overview Statement (Cont'd)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Intended Outcome 11.0

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

- 11.1 The Board, through the ARC, ensures that the internal audit function is effective, independent, and adequately resourced. The function is outsourced to an independent professional firm, Messrs. ASAP Advisory PLT, which reports directly to the ARC to maintain objectivity.

During FYE 2025, internal audit activities were carried out based on a risk-based audit plan aligned with the Group's risk management framework (ISO 31000 and COSO ERM). Key areas reviewed included operational, financial, and compliance functions such as inventory management, financial reporting, and anti-bribery and corruption controls.

Audit findings were communicated to Management and promptly addressed, with the ARC monitoring the implementation of corrective actions. No material internal control weaknesses or financial losses were identified.

The ARC and the Board are satisfied that the internal audit function has operated effectively and independently, supporting a sound governance, risk management, and internal control framework.

Further details on the internal audit function are disclosed in the Statement on Risk Management and Internal Control in the Annual Report 2025.

- 11.2 The Group's internal audit function is outsourced to Messrs. ASAP Advisory PLT, an independent professional firm, which reports directly to the ARC to ensure independence and objectivity.

The internal audit function performs risk-based audits to assess the adequacy and effectiveness of the Group's internal control, risk management and governance processes, guided by an Internal Audit Charter approved by the ARC and in accordance with the International Standards for the Professional Practice of Internal Auditing.

During FYE 2025, internal audit reviews were conducted on key operational areas of the Group. Audit findings, together with Management's responses and agreed corrective action plans, were presented to the ARC, and follow-up reviews were carried out to monitor the timely implementation of recommendations.

The ARC is satisfied with the effectiveness, independence, competency and resources of the internal audit function for the financial year under review.

Corporate Governance Overview Statement (Cont'd)

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

I. COMMUNICATION WITH STAKEHOLDERS

Intended Outcome 12.0

There is continuous communication between the Company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the Company, its policies on governance, the environment and social responsibility.

- 12.1 The Board recognises the importance of maintaining transparent, timely and effective communication with shareholders and stakeholders to support informed investment decisions and promote confidence in the Company. Guided by the Shareholders' Communication Policy and Corporate Disclosure Policy, the Company ensures that all material information relating to its business, financial performance and corporate developments is disseminated accurately, consistently and on a timely basis through appropriate communication channels. The Board is committed to providing shareholders with fair and equitable access to information, while facilitating meaningful engagement through general meetings, corporate disclosures and the Company's corporate website.
- 12.2 The Company has not implemented integrated reporting due to lack of internal resources to develop and implement the necessary reporting processes and tools. The Company recognises the value of integrated reporting, but has determined that they need to focus their current resources on other strategic priorities at this time.

II. CONDUCT OF GENERAL MEETINGS

Intended Outcome 13.0

Shareholders are able to participate, engage the Board and Senior Management effectively and make informed voting decisions at general meetings.

- 13.1 The Company demonstrated its commitment to high standards of corporate governance in the conduct of its 30th Annual General Meeting ("**30th AGM**") held on 23 June 2025. The Notice of the 30th AGM, together with the Annual Report 2024 and explanatory notes on the proposed resolutions, was dispatched to shareholders at least twenty-eight (28) days in advance of the meeting. This exceeded the regulatory minimum requirement and provided shareholders with sufficient time to review the materials, make informed decisions, and arrange for proxy participation where necessary.

The Notice comprehensively outlined all resolutions to be tabled and was supported by relevant explanatory notes and background information to facilitate shareholders' understanding and effective participation. Shareholders were also given access to proxy appointment facilities via a designated link, in line with the Company's Constitution, allowing flexibility in appointing proxies who need not be members of the Company.

To ensure broad and timely dissemination of information, the Notice was announced to Bursa Malaysia Securities Berhad and published in a major local newspaper.

The Company will continue to uphold these best practices by issuing the Notice of the upcoming 31st Annual General Meeting ("**31st AGM**"), at least twenty-eight (28) days prior to the meeting date. This approach aligns with the recommendations of the MCGG and goes beyond the minimum twenty-one (21) days' notice required under the Companies Act 2016 and MMLR, thereby reinforcing transparency and enabling meaningful shareholder engagement.

Corporate Governance Overview Statement (Cont'd)

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

II. CONDUCT OF GENERAL MEETINGS (CONT'D)

- 13.2 The Company continued to uphold the AGM as a key platform for fostering effective communication and engagement with shareholders. The AGM serves as the principal forum for direct interaction between shareholders, the Board of Directors, and Management, allowing shareholders to participate actively in the proceedings, including raising questions and seeking clarification on the Company's business operations, performance, as well as current developments and future prospects.

The Company's 30th AGM was held physically on 23 June 2025, providing shareholders with the opportunity for in-person engagement. The Chairman of the Board, all Directors, and the Chairpersons of the respective Board Committees were present to facilitate meaningful dialogue and address shareholders' queries. Additionally, members of the Key Senior Management team and the Company's external auditors attended the AGM to offer further insights and respond to questions, ensuring a comprehensive and transparent exchange of information.

- 13.3 The Company conducted its 30th AGM physically at Lot 753, Jalan Subang 3, Taman Perindustrian Subang, 47610 Subang Jaya, Selangor, while continuing to leverage technology through electronic voting ("**e-voting**") for all resolutions conducted by poll. The physical meeting format enabled shareholders, proxies and corporate representatives to attend in person, participate actively, raise questions and engage directly with the Board and Management.

All resolutions tabled at the 30th AGM were voted on by poll via the e-voting platform provided by the share registrar, with the process independently scrutinised to ensure integrity, transparency and accuracy, and carried out in compliance with Paragraph 8.29A of the MMLR. The verified results were announced by the Chairman and subsequently published on the Company's website.

The Company's shift from a fully virtual AGM in the financial year ended 31 December 2024 to a physical AGM with e-voting in the 30th AGM demonstrates its commitment to enhancing shareholder engagement through face-to-face interaction, while maintaining efficient, transparent and compliant voting and governance practices.

- 13.4 For FYE 2025, the Company continued to leverage its general meetings as a key platform for effective communication and engagement with shareholders. The 30th AGM was conducted physically, with all Board members, including the Chairman and Board Committee Chairpersons, in attendance to facilitate direct and meaningful interaction. Shareholders were able to participate through in-person attendance, supported by electronic voting facilities and the ability to submit questions both prior to and during the meeting. Comprehensive guidance on participation and voting procedures was provided via the Administrative Guide, which was circulated to shareholders and made available on the Company's website. During the AGM, shareholders were given ample opportunity to raise queries, all of which were duly addressed by the GCEO and ED, reflecting the Company's commitment to transparency and active shareholder engagement.
- 13.5 The Company transitional from a fully virtual AGM in 2024 to a physical AGM complemented by e-voting in the 30th AGM. This approach reflects the Company's commitment to enhancing shareholder engagement while maintaining the convenience of digital participation. Moving forward, the Company intends to continue holding physical AGMs to foster more meaningful interactions with shareholders.
- 13.6 The Minutes of the Company's 30th AGM were duly confirmed and signed, and subsequently uploaded to the Company's website.

No questions were received from shareholders prior to or during the 30th AGM. Nevertheless, as part of the Company's commitment to transparency and good corporate governance, any questions raised before or during future general meetings, together with the corresponding responses, will be published on the Company's website within 30 business days from the date of the meeting.

The CG Statement and CG Report are made in accordance with a resolution of the Board of Directors passed on 6 April 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

In compliance with Paragraph 15.26 (b) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”) Main Market Listing Requirements (“**Main LR**”), the Board of Directors (“**Board**”) of Milux Corporation Berhad is pleased to furnish the following Statement on Risk Management and Internal Control of the Group.

This Statement outlines the key features of the Group’s risk management framework and internal control environment and the processes established to identify, evaluate and manage significant risks affecting the Group’s operations in order to safeguard shareholders’ investments and the Group’s assets.

This statement has been meticulously prepared in accordance with the Malaysian Code on Corporate Governance 2021 (“**MCCG**”), alongside the Corporate Governance Guide and Statement on Risk Management & Internal Control: Guidelines for Directors of Listed Issuers (“**Internal Control Guidelines**”).

The Group’s risk management framework is guided by the principles of ISO 31000 Risk Management, while the internal control system is designed with reference to the COSO Internal Control-Integrated Framework.

BOARD RESPONSIBILITIES

The Board is committed to its role in overseeing the Group’s risk management and internal control systems, which are essential for protecting shareholders’ investments, safeguarding customer interests, and preserving the Group’s assets. As part of this responsibility, the Board ensures that these systems are effective, adequate, and reliable.

The Board’s oversight applies to all subsidiaries within the Group and covers not only financial controls but also operational and compliance controls. This comprehensive approach reflects the Board’s commitment to robust and holistic governance across all aspects of the Group’s operations.

An ongoing process has been established to identify, assess, and manage significant risks that may impact the Group’s ability to achieve its objectives and strategic goals. This process includes regular updates to the risk register and internal control documentation in response to evolving business conditions and regulatory developments.

The Board recognises that risk management and internal control systems are designed to manage rather than eliminate risks of failure to achieve business objectives. Accordingly, these systems can provide **reasonable but not absolute assurance** against material misstatement, fraud or loss.

The Board is responsible for determining the Group’s **risk appetite**, which defines the level of risk the Group is willing to accept in pursuit of its strategic objectives.

The Board is supported by the Audit and Risk Committee (“**ARC**”) and the Nomination and Remuneration Committee (“**NRC**”), both of which were established in previous years to strengthen the Group’s governance framework.

The Group has established an ongoing process to identify, assess and manage significant risks that may affect the achievement of its objectives.

Meanwhile, the NRC oversees key areas such as leadership appointments, succession planning, and remuneration matters, operating under clearly defined roles and responsibilities to ensure sound governance practices.

Statement on Risk Management and Internal Control (Cont'd)

RISK GOVERNANCE STRUCTURE

The Group's governance structure reflects the principles of the Three Lines Model, whereby operational management forms the first line, risk and compliance functions form the second line, and internal audit provides independent assurance as the third line.

Key governance roles include:

Governance Body	Line of Defence	Key Responsibilities
Board of Directors	Oversight (Governance Layer)	Holds ultimate responsibility for the Group's system of risk management and internal control, including setting risk appetite and reviewing the effectiveness of the overall governance framework.
Audit and Risk Committee Oversight	Oversight (Governance Layer)	Provides oversight, monitoring and guidance on risk management and internal control practices. Reviews risk management framework, monitors risk reporting and ensures policies and procedures are implemented effectively.
Senior Management / Operational Management	1st Line of Defence	Responsible for day-to-day management of risks and implementation of internal controls within business operations. Identifies, assesses and manages risks in accordance with the Group's policies and procedures.
Risk Management / Compliance /	2nd Line of Defence	Responsible for risk management and compliance functions within the Group, set policies, standards, and procedures, conduct risk assessments, and ensure that the first line complies with applicable laws, regulations, and internal policies
Internal Audit Function	3rd Line of Defence	Provides independent assurance to the Board and the Audit and Risk Committee on the adequacy and effectiveness of the Group's risk management and internal control systems.

The Board holds ultimate accountability for the Group's overall risk profile and has delegated the oversight of the risk management function to the ARC. During the financial year 2025, the ARC convened a total of six (6) meetings. The attendance details of the ARC members are as follows:

Name	Position	Attendance
Ng Wei Wei ¹	Chairperson	6/6
Datin Yap Shin Siang ²	Member	6/6
Mak Wai Hoong ³ (Appointed on 26 November 2025)	Member	N/A*
Yap Yen Chien ⁴ (Resigned on 31 October 2025)	Member	5/5

Notes:

¹ Redesignation from member to Chairman of ARC on 26 November 2025

² Redesignation from Chairman to Member of ARC on 26 November 2025

³ Appointed as member of ARC on 26 November 2025

⁴ Resigned as Director and member of ARC on 31 October 2025

N/A* – Not Applicable. No ARC meeting was held since appointment date.

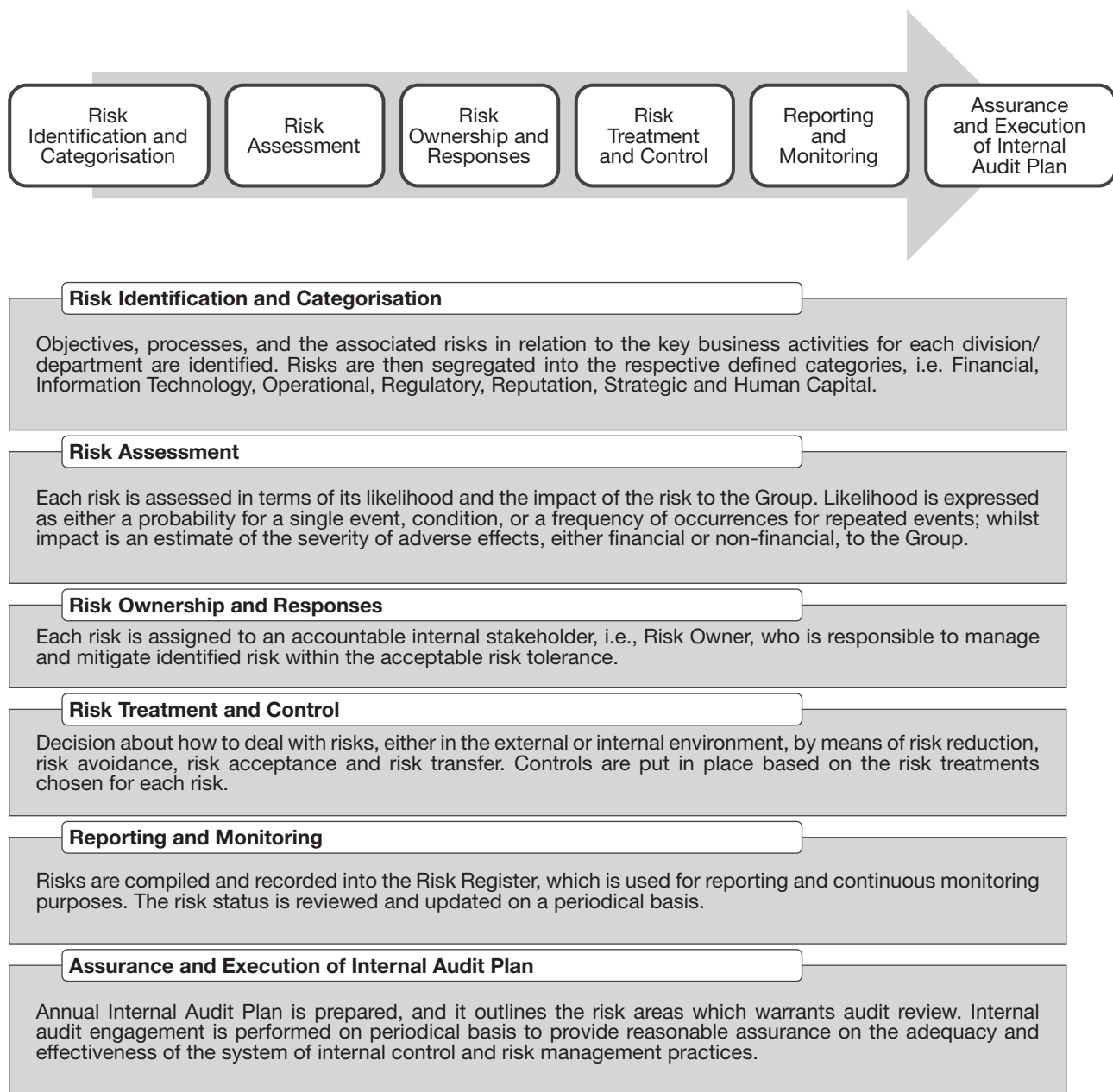
The ARC acknowledges that the Group's risk management and internal control practices are adequately implemented and effective in their execution. The ARC also ensures that the policies and frameworks established are capable of managing the risks to which the Group is exposed, with particular focus on areas identified as high-risk concentrations.

Statement on Risk Management and Internal Control (Cont'd)

RISK MANAGEMENT FRAMEWORK

The current risk management framework is crafted to foster the evolution and execution of up-to-date management approaches, while also fostering innovation across the Group's operational and business endeavours. The risk management procedures, encompassing the identification, assessment, and mitigation of substantial risks, are seamlessly integrated into our operational and business processes. Continuous monitoring and assessment of the effectiveness of our risk management efforts are carried out by management at all levels, ensuring a dynamic and ongoing process.

The key aspects of the risk management framework are:



Statement on Risk Management and Internal Control (Cont'd)

RISK MANAGEMENT FRAMEWORK (CONT'D)

To systematically evaluate the likelihood and potential impact of these risks, an established risk matrix is utilised, based on the outcomes of the Group's formal risk assessment process. This comprehensive exercise, facilitated by Messrs. ASAP Advisory PLT, enabled a structured and methodical identification of significant business risks. It also involved assigning clear responsibilities for managing these risks and objectively assessing the key controls put in place to mitigate them. The identified risks are categorised into key domains, namely financial, information technology, operational, regulatory, reputational, strategic, and human capital risks.

All identified risks are consolidated into a centralised Risk Register, which is presented to the Board for review. The Risk Register is subject to periodic updates to reflect newly identified risks and to reassess existing risks based on their likelihood of occurrence and potential impact, particularly those deemed critical to the Group. As part of a recent risk profile update undertaken during the year, new operational risks were identified and duly incorporated into the Risk Register.

In alignment with the outcomes of this risk assessment, a risk-based annual internal audit plan was developed and approved by the ARC prior to implementation. This ensures that internal audit activities are focused on areas of highest risk exposure and that appropriate measures are taken to mitigate potential threats to the Group's business operations and objectives.

The Group also considers emerging risks such as cybersecurity threats, supply chain disruptions and sustainability-related risks that may affect long-term business resilience.

SUSTAINABILITY AND ESG RISK INTEGRATION

Sustainability-related risks and opportunities are considered within the Group's Enterprise Risk Management framework.

Environmental, social and governance ("ESG") factors that may affect the Group's operational performance, supply chain resilience and regulatory compliance are evaluated as part of the Group's risk management processes.

Where relevant, sustainability risks are incorporated into the Risk Register and monitored by Management and the Audit and Risk Committee.

Sustainability-related risks are assessed with reference to internationally recognised frameworks, including the principles outlined under **IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2)**.

Further details of the Group's sustainability governance practices are disclosed in the **Sustainability Statement of this Annual Report**.

INTERNAL CONTROL SYSTEM

The Board recognises the critical importance of establishing a robust and resilient internal control system to ensure the effective and efficient management of the Group's business operations. This commitment to strong internal controls is embedded through a top-down approach, with guiding principles cascading from strategic management to operational levels.

To uphold accountability and oversight, the Board meets at least quarterly to deliberate on key matters that require its attention, ensuring proper conduct and performance across all business units and support functions.

The Group maintains a formal organisational structure with clearly defined roles, responsibilities, and accountabilities, complemented by well-established limits of authority. The internal control system is reinforced through continuous review and enhancement of policies and procedures across the Group's operating divisions.

Statement on Risk Management and Internal Control (Cont'd)

INTERNAL CONTROL SYSTEM (CONT'D)

To further strengthen governance and ethical conduct, the Board has formalised an Anti-Bribery and Corruption Policy, reflecting its commitment to uphold the highest standards of integrity, openness, and accountability in all business dealings and operations. This is supported by a Whistleblowing Policy, which provides employees and external parties a secure and confidential channel to report any unethical or improper conduct. Together, these policies demonstrate the Group's dedication to ethical practices and good corporate governance.

Additionally, the Board has reviewed the implementation status of the Group's anti-corruption framework, including the assessment of bribery and corruption risks. Through this exercise, the Board evaluated the performance, efficiency, and effectiveness of the Group's anti-corruption programme and is committed to ensuring its continued enforcement and improvement.

INTERNAL AUDIT FUNCTION

The Board recognises the vital role of the Internal Audit function in supporting effective governance and internal control within the Group. To ensure an independent and objective assessment of the Group's internal control system, the Board has appointed Messrs. ASAP Advisory PLT, an independent professional consulting firm, to carry out a comprehensive review of the adequacy, efficiency, and effectiveness of the internal controls in place. An amount of RM23,000.00 was expended for the internal audit services for the financial year.

During the financial year under review, internal audit activities were conducted in accordance with the approved internal audit plan, as endorsed by the ARC. The scope of these audits included key operational areas such as Inventory and Warehouse Facility Management, Financial Reporting and Corporate Liability including Anti-Bribery and Corruption Management system & whistle blowing channel.

Audit findings were presented and discussed with Management, and appropriate corrective actions were taken. The ARC, in discharging its responsibilities on behalf of the Board, closely monitored these matters and reviewed the internal and external audit findings and recommendations to ensure timely and effective resolution.

While some internal control weaknesses were identified over the course of the year, Management has addressed them without delay. None of the issues identified resulted in material financial loss or required disclosure in the Group's Annual Report.

Furthermore, with the implementation of the ISO 31000 Risk Management system with COSO ERM framework, the Internal Audit function adopts a risk-based approach in developing its audit plans, ensuring that audit activities are aligned with the Group's risk exposures and operational priorities.

REVIEW OF EFFECTIVENESS

The Group Chief Executive Officer, Executive Director, and Financial Controller have provided assurance to the Board and the ARC that the Group's risk management processes and internal control systems have been operating adequately and effectively in all material aspects.

Based on this assurance and its own oversight, the Board is of the view that the Group's current risk management and internal control systems are robust and have been functioning effectively throughout the financial year. These systems have successfully safeguarded shareholders' investments, protected customer interests, ensured regulatory compliance, upheld employee welfare, and secured the Group's assets.

Nonetheless, the Board remains vigilant and continues to review and assess the adequacy and effectiveness of these systems, acknowledging the evolving and dynamic nature of the business environment.

Statement on Risk Management and Internal Control (Cont'd)

REVIEW OF STATEMENT ON INTERNAL CONTROL BY EXTERNAL AUDITORS

The External Auditors have reviewed the Statement on Risk Management and Internal Control and reported to the ARC that nothing has come to their attention that causes them to believe the statement is inconsistent with their understanding of the process adopted by the ARC and the Board in reviewing the adequacy and integrity of the Group's internal controls.

BOARD ASSESSMENT

The Board has received assurance from the Group Chief Executive Officer, Executive Director, and Financial Controller on the adequacy and effectiveness of the Group's risk management and internal control systems in all material aspects.

The Board is of the opinion that the Group's risk management and internal control systems were satisfactory for the financial year under review and up to the date of issuance of the financial statements. Nonetheless, the Board recognises the need for these systems to evolve continuously in response to a dynamic business environment. Accordingly, the Board remains committed to taking appropriate actions, as necessary, to strengthen and enhance the Group's internal control and risk management frameworks.

This statement is provided in adherence to the resolution passed by the Board of Directors on 6 April 2026.

AUDIT AND RISK COMMITTEE REPORT

Pursuant to the Paragraph 15.15(1) of the Main Market Listing Requirements (“**MMLR**”) of Bursa Malaysia Securities Berhad (“**Bursa Securities**”), the Board is pleased to present the following Audit and Risk Committee Report (“**ARC**”) which details the insights as to the manner in which the ARC of the Company has discharged their duties and responsibilities in compliance with MMLR and Malaysian Code on Corporate Governance (“**MCCG**”) during financial year ended 31 December 2025 (“**FYE 2025**”).

COMPOSITION OF ARC

The ARC was established with the primary objective to assist the Board in fulfilling its statutory and fiduciary responsibilities relating to corporate accounting, financial reporting practices, system of risk management and internal controls, audit process and the independence of auditors.

During FYE 2025, following the resignation of Mr. Yap Yen Chien as a member of the ARC on 31 October 2025, the composition of the ARC has been changed and now comprises of three (3) members, with a majority of them being independent directors, as follows:

ARC Members	Position
Ng Wei Wei	Chairman, Independent Non-Executive Director
Datin Yap Shin Siang	Member, Independent Non-Executive Director
Mak Wai Hoong	Member, Non-Independent Non-Executive Director

The ARC meets the requirements of Paragraph 15.09(1)(a) and (b) of the MMLR of Bursa Securities as the ARC must comprise not fewer than three (3) members which requires all members to be Non-Executive Director with a majority of them being Independent Directors.

Datin Yap Shin Siang, the member of the ARC is a member of the Malaysian Institute of Accountants, thereby fulfilling the financial expertise requisite pursuant to Paragraph 15.09(1)(c) of the MMLR of Bursa Securities. All members are financially literate, competent, and capable of understanding matters under the purview of the ARC, including the financial reporting process. The members of the ARC continuously undertake professional development to remain abreast of relevant developments in accounting and auditing standards, practices and regulations.

The Company also complies with Paragraph 15.10 of the MMLR of Bursa Securities in which the Chairman of the ARC is an Independent Non-Executive Director. In addition, no alternate Director is appointed as a member of the ARC pursuant to its Terms of Reference.

TERMS OF REFERENCE

The Terms of Reference (“**TOR**”) of the ARC covering its scope of duties and responsibilities, authority and other relevant matters, is available on the Company’s corporate website at www.milux.com.my. During the financial year, no revisions were made to the TOR of the ARC.

Audit and Risk Committee Report (Cont'd)

NUMBER OF ARC MEETINGS AND DETAILS OF ATTENDANCE

A total of six (6) ARC meetings were held during the FYE 2025 and the attendance records of the ARC members were as follows:

ARC Members	No. of Meetings Attended
Ng Wei Wei ¹ (Chairman)	6/6
Datin Yap Shin Siang ² (Chairman)	6/6
Mak Wai Hoong ³	N/A *
Yap Yen Chien ⁴	5/5

Notes:

¹ Redesignated as Chairman of ARC on 26 November 2025.

² Redesignated as Member of ARC on 26 November 2025.

³ Appointed as member of ARC on 26 November 2025.

⁴ Resigned as Director and member of ARC on 31 October 2025.

N/A* Not applicable as there is no ARC meeting held subsequent to the appointment as a member of ARC.

The ARC held six (6) meetings during FYE 2025. Mr. Tan Chee How, our Executive Director, Mr. Wong Wai Keong, our former Chief Financial Officer (retired on 31 December 2025) and Mr. Yap Chee Chong, our Financial Controller, were invited to the ARC meetings to provide additional information and clarification on operations, financials and audit matters, thereby facilitating the conduct of meeting.

Representative from the External Auditors, Internal Auditors and other advisers as well as key senior management, when necessary, were also invited to the ARC meeting to deliberate on matters within their purview with Company Secretary in attendance. All discussions and decisions made during the ARC meetings were duly recorded by the Company Secretary. The meeting minutes were then tabled at the following ARC meetings for confirmation and these minutes were properly documented and maintained in accordance with applicable regulations and governance practices. The ARC Chairman reports to the Board on activities undertaken and key recommendations for the Board's consideration and decision.

SUMMARY OF ACTIVITIES

During the FYE 2025, the activities carried out by the ARC in discharging their functions and duties were summarised as follows:

(a) Financial Reporting

- (i) Reviewed the quarterly financial results and /or annual financial statements of the Group during its meetings held during FYE 2025 prior to submission to the Board for approval, focusing particularly on:
 - Any changes in or implementation of major accounting policy and where relevant, its impact to the Company and/or its subsidiaries (the "Group");
 - Major judgmental areas;
 - Significant matters highlighted including financial reporting issues, significant judgments made by management, significant and unusual events or transactions, and how these matters are addressed;
 - Any significant adjustments arising from the audit;
 - The going concern assumption; and
 - Compliance with all applicable accounting standards and other legal requirements.

Audit and Risk Committee Report (Cont'd)

SUMMARY OF ACTIVITIES (CONT'D)

During the FYE 2025, the activities carried out by the ARC in discharging their functions and duties were summarised as follows: (cont'd)

(a) Financial Reporting (cont'd)

- (ii) Reviewed the significant assumptions made in preparing the financial statements, including accounting estimates that have been identified as having high estimation uncertainty. The following significant assumptions made in the preparation of the unaudited quarterly financial results were noted:-
 - Impairment of Assets/Written Off
 - Impairment and Recovery of Impaired Receivables
 - Impairment of Inventories
 - Depreciation method or asset useful life
 - Provision against the carrying amount of an investment
 - Costs arising from litigation, settlements and judgement; and
 - Fair value accounting estimates

(b) External Audit

- (i) Reviewed and discussed with the External Auditors of the Company the annual audit planning memorandum, focusing on amongst others, the audit approach and risk assessment of significant audit areas, reporting requirements, changes in relevant financial reporting standards and significant audit areas, and reporting timetable as well as deliberated the draft independent auditors' report by External Auditors.
- (ii) Received confirmation from the External Auditors on their independence in accordance with the By-laws of the Malaysian Institute of Accountants ("MIA") in relation to the audit engagement; and that the provision of non-audit services would not create a threat to their independence as the Auditors of the Group.
- (iii) Assessed the performance of the External Auditors annually against the pre-set criteria which include audit scope and planning, adequacy of resources and calibre of the External Auditors, independence and objectivity and communications with the ARC; and recommended their re-appointment to the Board for approval upon being satisfied with the performance of the External Auditors and further recommendation to the shareholders' approval.
- (iv) Reviewed the audit and non-audit fees payable to the External Auditors for the FYE 2025 to ensure the level of non-audit services rendered by the External Auditors would not impair their independence.
- (v) Reviewed and discussed with the External Auditors the relevant amendments or new Malaysian Financial Reporting Standards applicable to the Group.
- (vi) Met with the External Auditors at least twice during FYE 2025 without the presence of the Executive Board members and the Management of the Company to review and discuss, if any, key matters observed during the course of audit and the assistance provided by the Management to the External Auditors.
- (vii) The Company received a notice in writing from Messrs CAS Malaysia PLT ("CAS") dated 13 October 2025 pursuant to Section 281(1) of the Companies Act 2016 and the resignation of CAS is on voluntary basis due to lack of resources. The ARC had then identified a new external auditor, Messrs Grant Thornton Malaysia PLT ("GT"). Upon the ARC's recommendation, the Board approved the appointment of Messrs. GT as the Company's external auditor for the FYE 2025 on 29 October 2025 and the relevant announcement was made on Bursa Securities' website on even date. The new external auditor, Messrs. GT, has consented to act as the auditor of the Group and will hold office until the conclusion of the upcoming AGM, subject to shareholders' approval at the said AGM.

Audit and Risk Committee Report (Cont'd)

SUMMARY OF ACTIVITIES (CONT'D)

During the FYE 2025, the activities carried out by the ARC in discharging their functions and duties were summarised as follows: (cont'd)

(c) Internal Audit

- (i) Reviewed the Internal Audit Plan and scope, focusing on adequacy of scope and management of risk of the key functional areas of the business and operations of the Group and audit review cycle to be performed, taking into consideration the business size and level of activities of the Group.
- (ii) Reviewed the Internal Audit Reports and audit findings and recommendations with respect to control lapses of identified key areas and management responses, and ensure that all recommendations and/or corrective actions were addressed and/or rectified by the Management accordingly.
- (iii) Performed annual assessment on the adequacy of the scope and function of the internal audit, effective review by the Internal Auditors of the key processes and control environment of the Group, and satisfied with the performance of the Internal Auditors.
- (iv) Met with the Internal Auditors on 22 May 2025 and 26 November 2025 without the presence of the Executive Board members and the Management of the Company to discuss, amongst others, internal control matters and/or weaknesses identified during the audit review besides the assistance provided by the Management to the Internal Auditors; and noted no significant matters and deficiencies that needs to be brought to the attention of the Committee.

Further details of the activities of internal auditors performed during FYE 2025 are outlined in the Statement on Risk Management and Internal Control within this Annual Report.

(d) Risk Management

- (i) Reviewed the effectiveness of the Group's internal audit function in the context of the Group's overall risk management system vide the annual Internal Audit Assessment.
- (ii) Assessed the Group's business strategies and plans from a risk-based perspective.
- (iii) Systematic identification of significant business risks and objective assessment of key controls to manage the identified risks, with the assistance of the Internal Auditors.

In this connection, a risk based internal audit review has been performed by the Internal Auditors in April 2025 and October 2025 carried out on Milux Sales & Service Sdn. Bhd. to assess the adequacy and effectiveness of the identified business processes and the following key activities:

Inventory and Warehouse Facility Management

- Inventory planning and re-ordering procedures
- Receiving and inspection of inventory
- Recording of inventory movements, transfers and issuance
- Inventory management, handling, storage and packaging
- Obsolete and slow-moving inventory identification
- Management of reject/returned inventories
- Physical count procedures
- Insurance coverage
- Warehouse facilities and equipment maintenance

Audit and Risk Committee Report (Cont'd)

SUMMARY OF ACTIVITIES (CONT'D)

(d) Risk Management (cont'd)

(iii) (cont'd)

In this connection, a risk based internal audit review has been performed by the Internal Auditors in April 2025 and October 2025 carried out on Milux Sales & Service Sdn. Bhd. to assess the adequacy and effectiveness of the identified business processes and the following key activities: (cont'd)

Financial Reporting and Corporate Liability

- Risk assessment, evaluation and reporting
- Control design and operating effectiveness review
- Substantive testing and analytical procedures
- Data analytics
- Compliance and disclosure review
- Continuous monitoring
- Whistleblowing
- Training and awareness
- Third-party due diligence

(e) Corporate Reporting

- (i) Reviewed the Circular to Shareholders on the new RRPT mandate and/or renewal of RRPT mandate, the ARC Report and Statement on Risk Management and Internal Control before recommending to the Board of Directors for approval for the disclosure in Annual Report 2025.

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

- (i) Reviewed the inter-company transactions and any related / interested party transactions that arose within the Company and the Group to ensure compliance with Malaysian Accounting Standards Board and Bursa Securities.
- (ii) Reviewed and revised the Related Party Transactions Policy and Procedures.
- (iii) Reviewed any RPTs that may arise within the Group including any transactions, procedures or course of conduct that raises questions of Management's integrity.
- (iv) Reviewed and ensured that RPTs and recurrent RPTs ("RRPT") were carried out at arm's length and under normal commercial terms with adequate disclosure to Bursa Securities.

RRPTs Situations

The relevant transactions between the Group and the Interested Major Shareholders and/or persons connected to them are as follows:

- The Group has entered into RRPTs of a revenue or trading nature with Mr. Mak Wai Hong, Non-Independent Non-Executive Director and the Interested major shareholder, in the ordinary course of business and on normal commercial terms. These transactions, which are necessary for the Group's day-to-day operations, have been disclosed in the Circulars to Shareholders dated 24 January 2025 and 30 April 2025 (collectively, the "Circulars").
- The review methods and procedures for the RRPTs, as well as the opinion of the ARC are set out in the Circulars. The ARC is of the view that these RRPTs were carried out on an arm's length basis and on normal commercial terms, which are not more favourable to the related parties than those generally available to the public, and are not detrimental to the minority shareholders of the Company. The Group has also established adequate procedures and processes to monitor, track and identify RRPTs, in a timely and orderly manner.

Audit and Risk Committee Report (Cont'd)

SUMMARY OF ACTIVITIES (CONT'D)

(f) Related Party Transactions ("RPTs") and Conflict of Interest ("COI") and/or Potential COI (cont'd)

- (v) Reviewed the framework for COI management. The ARC plays a crucial role in overseeing COI within the Group and is committed to ensuring a robust framework for identifying, evaluating, approving, reporting and monitoring COI situations. During the year, the ARC diligently reviewed and monitored all actual and potential COI situations involving Directors and senior management.

COI Situations

Details of actual or potential COI situations involving specific Directors and senior management of the Group, along with measures taken to address them, are set out below:

Subsequent to the FYE 2025, reviewed the disclosure of COI and/or potential COI of the Directors and key senior management, including any actions, procedures or conduct that may raise questions about the Management's integrity.

The ARC reviewed and deliberated the following COI declared by Mr. Mak and Mr Tan Yu Liang ("**Benny Tan**") along with the measures taken to resolve, eliminate or mitigate such conflict, if any, to ensure compliance with provisions of MMLR at the ARC meeting held on 26 February 2026:-

Interested Director / Designation	Nature and Extent of Conflict of Interest
Mak Wai Hoong / Non-Independent Non-Executive Director	Directorship having a business relationship with the Group
Tan Yu Liang, Benny / Group Chief Executive Officer	Directorship having a business relationship with the Group
<u>Mitigating Actions Taken</u> Mr. Mak and Mr Benny Tan have provided undertakings that he will: - (a) abstain from all deliberations and voting on matters relating to procurement of contracts in which a potential conflict may arise; (b) make full and timely disclosure of their interests; and (c) continue to act honestly in the best interest of the Company. In addition to the undertakings by Mr. Mak and Mr Benny Tan, the ARC reviewed the safeguards and monitoring mechanisms currently in place, including: - (a) Mandatory quarterly COI declarations and updates whenever circumstances change; (b) The Company's Board Charter requiring abstention from deliberations and voting on matters where a conflict exists or may reasonably be perceived to exist; (c) Oversight by the Board, supported by the Company Secretary to ensure adherence to governance protocols; (d) Independent oversight by the ARC to review related party and COI matters, supported by access to external advisors where necessary; (e) Availability of the Anti-Bribery and Anti-Corruption Policy and Whistleblowing Policy and independent ARC oversight to detect and escalate any potential abuse of position; and (f) Ongoing review of Directors' integrity and commitment, with COI considerations embedded as part of the evaluation criteria. Based on the assessment, the ARC concluded that these existing safeguards and monitoring mechanisms are adequate and effective in mitigating risks associated with the declared COI.	

Audit and Risk Committee Report (Cont'd)

INTERNAL AUDIT FUNCTION

The internal audit function of the Group is outsourced to Messrs. ASAP Advisory PLT, an independent consultancy firm providing governance, risk and business management services.

The adopted Internal Audit Charter formalises the internal audit function and the process to review the adequacy of scope, functions, competency, and resources of the internal audit function. The Internal Audit Charter is published on the Company's website.

Reporting directly to the ARC, the Internal Auditors provide assurance services with regards to the effectiveness of the internal control systems, assessment of the compliance to the Group's standard operating procedures, operational efficiency, reliability of system and information including systems for compliance with applicable law, regulations, rules, directives and guidelines.

During the FYE 2025, risk-based internal audit reviews were performed in accordance with the approved internal audit plan covering identified key auditable areas of the major operations of the Group to ensure adequacy and integrity of the Group's system of internal controls. Ad-hoc internal audit review would be assigned on a needs basis if the situation warrants any special unscheduled reviews to be performed.

The Internal Auditors has performed audit reviews on the following identified key functions of Milux Sales & Service Sdn Bhd in 2025:-

- Inventory and Warehouse Facility Management
- Financial Reporting and Corporate Liability

The audit findings noted alongside the risk and implications were presented to the ARC via the Internal Audit Report together with responses from the Management and timeline for the completion of corrective or improvement actions for the control weaknesses reported.

Follow up review on the previous audit observations was also performed by the Internal Auditors during the financial year 2025 who has reported that all the identified lapses reported had been fully rectified and/or implemented, as the case may be.

For the year under review, the Internal Auditors reported the effectiveness and adequacy of the system of internal control for the business processes and areas reviewed and there were no major issues with controls and compliance that requires the attention of the ARC.

The ARC has performed annual assessment on the internal audit function and performance of the Internal Auditors during the FYE 2025. The key areas covered under the evaluation include:-

- (i) Adequacy of the scope and function;
- (ii) Effectiveness of the financial, operational and compliance controls and processes of the Company and its subsidiaries;
- (iii) Effectiveness of risk management framework and policies, covering financial and non-financial risks, including environmental, social and governance considerations; and
- (iv) Competency of the firm and sufficiency of resources;
- (v) Performance of the internal audit function in accordance with the standards set by recognised professional bodies.

The costs incurred for the outsourced internal audit function in respect of the FYE 2025 was RM23,000.00.

REVIEW OF PERFORMANCE OF ARC

The Board through the NRC has performed an annual review on the terms of office of ARC and assesses the performance of the ARC and its members in respect of the FYE 2025. The NRC and Board was satisfied that the ARC has been functioning effectively and its members have discharged their duties and responsibilities in accordance with its TOR.

The ARC Report was approved by the Board on 6 April 2026.

ADDITIONAL COMPLIANCE INFORMATION

1. UTILISATION OF PROCEEDS FROM CORPORATE PROPOSAL

The Company did not undertake any fundraising exercise during the financial year ended 31 December 2025.

2. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid or payable to Messrs. Grant Thornton Malaysia PLT, the External Auditors, for services rendered for the financial year ended 31 December 2025 are as follows:

	Group (RM)	Company (RM)
Audit fees	180,000	48,000
Non-audit fees	10,000	10,000
• Review of Statement on Risk Management and Internal Control		
Total	190,000	58,000

3. MATERIAL CONTRACT INVOLVING DIRECTORS AND MAJOR SHAREHOLDERS

There was no material contracts entered into by the Company or its subsidiaries involving the interests of the Directors and/or major shareholders, either still subsisting at the end of the financial year ended 31 December 2025 or entered into since the end of the previous financial year.

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("RRPT")

The aggregate value of the RRPT conducted pursuant to the shareholders' mandate obtained at the Extraordinary General Meeting and Annual General Meeting of the Company held on 17 February 2025 and 23 June 2025 respectively is as follows:

Name of Company involved	Related Party	Nature of Transaction	Interested Directors/ Major Shareholders/ Persons Connected to Directors/Major Shareholders	Aggregate value of transactions from 1 January 2025 to 31 December 2025 RM
Milux Sales & Service Sdn. Bhd. (MSSSB) (Supplier)	Movon Sdn. Bhd. (Movon) (Buyer)	Supply of products primarily categorised as but not limited to home and kitchen appliances	(i) ABS Capital Sdn. Bhd. (ABSCSB) (ii) Lim Aik Hoe (LAH) (iii) Lim Aik Kiat (LAK) (iv) Mak Wai Hoong (MWH)	36,797,588
Milux Sales & Service Sdn. Bhd. (MSSSB) (Buyer)	Movon Sdn. Bhd. (Movon) (Supplier)	Supply of products primarily categorised as but not limited to home, kitchen, and small appliances	(i) ABS Capital Sdn. Bhd. (ABSCSB) (ii) Lim Aik Hoe (LAH) (iii) Lim Aik Kiat (LAK) (iv) Mak Wai Hoong (MWH)	5,674,650

Additional Compliance Information (Cont'd)

4. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("RRPT") (CONT'D)

The aggregate value of the RRPT conducted pursuant to the shareholders' mandate obtained at the Extraordinary General Meeting and Annual General Meeting of the Company held on 17 February 2025 and 23 June 2025 respectively is as follows: (cont'd)

Name of Company involved	Related Party	Nature of Transaction	Interested Directors/ Major Shareholders/ Persons Connected to Directors/Major Shareholders	Aggregate value of transactions from 1 January 2025 to 31 December 2025 RM
Milux Sales & Service Sdn. Bhd. (MSSSB) (Tenant)	Movon Sdn. Bhd. (Movon) (Landlord)	Rental of office and warehouse	(i) ABS Capital Sdn. Bhd. (ABSCSB) (ii) Lim Aik Hoe (LAH) (iii) Lim Aik Kiat (LAK) (iv) Mak Wai Hoong (MWH)	531,085
Milux Sales & Service Sdn. Bhd. (MSSSB) (Client)	Abletech Solutions Sdn. Bhd. (ASSB) (Service provider)	E-commerce solutions and event management support services	(i) ABS Capital Sdn. Bhd. (ABSCSB) (ii) Lim Aik Hoe (LAH) (iii) Lim Aik Kiat (LAK) (iv) Mak Wai Hoong (MWH)	103,973

Nature of relationship:

- (a) ABSCSB is principally engaged in the activity of a holding company.
- (b) LAH and LAK are siblings.
- (c) As at the date of this report, LAH, LAK, and MWH are major shareholders of Milux by virtue of their direct shareholdings in ABSCSB. They are also Major Shareholders of MSSSB being a wholly-owned subsidiary of Milux by virtue of their indirect shareholdings in Milux. As at the date of this report, ABSCSB holds 150,766,520 ordinary shares representing 64.14% equity interest in Milux.
- (d) As at the date of this report, LAH and LAK are shareholders of ASSB. They are also shareholders of Movon by virtue of their direct shareholdings in ASSB.
- (e) As at the date of this report, MWH is a director of Milux. He is also a director of ASSB and Movon.

DIRECTORS' RESPONSIBILITY STATEMENT

IN RELATION TO PREPARATION OF FINANCIAL STATEMENT

The Directors are required to prepare annual financial statements in accordance with the provisions of the Companies Act 2016, applicable approved accounting standards and Main Market Listing Requirements of Bursa Malaysia Securities Berhad; to give a true and fair view of the state of affairs of the Group and the Company as at the end of the financial year; and of their results and their cash flows for that year then ended.

The Directors consider that in preparing the financial statements of the Group and the Company for the financial year ended 31 December 2025,

- the Group and the Company have adopted appropriate accounting policies and applied them consistently;
- the statements are supported by reasonable and prudent judgements and estimates;
- all applicable approved accounting standards in Malaysia, including but not limited to Malaysian Financial Reporting Standards and International Financial Reporting Standards have been followed; and
- prepared the financial statements on a going concern basis.

The Directors are also responsible for ensuring that the Group and the Company keep proper accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy at any time, thus enabling the financial statements to comply with the requirements of the Companies Act 2016 and have been made out in accordance with applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors are also responsible for taking the necessary steps as are reasonably open to them to ensure appropriate systems are in place to safeguard the assets of the Group and of the Company, and to detect and prevent fraud and other irregularities. The systems, by their nature, can only provide reasonable and not absolute assurance against material misstatements, whether due to fraud or error.

This statement was approved by the Board of Directors on 6 April 2026.

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DIRECTORS' REPORT

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

PRINCIPAL ACTIVITIES

The principal activities of the Company are that of an investment holding company and the provision of management services.

The information on the name, place of incorporation, principal activities and percentage of issued and paid-up share capital held by the holding company in each subsidiary are as disclosed in Note 6 to the financial statements.

There have been no significant changes in the nature of these principal activities during the financial year except for the commencement of the wholesale of construction materials by a subsidiary, Milux Properties Sdn. Bhd..

FINANCIAL RESULTS

	Group RM	Company RM
Profit/(Loss) for the financial year Attributable to:-	3,276,849	(334,916)
Owners of the Company	3,276,849	(334,916)

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

DIVIDENDS

There were no dividends proposed, declared or paid by the Company since the end of the previous financial year.

SHARES AND DEBENTURES

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

There were no debentures issued during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

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

Directors' Report (Cont'd)

DIRECTORS

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

Tan Chee How
Datin Yap Shin Siang
Ng Wei Wei
Mak Wai Hoong
Yap Yen Chien (Resigned on 31 October 2025)

The name of the Director of the subsidiaries of the Company during the financial year and the period from the end of the financial year to the date of this report, not including those Directors listed above is:-

Tan Yu Liang

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings, the interests of Directors in office at the end of the financial year in the ordinary shares in the Company and its related corporations during the financial year were as follows:

	As at 1.1.2025	Number of ordinary shares		As at 31.12.2025
		Acquired	Sold	
Shareholdings in the name of Directors				
Direct Interests				
Tan Chee How	7,922,280	–	(681,268)	7,241,012
Indirect Interests				
Mak Wai Hoong *	150,766,520	–	–	150,766,520

* Deemed interested by virtue of his shareholdings in ABS Capital Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

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

Directors' Report (Cont'd)

DIRECTORS' REMUNERATION AND BENEFITS

During the financial year, the fees and other benefits received and receivable by the Directors of the Company are as follows:-

	Group RM	Company RM
Directors' salaries and other emoluments	177,803	177,803
Directors' fees	154,000	154,000
Directors' defined contribution plan and social security contribution	22,885	22,885
Estimated monetary value of benefits-in-kind	33,027	17,060
Other benefits	46,000	46,000
	433,715	417,748

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

INDEMNITY AND INSURANCE COSTS

The Company maintains Directors' and other officers' liability insurance for purposes of Section 289 of the Companies Act 2016, throughout the year, which provides appropriate insurance cover for the Directors and other officers of the Company. The amount of indemnity coverage and insurance premium paid during the year amounted to RM5,000,000 and RM12,430 respectively.

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps:-

- (a) to ascertain that action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to be realised at their book values in the ordinary course of business including the value of current assets as shown in the accounting records of the Company had been written down to an amount which the current assets might be expected so to realise.

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

- (a) which would render the amounts written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
- (b) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
- (c) which have arisen which would render adherence to the existing method of valuation, of assets or liabilities of the Group and of the Company misleading or inappropriate; or
- (d) not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements misleading.

Directors' Report (Cont'd)

OTHER STATUTORY INFORMATION (CONT'D)

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

- (a) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liability of any other person; or
- (b) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.

In the opinion of the Directors:-

- (a) no contingent liability or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations as and when they fall due;
- (b) the results of operations of the Group or of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
- (c) 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 to affect substantially the result of the operations of the Group or of the Company for the current financial year in which this report is made.

AUDITORS

The Auditors, Grant Thornton Malaysia PLT have expressed their willingness to continue in office.

The amount of audit and other fees paid or payable to the Auditors by the Group and the Company for the financial year ended 31 December 2025 amounted RM190,000 and RM58,000 respectively. Further details are disclosed in Note 20 to the financial statements.

The Group and the Company have agreed to indemnify the Auditors, Grant Thornton Malaysia PLT to the extent permissible under the provision of the Companies Act 2016 in Malaysia. However, no payment has been made arising from this indemnity for the financial year.

Signed on behalf of the Board of Directors in accordance with a resolution of the Board of Director.

.....	)	
TAN CHEE HOW	)	
	)	
	)	
	)	
	)	DIRECTORS
	)	
	)	
	)	
	)	
.....	)	
MAK WAI HOONG	)	

24 April 2026

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 108 to 160 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 at 31 December 2025 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Board of Director.

.....
TAN CHEE HOW

.....
MAK WAI HOONG

24 April 2026

STATUTORY DECLARATION

I, Tan Chee How, being the Director primarily responsible for the financial management of Milux Corporation Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 108 to 160 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by)
the abovenamed at Kuala Lumpur)
in the Federal Territory this day of)
24 April 2026)

.....
TAN CHEE HOW

Before me:

Mohd Omar Nathan Bin Abdullah (W924)
No. Sijil Amalan Penguam: BC/M/1699
Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF MILUX CORPORATION BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Milux Corporation 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 108 to 160.

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

Key Audit Matters

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

Group

Key audit matters	How our audit addressed the key audit matters
(a) Revenue recognition (Note 18 to the financial statements) Revenue recognition has been identified as a risk primarily relating to the occurrence and accuracy of the revenue recognition, the timing of revenue recognition occurring on or around year end and judgement is required to determine when controls have transferred under contractual arrangements with third parties.	Our audit procedures included: i) tested the internal controls over the completeness, accuracy and timing of revenue recognised in the financial statements; ii) reviewed the appropriateness of revenue recognition policies; iii) verified based on a sampling basis, the completeness of revenue captured by vouching to the customer's purchase orders, sales invoices, acknowledged delivery orders and bank and/or cash receipts; and iv) performed cut-off procedures to determine if revenue is recorded in the correct accounting period.

Independent Auditors' Report (Cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (cont'd)

Group (cont'd)

Key audit matters	How our audit addressed the key audit matters
b) Inventories valuation (Note 9 to the financial statements) Inventories are significant to the Group as these represent approximately 16% of the total assets. The key associated risk is the valuation of the inventories due to possible slow moving and obsolete inventories that are not commercially viable. The valuation of inventories is a key audit matter because management exercises their judgement in determining appropriateness of methods used. Judgement is also required in determining the accuracy of provisions for slow moving and obsolete goods and in making an assessment of its adequacy, involving determining of appropriate provision percentage.	Our audit procedures included: i) obtained an understanding of the Group's inventory management policies, identification and assessment of inventory written downs, and the accounting estimates for inventory write downs; ii) reviewed the consistency of the application of management's methodology in determining and estimating the provision from year to year; iii) attended year end stock count to observe the stock count procedures and identify damaged and obsolete inventories; iv) made inquiries of management pertaining to their plans to clear the slow moving and obsolete inventories; and v) evaluated the reasonableness and adequacy of the inventories write downs.
(c) Impairment of trade receivables (Note 8 to the financial statements) Trade receivables are significant to the Group as these represent approximately 66% of the total assets. The management applied the expected credit loss ("ECL") model to determine the extent of ECL allowance required as at 31 December 2025. This is considered a key audit matter due to the inherent subjectivity that is involved in making significant judgements and critical estimates made by the management to determine the level of ECL allowance.	Our audit procedures included: i) reviewed the receivables aging analysis and tested the reliability thereof; ii) evaluated subsequent year end receipts and recoverability of outstanding trade receivables; iii) made inquiries of management pertaining to the recoverability of significant and overdue debts; iv) evaluated the basis and evidence used by management for the impairment test and adequacy of allowance for impairment made; v) assessed the reasonableness of the Group's ECL model by reviewing the probability of default using historical data and forward-looking information adjustment applied by the Group; vi) identified any loss events subsequent to the end of reporting period for indications of increase in credit risk; and vii) made inquiries of management to assess the rationale underlying the relationship between the forward-looking information and expected credit losses.

Independent Auditors' Report (Cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Key Audit Matters (cont'd)

Company

We have determined that there are no key audit matters to be communicated in our report in relation to our audit of financial statement of 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 Directors' Report and the information included in Group's 2025 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 Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements 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 and the Company or to cease operations, or have no realistic alternative but to do so.

Independent Auditors' Report (Cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

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 of 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 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 and 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 and 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 have communicated 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 identified during our audit.

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

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

Independent Auditors' Report (Cont'd)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

Other Matter

- (i) This report is made solely to the member 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.
- (ii) The financial statements of the Group and the Company for previous financial year ended is 31 December 2024 were audited by another auditor who expressed an unmodified opinion on those financial statements on 24 March 2025.

GRANT THORNTON MALAYSIA PLT
(201906003682 & LLP0022494-LCA)
CHARTERED ACCOUNTANTS (AF 0737)

CHAN LOO PEI
(NO: 03628/12/2027 J)
CHARTERED ACCOUNTANT

Kuala Lumpur
24 April 2026

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	2025 RM	Group 2024 RM	2025 RM	Company 2024 RM
ASSETS					
Non-current assets					
Property, plant and equipment	3	236,141	458,408	1,604	1,853
Right-of-use assets	4	400,884	827,201	–	–
Investment properties	5	244,650	257,610	–	–
Investment in subsidiaries	6	–	–	5,273,791	5,736,701
Other investments	7	2,049,720	2,605,618	7,900	10,088
Trade receivables	8	4,018,276	–	–	–
Total non-current assets		6,949,671	4,148,837	5,283,295	5,748,642
Current assets					
Inventories	9	11,022,224	11,262,053	–	–
Trade receivables	8	43,102,825	8,746,874	–	–
Other receivables	10	877,964	2,891,103	15,379	8,498
Amount due from subsidiaries	11	–	–	–	–
Tax recoverable		632,189	469,179	–	–
Fixed deposits with licensed banks	12	3,417,302	12,498,044	656,375	643,395
Cash and bank balances		4,900,267	6,808,369	63,891	16,136
Total current assets		63,952,771	42,675,622	735,645	668,029
TOTAL ASSETS		70,902,442	46,824,459	6,018,940	6,416,671
EQUITY AND LIABILITIES					
EQUITY					
Equity attributable to shareholders of the Company:–					
Share capital	13	59,066,701	59,066,701	59,066,701	59,066,701
Fair value adjustment reserve	13	(993,078)	(435,650)	102	2,290
Accumulated losses		(17,509,468)	(20,786,317)	(59,188,146)	(58,853,230)
TOTAL EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY		40,564,155	37,844,734	(121,343)	215,761

Statements of Financial Position
as at 31 December 2025
(Cont'd)

	Note	2025 RM	Group 2024 RM	2025 RM	Company 2024 RM
LIABILITIES					
Non-current liability					
Lease liabilities	4	232,114	185,578	–	–
Total non-current liability		232,114	185,578	–	–
Current liabilities					
Trade payables	14	22,119,894	5,881,411	–	–
Other payables	15	6,517,209	1,058,511	96,894	129,489
Amount due to subsidiaries	16	–	–	6,043,389	6,071,421
Provision	17	1,184,685	1,008,433	–	–
Lease liabilities	4	284,385	845,068	–	–
Provision for taxation		–	724	–	–
Total current liabilities		30,106,173	8,794,147	6,140,283	6,200,910
Total liabilities		30,338,287	8,979,725	6,140,283	6,200,910
TOTAL EQUITY AND LIABILITIES		70,902,442	46,824,459	6,018,940	6,416,671

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	2025 RM	Group 2024 RM	2025 RM	Company 2024 RM
Revenue	18	99,550,474	45,943,878	2,865,200	1,393,200
Cost of sales		(80,014,754)	(35,685,990)	–	–
GROSS PROFIT		19,535,720	10,257,888	2,865,200	1,393,200
Other operating income		390,778	582,048	–	–
Net (loss)/gain on impairment of financial instruments					
- Trade receivables		(196,751)	(119,124)	–	–
- Other receivables		–	(23,555)	–	–
- Amount due from subsidiaries		–	–	63,319	3,436
Selling and distribution expenses		(7,790,813)	(3,562,569)	–	–
Administrative expenses		(8,002,053)	(9,251,148)	(2,056,620)	(1,420,329)
Other operating expenses		(785,075)	(278,495)	(1,212,908)	(43,889)
PROFIT/(LOSS) FROM OPERATIONS		3,151,806	(2,394,955)	(341,009)	(67,582)
Finance income	19	198,821	372,314	12,980	15,194
Finance costs	19	(63,165)	(192,899)	–	–
PROFIT/(LOSS) BEFORE TAXATION	20	3,287,462	(2,215,540)	(328,029)	(52,388)
Taxation	21	(10,613)	(45,849)	(6,887)	–
PROFIT/(LOSS) AFTER TAXATION		3,276,849	(2,261,389)	(334,916)	(52,388)
Item that will not be reclassified subsequently to profit or loss: Equity instrument measured at fair value through other comprehensive income	7	(557,428)	(502,935)	(2,188)	(575)
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR FINANCIAL YEAR		2,719,421	(2,764,324)	(337,104)	(52,963)
PROFIT/(LOSS) AFTER TAXATION ATTRIBUTABLE TO:					
- Owners of the Company		3,276,849	(2,261,389)	(334,916)	(52,388)
TOTAL COMPREHENSIVE INCOME/(LOSS) ATTRIBUTABLE TO:					
- Owners of the Company		2,719,421	(2,764,324)	(337,104)	(52,963)
Basic and diluted earnings/(loss) per share attributable to owners of the Company (sen)	23	1.39	(0.96)		

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Attributable to owners of the Company			
	Non-distributable			
	Share capital	Fair value adjustment reserve	Accumulated losses	Total equity
	RM	RM	RM	RM
Group				
Balance at 1 January 2025	59,066,701	(435,650)	(20,786,317)	37,844,734
Profit for the financial year	–	–	3,276,849	3,276,849
Other comprehensive loss	–	(557,428)	–	(557,428)
Total comprehensive income/(loss) for the financial year	–	(557,428)	3,276,849	2,719,421
Balance at 31 December 2025	59,066,701	(993,078)	(17,509,468)	40,564,155
Balance at 1 January 2024	59,066,701	67,285	(18,524,928)	40,609,058
Loss for the financial year	–	–	(2,261,389)	(2,261,389)
Other comprehensive loss	–	(502,935)	–	(502,935)
Total comprehensive loss for the financial year	–	(502,935)	(2,261,389)	(2,764,324)
Balance at 31 December 2024	59,066,701	(435,650)	(20,786,317)	37,844,734
Company				
Balance at 1 January 2025	59,066,701	2,290	(58,853,230)	215,761
Loss for the financial year	–	–	(334,916)	(334,916)
Other comprehensive loss	–	(2,188)	–	(2,188)
Total comprehensive loss for the financial year	–	(2,188)	(334,916)	(337,104)
Balance at 31 December 2025	59,066,701	102	(59,188,146)	(121,343)
Balance at 1 January 2024	59,066,701	2,865	(58,800,842)	268,724
Loss for the financial year	–	–	(52,388)	(52,388)
Other comprehensive loss	–	(575)	–	(575)
Total comprehensive loss for the financial year	–	(575)	(52,388)	(52,963)
Balance at 31 December 2024	59,066,701	2,290	(58,853,230)	215,761

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Note	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES				
Profit/(Loss) before taxation	3,287,462	(2,215,540)	(328,029)	(52,388)
Adjustments for:				
Depreciation on:				
- Property, plant and equipment	170,169	361,970	249	392
- Right-of-use assets	660,133	1,045,664	-	-
- Investment properties	12,960	12,956	-	-
Fair value gain on investment in unit trusts	(1,530)	(1,507)	-	-
Loss/(Gain) on disposal of property, plant and equipment	22,484	(1,998)	-	-
Gain on termination of right-of-use assets	(38,704)	-	-	-
Gain on forfeit on deposit receivables	(7,989)	-	-	-
Impairment loss on:				
- Amount due from subsidiaries	-	-	82,219	106,664
- Investment in subsidiaries	-	-	1,212,908	43,846
- Trade receivables	480,423	182,846	-	-
- Other receivables	-	23,555	-	-
Interest expenses	55,986	207,501	-	-
Interest income	(193,989)	(353,265)	(12,980)	(15,194)
Dividend income	(33,050)	(99,150)	-	-
Property, plant and equipment written off	66,860	3,375	-	43
Bad debts written off	252,339	192	-	-
Provisions for warranty	171,470	88,514	-	-
Provisions for incentive	654,701	790,431	-	-
Reversal of impairment loss on:				
- Trade receivables	(283,672)	(63,722)	-	-
- Amount due from subsidiaries	-	-	(145,538)	(110,100)
Slow moving and obsolete inventories written down	230,191	1,256,498	-	-
Slow moving and obsolete inventories written back	(1,989,619)	(204,542)	-	-
Deposit written off	-	44,835	-	-
Payables written off	-	(116,018)	-	-
Reversal of provision for incentives	-	(191,555)	-	-
Unwinding discount of deposits	2,347	(33,651)	-	-
Carried forward	3,518,972	737,389	808,829	(26,737)

Statements of Cash Flows
for the financial year ended 31 December 2025
(Cont'd)

	Note	Group 2025 RM	2024 RM	Company 2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES (CONT'D)					
Brought forward		3,518,972	737,389	808,829	(26,737)
Unrealised gain on foreign exchange		(71,882)	(23,326)	–	–
Unrealised loss on foreign exchange		1,366	48,548	–	–
Operating profit/(loss) before working capital changes		3,448,456	762,611	808,829	(26,737)
Decrease in inventories		1,999,257	5,430,243	–	–
(Increase)/Decrease in receivables		(36,807,678)	(1,430,991)	(6,881)	1,152
Increase/(Decrease) in payables		21,769,237	(1,097,509)	(32,595)	43,661
Cash (used in)/generated from operations		(9,590,728)	3,664,354	769,353	18,076
Income tax refunded		4,463	10,951	–	–
Income tax paid		(178,810)	(194,067)	(6,887)	–
Warranty paid		(95,600)	(130,257)	–	–
Incentives paid		(554,319)	(664,365)	–	–
Net cash (used in)/generated from operating activities		(10,414,994)	2,686,616	762,466	18,076
CASH FLOWS FROM INVESTING ACTIVITIES					
Subscription of additional shares in subsidiary		–	–	(749,998)	–
Advance from subsidiaries		–	–	35,287	–
Placement of fixed deposits with maturity of more than 3 months		32,034	3,663,071	–	–
Interest received		193,989	353,265	12,980	15,194
Dividend received		33,050	99,150	–	–
Purchase of property, plant and equipments		(60,844)	(22,404)	–	–
Proceeds from disposal of property, plant and equipment		23,598	3,394	–	–
Net cash generated from/(used in) investing activities		221,827	4,096,476	(701,731)	15,194

Statements of Cash Flows
for the financial year ended 31 December 2025
(Cont'd)

	Note	2025 RM	Group 2024 RM	2025 RM	Company 2024 RM
CASH FLOWS FROM FINANCING ACTIVITIES					
Interest paid		(55,986)	(207,501)	–	–
Repayment of banker's acceptance		–	(3,569,000)	–	–
Repayment of lease liabilities		(709,259)	(1,036,734)	–	–
Payment from subsidiaries		–	–	–	(13,880)
Net cash used in financing activities		(765,245)	(4,813,235)	–	(13,880)
Net (decrease)/increase in cash and cash equivalents		(10,958,412)	1,969,857	60,735	19,390
Effect of exchange rate fluctuations on cash held		3,132	(6,743)	–	–
Cash and cash equivalents as at beginning of the financial year		16,753,525	14,790,411	659,531	640,141
Cash and cash equivalents as at end of the financial year	A	5,798,245	16,753,525	720,266	659,531

NOTES TO THE STATEMENTS OF CASH FLOWS

A. CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the statements of cash flows comprise the following amounts:-

	Note	2025 RM	Group 2024 RM	2025 RM	Company 2024 RM
Investment in unit trusts		45,600	44,070	–	–
Fixed deposits with licensed banks	12	3,417,302	12,498,044	656,375	643,395
Cash and bank balances		4,900,267	6,808,369	63,891	16,136
		8,363,169	19,350,483	720,266	659,531
Fixed deposits with maturity of more than 3 months	12	(2,564,924)	(2,596,958)	–	–
		5,798,245	16,753,525	720,266	659,531

Statements of Cash Flows
for the financial year ended 31 December 2025
(Cont'd)

B. RECONCILIATION OF MOVEMENT OF LIABILITIES TO CASH FLOWS ARISING FROM FINANCING ACTIVITIES

	Group			
	At 1 January 2025 RM	Net changes from financing activities RM	Non-cash changes RM	At 31 December 2025 RM
Lease liabilities	1,030,646	(709,259)	195,112 *	516,499

	At 1 January 2024 RM	Net changes from financing activities RM	Non-cash changes RM	At 31 December 2024 RM
Bankers' acceptances	3,569,000	(3,569,000)	–	–
Lease liabilities	2,208,501	(1,036,734)	(141,121)*	1,030,646
	5,777,501	(4,605,734)	(141,121)	1,030,646

* Included in non-cash changes comprised addition of leases, termination of leases and modification on leases.

	Company			
	At 1 January 2025 RM	Net changes from financing activities RM	Non-cash changes RM	At 31 December 2025 RM
Amount due to subsidiaries	6,071,421	(28,032)	–	6,043,389

	At 1 January 2024 RM	Net changes from financing activities RM	Non-cash changes RM	At 31 December 2024 RM
Amount due to subsidiaries	6,088,737	(17,316)	-	6,071,421

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

1. GENERAL INFORMATION

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

The Company's registered office is located at No. D-09-02, Level 9, EXSIM Tower, Millerz Square @ Old Klang Road, Megan Legasi, No. 357, Jalan Kelang Lama, 58000 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur.

The principal place of business of the Company is located at Lot 753, Jalan Subang 3, Taman Perindustrian Subang, 47610 Subang Jaya, Selangor Darul Ehsan.

The principal activities of the Company are that of an investment holding company and the provision of management services. The principal activities of its subsidiaries are disclosed in Note 6 to the financial statements.

There have been no significant changes in the nature of these principal activities during the financial year except for the commencement of the wholesale of construction materials by a subsidiary, Milux Properties Sdn. Bhd..

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Board of Directors of the Company on 24 April 2026.

2. BASIS OF PREPARATION

2.1 Statement of compliance

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

2.2 Basis of measurement

The financial statements of the Group and of the Company are prepared under the historical cost convention, unless otherwise indicated in the material accounting policy information.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group and the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial market takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

2.2 Basis of measurement (cont'd)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to their fair value measurement as a whole:-

- | | | |
|---------|---|---|
| Level 1 | - | Quoted (unadjusted) market prices in active markets for identical assets or liabilities. |
| Level 2 | - | Valuation techniques for which the lowest level input that is significant to their fair value measurement is directly or indirectly observable. |
| Level 3 | - | Valuation techniques for which the lowest level input that is significant to their fair value measurement is unobservable. |

For the purpose of fair value disclosures, the Group and the Company have determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of fair value hierarchy as explained above.

2.3 Functional and presentation currency

The financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional currency and all values are rounded to the nearest RM except when otherwise stated.

2.4 Basis of consolidation

The Group's financial statements consolidate those of the parent company and all of its subsidiaries at 31 December 2025. All subsidiaries have a reporting date of 31 December.

2.5 Adoption of amendments to MFRSs

At the beginning of the current financial year, the Group and the Company adopted the following amendments to MFRSs which are mandatory for the financial period beginning on or after 1 January 2025:

- Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability

Initial application of the above amendments to the standards did not have material impact to the financial statements of the Group and of the Company.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

2.6 Standards issued not yet effective

The new and amended standards that are issued, but not yet effective, up to the date of issuance of the Group's and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these new and amended standards, if applicable, when they become effective in respective financial period.

Effective for financial period beginning on or after 1 January 2026

- Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Amendments to the Classification and Measurement of Financial Instruments
- Amendments that are part of Annual Improvement-Volume 11:
 - Amendments to MFRS 1 First-time Adoption of Malaysian Financial Reporting Standards
 - Amendments to MFRS 7 Financial Instruments: Disclosures
 - Amendments to MFRS 9 Financial Instruments
 - Amendments to MFRS 10 Consolidated Financial Statements
 - Amendments to MFRS 107 Statement of Cash Flow
- Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - Contract Referencing Nature-dependent Electricity

Effective for financial period beginning on or after 1 January 2027

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

Deferred to a date to be determined by the MASB

- Amendments to MFRS 10 Consolidated Financial Statements and MFRS 128 Investments in Associates and Joint Ventures - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The initial application of the accounting standards and amendments are not expected to have any financial impacts to the current period and prior period to the financial statements of the Group and the Company upon their adoption, except for:-

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 18 Presentation and Disclosure in Financial Statements introduces three sets of new requirements to improve companies' reporting of financial performance:-

- Improved comparability in the statement of profit or loss (income statement)
- Enhanced transparency of management-defined performance measures
- More useful grouping of information in the financial statements

MFRS 18 replaces MFRS 101 Presentation of Financial Statements. It carries forward many requirements from MFRS 101 unchanged. MFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027, but companies can apply it earlier.

The Group and the Company are currently working to identify all impacts the amendments will have on the financial statements and notes to the financial statements.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

2.7 Significant accounting estimates and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and of the Company's accounting policies and reported amounts of assets, liabilities, income and expenses, and disclosures made. Estimates and underlying assumptions are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. The actual results may differ from the judgements, estimates and assumptions made by management, and will seldom equal the estimated results.

2.7.1 Estimation uncertainties

Information about significant judgements, estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses are discussed below.

Useful lives of depreciable assets

The management estimates the useful lives of the property, plant and equipment, right-of-use assets and investment properties to be between 3 to 50 years and reviews the useful lives of depreciable assets at end of each reporting date. The management assesses that the useful lives represent the expected utility of the assets to the Group and the Company. Actual results, however, may vary due to change in the expected level of usage and technological developments, which resulting the adjustment to the Group's assets.

The carrying amount of the Group's and the Company's property, plant and equipment, right-of-use assets and investment properties at the reporting period are disclosed in Notes 3, 4 and 5 to the financial statements.

Inventories

Inventories are measured at the lower of cost and net realisable value. In estimating net realisable values, management takes into account the most reliable evidence available at the times the estimates are made. The Group's core business is subject to economic changes which may cause selling prices to change rapidly, and the Group's profit to change.

The carrying amount of the Group's inventories at the reporting period is disclosed in Note 9 to the financial statements.

Provision for expected credit losses ("ECLs") of trade receivables

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

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

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

2.7 Significant accounting estimates and judgements (cont'd)

2.7.1 Estimation uncertainties (cont'd)

Provision for expected credit losses ("ECLs") of trade receivables (cont'd)

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's trade receivables is disclosed in Note 27.1 to the financial statements.

Deferred tax assets

Deferred tax assets are recognised for the temporary differences between carrying amounts of assets and liabilities in the statements of financial position to the extent that it is probable that future taxable profits will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits together with future tax planning strategies.

Assumptions about generation of future taxable profits depend on management's estimates of future cash flows. These depends on estimates of future production and sales volume, operating costs, capital expenditure and other capital management transactions. Judgement is also required about application of income tax legislation. These judgements and assumptions are subject to risks and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact the amount of deferred tax assets recognised in the statements of financial position.

Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a discounted cash flow ("DCF") model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes. These estimations are most relevant to goodwill with indefinite useful lives recognised by the Group.

Income taxes and deferred tax liabilities

Significant estimation is involved in determining the Group's and the Company's provision for income taxes and deferred tax. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group and the Company recognise liabilities based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax and deferred tax provisions in the financial year in which such determination is made.

Notes to the Financial Statements (Cont'd)

2. BASIS OF PREPARATION (CONT'D)

2.7 Significant accounting estimates and judgements (cont'd)

2.7.1 Estimation uncertainties (cont'd)

Leases - Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates.

2.7.2 Significant management judgement

Classification between investment properties and owner-occupied properties

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

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

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

Notes to the Financial Statements (Cont'd)

3. PROPERTY, PLANT AND EQUIPMENT

Group	Note	Buildings RM	Plant and equipment RM	Furniture, fittings, office equipment and renovations RM	Motor vehicles RM	Total RM
2025						
At cost						
Balance as at 1 January		56,600	2,536,307	3,042,273	454,725	6,089,905
Additions	(i)	-	10,862	49,982	-	60,844
Disposal		-	(128,500)	(8,900)	-	(137,400)
Written off		-	(32,746)	(1,384,048)	-	(1,416,794)
Balance as at 31 December		56,600	2,385,923	1,699,307	454,725	4,596,555
Accumulated depreciation						
Balance as at 1 January		12,452	1,921,048	2,718,169	454,722	5,106,391
Charged for the financial year		-	30,964	139,205	-	170,169
Disposal		-	(87,115)	(4,203)	-	(91,318)
Written off		-	(15,123)	(1,334,811)	-	(1,349,934)
Balance as at 31 December		12,452	1,849,774	1,518,360	454,722	3,835,308
Accumulated impairment						
Balance as at 1 January/31 December		44,148	480,958	-	-	525,106
Net carrying amount						
Balance as at 31 December		-	55,191	180,947	3	236,141

Notes to the Financial Statements
(Cont'd)

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

Group (cont'd)	Note	Buildings RM	Plant and equipment RM	Furniture, fittings, office equipment and renovations RM	Motor vehicles RM	Total RM
2024						
At cost						
Balance as at 1 January		56,600	2,536,307	3,039,310	611,982	6,244,199
Additions	(i)	–	–	22,404	–	22,404
Disposal		–	–	(12,447)	–	(12,447)
Written off		–	–	(6,994)	(157,257)	(164,251)
Balance as at 31 December		56,600	2,536,307	3,042,273	454,725	6,089,905
Accumulated depreciation						
Balance as at 1 January		12,452	1,887,023	2,404,894	611,979	4,916,348
Charged for the financial year		–	34,025	327,945	–	361,970
Disposal		–	–	(11,051)	–	(11,051)
Written off		–	–	(3,619)	(157,257)	(160,876)
Balance as at 31 December		12,452	1,921,048	2,718,169	454,722	5,106,391
Accumulated impairment						
Balance as at 1 January/31 December		44,148	480,958	–	–	525,106
Net carrying amount						
Balance as at 31 December		–	134,301	324,104	3	458,408

Notes to the Financial Statements (Cont'd)

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

	Furniture, fittings and office equipment RM
Company	
2025	
At cost	
Balance as at 1 January/31 December	2,500
Accumulated depreciation	
Balance as at 1 January	647
Charged for the financial year	249
Balance as at 31 December	896
Net carrying amount	
Balance as at 31 December	1,604
2024	
At cost	
Balance as at 1 January	4,199
Written off	(1,699)
Balance as at 31 December	2,500
Accumulated depreciation	
Balance as at 1 January	1,911
Charged for the financial year	392
Written off	(1,656)
Balance as at 31 December	647
Net carrying amount	
Balance as at 31 December	1,853

(i) Purchase of property, plant and equipment

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Cash disbursed for purchase of property, plant and equipment	60,844	22,404	–	–

Notes to the Financial Statements (Cont'd)

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

Material accounting policy information

(a) Recognition and measurement

All property, plant and equipment are measured at cost less accumulated depreciation and less any impairment losses. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefit associated with the item will flow to the Group and the Company and cost of the item can be measured reliably.

(b) Subsequent expenditure

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group and the Company.

(c) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use.

The estimated useful lives for the current and comparative periods are as follows:

Buildings	2 - 10%
Plant and equipment	10 - 20%
Furniture, fittings, office equipment and renovations	10 - 33%
Motor vehicles	10 - 20%

4. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group as lessee

Right-of-use assets

The Group's motor vehicles are acquired under hire purchase for a lease term ranging from five (5) to seven (7) years.

The Group leases buildings that run between one (1) to five (5) years, with an option to renew the lease after that date.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:-

	Note	Buildings RM	Motor vehicles RM	Total RM
Group				
2025				
At cost				
Balance as at 1 January		5,466,446	1,269,025	6,735,471
Additions	(a)	499,358	—	499,358
Derecognition		(2,525,293)	—	(2,525,293)
Termination		(2,905,803)	—	(2,905,803)
Balance as at 31 December		534,708	1,269,025	1,803,733

Notes to the Financial Statements (Cont'd)

4. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

The Group as lessee (cont'd)

Right-of-use assets (cont'd)

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:-
(cont'd)

	Note	Buildings RM	Motor vehicles RM	Total RM
Group (cont'd)				
2025				
Accumulated depreciation				
Balance as at 1 January		4,764,959	1,143,311	5,908,270
Charged for the financial year		546,787	113,346	660,133
Derecognition		(2,525,293)	–	(2,525,293)
Termination		(2,640,261)	–	(2,640,261)
Balance as at 31 December		146,192	1,256,657	1,402,849
Net carrying amount				
Balance as at 31 December		388,516	12,368	400,884
2024				
At cost				
Balance as at 1 January		5,607,567	1,269,025	6,876,592
Additions	(a)	77,362	–	77,362
Modification	(c)	(218,483)	–	(218,483)
Balance as at 31 December		5,466,446	1,269,025	6,735,471
Accumulated depreciation				
Balance as at 1 January		3,863,769	998,837	4,862,606
Charged for the financial year		901,190	144,474	1,045,664
Balance as at 31 December		4,764,959	1,143,311	5,908,270
Net carrying amount				
Balance as at 31 December		701,487	125,714	827,201

(a) Purchase of right-of-use assets

	Group	
	2025 RM	2024 RM
Cost of right-of-use assets	499,358	77,362
Less: Non-cash addition	(499,358)	(77,362)
Cash disbursed for right-of-use assets	–	–

Notes to the Financial Statements (Cont'd)

4. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

The Group as lessee (cont'd)

Right-of-use assets (cont'd)

(b) Pledged of right-of-use assets

The Group's motor vehicle is pledged to hire purchase facilities amounting to RM12,368 (2024: RM125,714).

(c) Extension options

The Group has lease contract that include extension. These options are negotiated by the Group to provide flexibility in managing the leased-asset portfolio and align with the Group's business needs.

(i) Modification of right-of-use assets

The Group has reassess the lease terms and determined that the Group will not exercise an option previously included in its determination of lease term. As a result, a lease modification of RM218,483 was adjusted to both right-of-use assets and lease liabilities in the previous financial year.

The undiscounted potential future rental payments relating to periods following the exercise date of extension options that are not included in the lease term are as follows:

	Within five years RM	Group Total RM
2025		
Extension options expected not to be exercised	549,600	549,600
2024		
Extension options expected not to be exercised	255,600	255,600

Lease liabilities

	Buildings RM	Motor Vehicles RM	Total RM
Group			
2025			
Carrying amount			
Balance as at 1 January	807,503	223,143	1,030,646
Additions	499,358	–	499,358
Lease payments	(652,899)	(112,346)	(765,245)
Interest expense (Note 19)	48,599	7,387	55,986
Termination	(304,246)	–	(304,246)
Balance as at 31 December	398,315	118,184	516,499

Notes to the Financial Statements (Cont'd)

4. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

The Group as lessee (cont'd)

Lease liabilities (cont'd)

	Buildings RM	Motor Vehicles RM	Total RM
Group			
2024			
Carrying amount			
Balance as at 1 January	1,878,696	329,805	2,208,501
Additions	77,362	–	77,362
Modification	(218,483)	–	(218,483)
Lease payments	(1,057,200)	(119,354)	(1,176,554)
Interest expense (Note 19)	127,128	12,692	139,820
Balance as at 31 December	807,503	223,143	1,030,646

	2025 RM	Group 2024 RM
--	------------	---------------------

Represented by:

Current liabilities

Secured

Unsecured

71,526

212,859

102,519

742,549

284,385

845,068

Non-current liabilities

Secured

Unsecured

46,658

185,456

120,624

64,954

232,114

185,578

Total lease liabilities

- Secured

- Unsecured

118,184

398,315

223,143

807,503

516,499

1,030,646

Rates of interest charged per annum:

	2025 %	Group 2024 %
Lease liabilities owing to financial institutions	2.15 - 3.15	4.06 - 5.94
Lease liabilities owing to non-financial institutions	7.57 - 8.85	7.57 - 8.75

Notes to the Financial Statements (Cont'd)

4. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

The Group as lessee (cont'd)

Lease liabilities (cont'd)

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

	2025 RM	Group 2024 RM
Depreciation of right-of-use assets (included in cost of goods sold)	660,133	1,045,664
Interest on lease liabilities (included in finance cost)	55,986	139,820
Expense relating to lease of low-value assets and short-term leases (included in cost of goods sold and administrative expenses) (Note 20)	11,190	17,736

- (b) The following are total cash outflows from lease:

	2025 RM	Group 2024 RM
Interest paid	55,986	139,820
Payment for principal portion lease liabilities	709,259	1,036,734
Payment relating to short-term leases	11,190	17,736
	776,435	1,194,290

Material accounting policy information

- (a) Lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their relative stand-alone prices. However, for leases of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

- (b) Recognition exemption

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Notes to the Financial Statements (Cont'd)

5. INVESTMENT PROPERTIES

	2025 RM	Group 2024 RM
Freehold building at cost		
Balance as at 1 January/31 December	609,040	609,040
Accumulated depreciation		
Balance as at 1 January	351,430	338,474
Charged for the financial year	12,960	12,956
Balance as at 31 December	364,390	351,430
Net carrying amount		
Balance as at 31 December	244,650	257,610

The following are recognised in profit or loss in respect of investment properties:

	2025 RM	2024 RM
Rental income	33,600	33,600
Direct operating expenses - income generating investment properties	19,673	19,200

The fair value of the investment properties was estimated at RM630,000 (2024: RM625,000) based on the Directors' estimation by comparing the Group's investment properties with similar properties that were listed for sale within the same location. The fair value of investment property is within level 2 of the fair value hierarchy.

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

Material accounting policy information

Investment properties are initially measured at cost. Cost includes expenditure that is directly attributable to the acquisition of the investment property. Subsequent to the initial recognition, investment properties are carried at cost less accumulated depreciation and impairment losses. Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of the investment properties of 50 (2024: 50) years. The useful lives and residual values of the investment properties are reassessed annually.

Notes to the Financial Statements (Cont'd)

6. INVESTMENT IN SUBSIDIARIES

	Company	
	2025 RM	2024 RM
Unquoted share, at cost		
Balance as at 1 January	40,475,715	40,475,715
Addition	749,998	–
Balance as at 31 December	41,225,713	40,475,715
Less: Accumulated impairment losses		
Balance as at 1 January	(34,739,014)	(34,695,168)
Impairment losses recognised during the financial year	(1,212,908)	(43,846)
Balance as at 31 December	(35,951,922)	(34,739,014)
Net carrying amount		
Balance as at 31 December	5,273,791	5,736,701

The subsidiaries, which the principal place of business and country of incorporation are in Malaysia, are as follows:-

Name of subsidiaries	Effective equity interest		Principal activities
	2025	2024	
T.H. Hin Sdn. Bhd. ("THHSB")	100%	100%	Dealer in gas cookers, electrical household appliances and their related products (Inactive)
T.H. Hin Home Tech Sdn. Bhd. ("THHHTSB")	100%	100%	Trading of gas cookers, built-in hobs, rice cookers, roasted ovens, electrical household appliances and their related products
Brightyfield Sdn. Bhd. ("BYSB")	100%	100%	Manufacturing of gas cookers component parts (Inactive)
Enamel Products Sdn. Bhd. ("EPSB")	100%	100%	Manufacturing of enamel products (Inactive)
Milux Sales & Service Sdn. Bhd. ("MSSSB")	100%	100%	Dealer in gas cookers, electrical household appliances and their related products
Eurobay Industries Sdn. Bhd. ("EBSB")	100%	100%	Manufacturing and supplying of home electrical appliances (Inactive)
Milux International Sdn. Bhd. ("MISB")	100%	100%	Buying, selling, renting and operating of self-owned or leased real estate - non-residential buildings
Milux Properties Sdn. Bhd. ("MPSB")	100%	100%	Engage in the business of acquiring land and building, to undertake the business of property development and other management consultancy activity, and wholesale of construction materials
Pansprint Consolidated Sdn. Bhd. ("PCSB")	100%	100%	Property Development (Inactive)
Milux Greentech Resources Sdn. Bhd. ("MGRSB")	100%	100%	Carry out the business of agriculture farming, poultry farming, animal husbandry and related plantations and crops activities (Inactive)
T5 Digital Sdn. Bhd. ("T5DSB")	100%	100%	E-commerce business

Notes to the Financial Statements (Cont'd)

6. INVESTMENT IN SUBSIDIARIES (CONT'D)

(a) Subscription of additional shares in a subsidiary

During the financial year, the Company has subscribed additional 749,998 of new ordinary shares at the price of RM1.00 per share in one of its wholly-owned subsidiaries, MPSB, which representing 100% of shareholding in MPSB.

(b) Impairment on investment in subsidiaries

Management has carried out impairment test review for investment in subsidiaries based on the recoverable amount of each CGU. The impairment losses were recognised to adjust the carrying amount of investment in subsidiaries as the recoverable amount were lower than the carrying amount.

The recoverable amount of the investments in subsidiaries are assessed by reference to the fair value less cost to sell of the respective subsidiaries.

Details of Level 3 fair value method used in obtaining the recoverable amount are as follows:

Valuation method and key inputs	Significant unobservable inputs	Relationship of unobservable inputs and fair value
Adjusted net asset method which derives the fair value of an investee's equity instruments by reference to the fair value of its assets and liabilities	Fair value of individual assets and liabilities	The higher the net assets, the higher the fair value

Material accounting policy information

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses.

7. OTHER INVESTMENTS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Non-current				
Fair value through profit or loss:-				
- Unit trust fund	45,600	44,070	-	-
Financial assets at fair value through other comprehensive income:-				
- Quoted shares in Malaysia	2,004,120	2,561,548	7,900	10,088
	2,049,720	2,605,618	7,900	10,088

- (a) During the financial year, the Group and the Company have recognised RM557,428 of fair value loss and RM2,188 of fair value loss (2024: RM502,935 of fair value loss and RM575 of fair value loss).

Notes to the Financial Statements (Cont'd)

7. OTHER INVESTMENTS (CONT'D)

Material accounting policy information

Equity investment not held for trading

At initial recognition, the Group irrevocably elect to present subsequent changes in the fair value of the investments in other comprehensive income. This election made on an investment-by-investment basis.

8. TRADE RECEIVABLES

	Note	2025 RM	Group 2024 RM
<u>Non-current</u>			
Finance lease receivables	(a)	4,018,276	–
<u>Current</u>			
Trade receivables - Third parties		43,171,949	9,751,030
Finance lease receivables	(a)	1,131,784	–
Total trade receivables - gross		48,322,009	9,751,030
Less: Allowance for doubtful debts	(b)	(1,200,908)	(1,004,156)
Total trade receivables - net		47,121,101	8,746,874

The maximum exposure of credit risk at the reporting date is the carrying value of receivables disclosed in Note 27 to the financial statements. The Group does not hold any collateral as security.

The Group's normal trade credit term range from 30 to 150 days (2024: 30 to 120 days). Other credit terms are assessed and approved on a case-by-case basis.

Included in the trade receivables is an amount of RM15,751,523 (2024: RMNil) owing from a company in which one of the Director of the holding company also serves as a Director.

(a) Finance lease receivables

	2025 RM	Group 2024 RM
At 1 January	–	–
Additions	5,470,351	–
Interest income	65,549	–
Service charges	74,050	–
Lease payments received	(459,890)	–
At 31 December	5,150,060	–

Notes to the Financial Statements (Cont'd)

8. TRADE RECEIVABLES (CONT'D)

(a) Finance lease receivables (cont'd)

The Group leases Milux-Branded and Milux Co-Created products to third parties. Each lease contains an initial non-cancellable period ranging from 4 to 5 years.

At the end of the lease period, the ownership of the products is transferred to the lessees. The Group classified such leases as finance leases as substantially all the risks and rewards incidental to ownership are transferred to the lessees.

The Group expects the residual value of these products at the end of the lease term to be minimal. These leases do not include buy-back agreements or residual value guarantees.

The lease payments to be received are as follows:

	2025 RM	Group 2024 RM
Financing receivables	6,080,050	–
Unearned profits	(929,990)	–
Gross financing receivables	5,150,060	–
Allowance for ECL	–	–
Net financing receivables	5,150,060	–

(b) Movement in the allowance for ECL

The movement in the allowance for ECL of trade receivables during the financial year are as follows:

	2025 RM	2024 RM
At 1 January	1,004,157	1,021,507
Provided	480,423	182,846
Written off	–	(136,475)
Reversal*	(283,672)	(63,722)
At 31 December	1,200,908	1,004,156

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

Notes to the Financial Statements (Cont'd)

9. INVENTORIES

	2025 RM	Group 2024 RM
Spare parts	5,267	5,109
Finished goods	4,581,302	12,379,301
Goods-in-transit	6,700,010	901,426
	11,286,579	13,285,836
Less: Allowance for slow-moving inventories	(264,355)	(2,023,783)
	11,022,224	11,262,053
Recognised in profit or loss:-		
Inventories recognised as cost of sales	80,014,754	35,685,990
Slow-moving and obsolete inventories written down	230,191	1,256,498
Slow-moving and obsolete written back*	(1,989,619)	(204,542)

* During the current and previous financial year, the Group has sold off the slow moving and obsolete inventories which were previously written down. As a result, the allowance for slow moving and obsolete inventories were written back.

Material accounting policy information

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is calculated using the weighted-average cost method.

Notes to the Financial Statements (Cont'd)

10. OTHER RECEIVABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other receivables	110,825	69,553	–	–
Deposits	365,794	349,689	1,000	1,000
Prepayment	647,185	2,717,701	14,379	7,498
	1,123,804	3,136,943	15,379	8,498
Less: Allowance for ECL	(245,840)	(245,840)	–	–
	877,964	2,891,103	15,379	8,498

The movement in the allowance for ECL of other receivables during the financial year are as follows:

	2025 RM	2024 RM
Group		
Balance as at 1 January	245,840	222,285
Provided	–	23,555
Balance as at 31 December	245,840	245,840

11. AMOUNT DUE FROM SUBSIDIARIES

	2025 RM	2024 RM
Company		
Amount due from subsidiaries	29,015,448	29,078,768
Provided	(29,015,448)	(29,078,768)
Amount due from subsidiaries - net	–	–

The amount due from subsidiaries represented non-trade transactions which are unsecured, interest free and repayable on demand.

The movement in the allowance for ECL of amount due from subsidiaries during the financial year are as follows:

	2025 RM	2024 RM
Balance as at 1 January	29,078,768	29,082,204
Provided	82,219	106,664
Reversal*	(145,538)	(110,100)
Balance as at 31 December	29,015,449	29,078,768

* During the current financial year, the Company managed to collect some of the amount due from subsidiaries which have been provided for impairment in previous financial years. As a result, the allowance for impairment losses on amount due from subsidiaries had been reversed during the current financial year.

Notes to the Financial Statements (Cont'd)

12. FIXED DEPOSITS WITH LICENSED BANKS

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed deposits				
With maturity of 1 to 3 months	852,378	9,901,086	656,375	643,395
With maturity of more than 3 months	2,564,924	2,596,958	–	–
	3,417,302	12,498,044	656,375	643,395

The effective interest rates and maturity period of the fixed deposits with licensed banks at the reporting date are as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Effective interest rates	1.62% - 2.20%	2.20% - 3.00%	1.75% - 2.20%	2.20% - 2.60%
Maturity period	One month to one year	One month to one year	One month to three months	One month to three months

13. SHARE CAPITAL AND FAIR VALUE ADJUSTMENT RESERVE

(a) Share capital

	Group and Company			
	Number of shares		Amount	
	2025 Units	2024 Units	2025 RM	2024 RM
Issued and fully paid:				
Balance as at 1 January/ 31 December	235,056,788	235,056,788	59,066,701	59,066,701

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions and rank equally with regard to the Company residual assets.

(b) Fair value adjustment reserve

The fair value adjustment reserve comprises the cumulative net change in the fair value of financial assets through other comprehensive income until the investments are derecognised or impaired.

14. TRADE PAYABLES

The trade payables are non-interest bearing and the normal trade credit terms received by the Group range from 30 to 90 days (2024: 30 to 90 days).

Included in the trade payables is an amount of RM1,806,000 (2024: RMNil) owing to a company in which one of the Directors of the holding company also serves as a Director.

Notes to the Financial Statements (Cont'd)

15. OTHER PAYABLES

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Other payables	2,031,483	420,145	32,278	61,118
Accruals	4,460,774	520,566	64,616	68,371
Deposits received	24,952	117,800	–	–
	6,517,209	1,058,511	96,894	129,489

The other payables are non-interest bearing and the normal trade credit terms received by the Group range from 30 to 90 days (2024: 30 to 90 days).

16. AMOUNT DUE TO SUBSIDIARIES

The amount due to subsidiaries represented non-trade transactions which are unsecured, interest free and repayable on demand.

17. PROVISION

	Warranty RM	Incentives RM	Total RM
Group			
2025			
Balance as at 1 January	210,162	798,271	1,008,433
Charged for the financial year	171,470	654,701	826,171
Utilised during the financial year	(95,600)	(554,319)	(649,919)
Balance as at 31 December	286,032	898,653	1,184,685
2024			
Balance as at 1 January	251,905	863,760	1,115,665
Charged for the financial year	88,514	790,431	878,945
Utilised during the financial year	(130,257)	(664,365)	(794,622)
Reversal of provision	–	(191,555)	(191,555)
Balance as at 31 December	210,162	798,271	1,008,433

Notes to the Financial Statements (Cont'd)

18. REVENUE

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Revenue from contract with customers:				
- Sales of home appliances	93,926,091	45,742,767	–	–
- Finance lease sales	5,313,961	–	–	–
- Maintenance services	74,050	–	–	–
- Others*	170,823	201,111	–	–
	99,484,925	45,943,878	–	–
Revenue from other sources:				
- Management fees income	–	–	2,865,200	1,393,200
- Finance lease income	65,549	–	–	–
	99,550,474	45,943,878	2,865,200	1,393,200

* Includes service-type fees.

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Timing of revenue recognition				
Goods transferred and services rendered at a point in time	99,410,875	45,943,878	–	–
Services rendered over time	74,050	–	–	–
	99,484,925	45,943,878	–	–

Disaggregation of revenue from contract with customers

The Group's revenue is disaggregated by principal geographical areas, major product and services lines and timing of revenue recognition. This is consistent with the revenue information as disclosed in Note 26 to the financial statements.

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

Nature of goods and services

The following information reflects the typical transaction of the Group:

Nature	Timing or method of recognition
Finance lease sales	Finance lease sales are recognised at a point in time when the goods are delivered, installed (where applicable), and accepted by the customers at their premises.
Finance lease interest income	Finance lease interest income is recognised over the lease term, based on a pattern reflecting constant periodic rate of return on the Group's net investment in the lease.

Notes to the Financial Statements (Cont'd)

18. REVENUE (CONT'D)

Nature of goods and services (cont'd)

The following information reflects the typical transaction of the Group (cont'd):

Nature of goods or services	Timing of recognition or method used to recognise revenue	Significant payment terms	Variable element in consideration	Obligation for return and refunds	Warranty
Gas and electrical appliances	Revenue is recognised when the goods are delivered and accepted by dealers/ customers at their premises.	Credit period of 30 to 90 days from invoice date and up to 120 days for a selected few.	Discounts given to dealers where these dealers pay in the month before the invoice falls due the following month.	Returns are allowed for defective products, either through one-to-one exchange or issuance of credit notes.	Assurance warranty of up to 13 months.
Rice cooker	Revenue is recognised when the goods are delivered and accepted by dealers/ customers at their premises.	Credit period of 30 to 90 days from invoice date and up to 120 days for a selected few.	Discounts given to dealers where these dealers pay in the month before the invoice falls due the following month.	Returns are allowed for defective products, either through one-to-one exchange or issuance of credit notes.	Assurance warranty of up to 25 months.
Chimney Hoods	Revenue is recognised when the goods are delivered and accepted by dealers/ customers at their premises.	Credit period of 30 to 90 days from invoice date and up to 120 days for a selected few.	Discounts given to dealers where these dealers pay in the month before the invoice falls due the following month.	Returns are allowed for defective products, either through one-to-one exchange or issuance of credit notes.	Assurance warranty of up to 37 months for motor only.
All types of fans	Revenue is recognised when the goods are delivered and accepted by dealers/ customers at their premises.	Credit period of 30 to 90 days from invoice date and up to 120 days for a selected few.	Discounts given to dealers where these dealers pay in the month before the invoice falls due the following month.	Returns are allowed for defective products, either through one-to-one exchange or issuance of credit notes.	Assurance warranty of up to 37 months for products. For fans with DC motors, assurance warranty is up to 60 months.
Maintenance services	Revenue is recognised over time as and when maintenance services are performed using the input method.	Payments are to be made upon purchase of maintenance services.	Not applicable.	Not applicable.	Not applicable.
Original Equipment Manufacturer ("OEM") products	Revenue is recognised when the goods are delivered and accepted by OEM customers at their premises.	Credit period of 30 to 60 days from the invoice date.	Not applicable.	Returns allowed for defective products due to manufacturing defect.	Assurance warranty of 12 months.

Notes to the Financial Statements (Cont'd)

19. FINANCE INCOME AND FINANCE COST

	Group	
	2025 RM	2024 RM
<u>Finance income</u>		
Cash at bank	71,567	78,058
Fixed deposit	122,422	275,207
Unwinding discount of deposits	4,832	19,049
	198,821	372,314
<u>Finance cost</u>		
Lease liabilities	55,986	139,820
Bankers' acceptance	–	67,681
Unwinding discount of deposits	7,179	(14,602)
	63,165	192,899

20. PROFIT/(LOSS) BEFORE TAXATION

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) before taxation is arrived at:				
After charging:				
Auditors' remuneration				
- Statutory audit	180,000	124,000	48,000	30,000
- Assurance-related services	10,000	8,000	10,000	8,000
Deposit written off	–	44,835	–	–
Bad debts written off	252,339	192	–	–
Property, plant and equipment written off	66,860	3,375	–	43
Expenses relating to lease of low value assets and short-term leases	11,190	17,736	–	–
Loss on foreign exchange:				
- Realised	291,828	95,174	–	–
- Unrealised	1,366	48,548	–	–
After crediting:				
Dividend income	(33,050)	(99,150)	–	–
Fair value gain on investment in unit trust	(1,530)	(1,507)	–	–
Gain on foreign exchange:				
- Realised	(146,432)	(280,636)	–	–
- Unrealised	(71,882)	(23,326)	–	–
Payable written off	–	(116,018)	–	–
Rental income	(33,600)	(33,600)	–	–
Loss/(Gain) on disposal of property, plant and equipment	22,484	(1,998)	–	–

Notes to the Financial Statements (Cont'd)

21. TAXATION

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Income tax				
Provision for current financial year	14,251	117,991	3,240	–
(Over)/Under provision in previous financial years	(3,638)	(72,142)	3,647	–
Tax expense for current financial year	10,613	45,849	6,887	–

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

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

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Profit/(Loss) before taxation	3,287,462	(2,215,540)	(328,029)	(52,388)
Tax at the statutory tax rate of 24% (2024: 24%)	788,991	(531,730)	(78,727)	(12,573)
Non-deductible expenses	492,066	289,467	56,967	84,598
Non-taxable income	(112,638)	(52,727)	–	(26,434)
Deferred tax assets not recognised during the financial year	(11,168)	462,986	–	–
Utilisation of previously unrecognised deferred tax assets	(1,143,000)	(50,005)	25,000	(45,591)
(Over)/Under provision of taxation in previous financial years	(3,638)	(72,142)	3,647	–
Tax expense for the current financial year	10,613	45,849	6,887	–

Unrecognised deferred tax assets

Below are the unabsorbed tax losses, unutilised capital allowances and other deductible temporary differences of the Group and the Company which have not been recognised in the financial statements as they are not probable to be used to offset against the taxable profits of the companies of the Group and the Company:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Unutilised tax losses	15,394,000	17,621,000	4,950,000	4,845,000
Unabsorbed capital allowances	1,000	813,000	1,000	–
Other temporary differences	489,000	2,257,000	–	–
	15,884,000	20,691,000	4,951,000	4,845,000

Notes to the Financial Statements (Cont'd)

21. TAXATION (CONT'D)

Unrecognised deferred tax assets (cont'd)

The unabsorbed capital allowances can be carried forward indefinitely, and unutilised tax losses can be carried forward for a maximum period of ten (10) consecutive years of assessment ("YA") effective from year 2019 and it can only be utilised against income from the same business source. Pursuant to Section 8 of the Finance Act 2021, the unutilised tax losses are allowed to be carried forward for a period of maximum of ten (10) consecutive years of assessment. Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profits will be available against which the Company and the subsidiaries can utilise the benefits. The unabsorbed capital allowances and unutilised tax losses are subject to the agreement of the tax authorities.

The unutilised tax losses are available for offset against future taxable profits of the Group and of the Company up to the following financial years:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Utilisation period:-				
Indefinite	308,000	346,000	–	–
Expired by YA 2028	5,848,000	8,142,000	1,121,000	1,121,000
Expired by YA 2029	282,000	282,000	282,000	282,000
Expired by YA 2030	940,000	940,000	940,000	940,000
Expired by YA 2031	825,000	825,000	825,000	825,000
Expired by YA 2032	1,949,000	1,949,000	862,000	862,000
Expired by YA 2033	4,295,000	4,295,000	815,000	815,000
Expired by YA 2034	947,000	842,000	105,000	–
	15,394,000	17,621,000	4,950,000	4,845,000

22. EMPLOYEES BENEFIT EXPENSES

Employees benefit expenses including the aggregate amount of emoluments received and receivable by the Directors of the Group and of the Company during the financial year were as follows:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>Executive Directors</u>				
Salaries and other benefits	177,803	501,268	177,803	501,268
Fees	–	32,700	–	32,700
Defined contribution plans	21,590	59,250	21,590	59,250
Social security costs	1,295	1,796	1,295	1,796
Estimated monetary value of benefits-in-kind	22,319	48,788	6,352	24,838
	223,007	643,802	207,040	619,852
<u>Non-executive Directors</u>				
Fees	154,000	173,050	154,000	173,050
Meeting allowance	46,000	28,500	46,000	28,500
Estimated monetary value of benefits-in-kind	10,708	5,847	10,708	5,847
	210,708	207,397	210,708	207,397

Notes to the Financial Statements (Cont'd)

22. EMPLOYEES BENEFIT EXPENSES (CONT'D)

Employees benefit expenses including the aggregate amount of emoluments received and receivable by the Directors of the Group and of the Company during the financial year were as follows (cont'd):

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>Staffs</u>				
Salaries, bonuses, incentives, overtime and allowances	3,788,049	3,927,083	984,886	212,328
Commission	553,644	540,917	–	–
Defined contribution plans	557,846	588,954	144,817	37,482
Social security costs	57,952	70,674	4,973	1,047
	4,957,491	5,127,628	1,134,676	250,857

23. EARNINGS/(LOSS) PER SHARE

(a) Basic earnings/(losses) per ordinary share

The calculation of basic earnings/(losses) per ordinary share at 31 December 2025 is based on the profit/(loss) attributable to owners of the Company and divided by weighted average number of ordinary shares outstanding, calculated as follows:

	Group	
	2025	2024
Profit/(Loss) attributable to owners of the Company (RM)	3,276,849	(2,261,389)
Weighted average number of ordinary share (units)	235,056,788	235,056,788
Basic earnings per ordinary shares (sen)	1.39	(0.96)

(b) Diluted profit/(losses) per ordinary share

The diluted earnings/(losses) per ordinary share of the Company is similar to the basic earnings/(losses) per ordinary share as the Company has no potential dilutive ordinary shares for the current and previous financial year. The Company does not have outstanding warrant and option which may dilute its basic earnings/(losses) per ordinary share.

Notes to the Financial Statements (Cont'd)

24. RELATED PARTY DISCLOSURES

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

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
<u>Subsidiaries</u>				
Management fee	–	–	2,865,200	1,393,200
<u>Other related parties</u>				
Rental expenses paid to a company in which a Director has substantial interest	562,500	840,000	–	–
Salaries paid to persons connected to certain Director	–	83,083	–	–
Purchases from companies in which Directors has substantial interest	5,657,185	74,384	–	–
Sales to companies in which Directors has substantial interest	36,797,588	6,274	–	–

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

- (b) The key management personnel comprised all the Directors of the Group and of the Company whose remuneration during the year are disclosed in Note 22 to the financial statements.

25. FINANCIAL GURANTEEE CONTRACTS

	2025 RM	2024 RM
Group		
<u>Secured</u>		
Bank guarantee issued to third parties	–	58,050

26. SEGMENT INFORMATION

The Board of Directors is the Group's chief operating decision maker. For management purposes, the segment information is presented in respect of the Group's business segments. The primary format, business segment, is based on the Group's management and internal reporting structure.

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

Segment assets and liabilities include items directly attributed to a segment as well as those that can be allocated on a reasonable basis.

Notes to the Financial Statements (Cont'd)

26. SEGMENT INFORMATION (CONT'D)

Geographical segments

Segmental reporting by geographical regions has only been prepared for revenue as the Group's assets are located in Malaysia. Sales to external customers disclosed in geographical segments are based on the geographical location of its customers.

	2025 RM	2024 RM
<u>Revenue</u>		
Malaysia	99,411,544	45,455,473
Asian countries	138,930	488,405
	99,550,474	45,943,878

Business segments

The Group comprises the following main business segments:

Home appliance	- Dealer in household appliances and their related products
Construction material	- Engage in the business of wholesale of construction materials
Others	- Investment holding and provision of management services

Segment revenue, loss before taxation and the assets employed are as follows:

	Home appliance RM	Construction material RM	Others RM	Total operations RM	Elimination RM	Total RM
2025						
<u>Revenue</u>						
External revenue	89,446,265	10,104,209	–	99,550,474	–	99,550,474
Inter-segment revenue	(7,890)	–	2,865,200	2,857,310	(2,857,310)	–
Total revenue	89,438,375	10,104,209	2,865,200	102,407,784	(2,857,310)	99,550,474
<u>Results</u>						
Segment result	(19,956,021)	(613)	(482,902)	(20,439,536)	24,107,989	3,668,453
Non-cash expenses	(502,495)	–	(14,152)	(516,647)	–	(516,647)
Finance income	441,841	–	15,418	457,259	(258,438)	198,821
Finance costs	(321,603)	–	–	(321,603)	258,438	(63,165)
Profit/(Loss) before taxation	(20,338,278)	(613)	(481,636)	(20,820,527)	24,107,989	3,287,462
Income tax expense	6,636	(8,132)	(9,117)	(10,613)	–	(10,613)
Profit after taxation	(20,331,642)	(8,745)	(490,753)	(20,831,140)	24,107,989	3,276,849

Notes to the Financial Statements (Cont'd)

26. SEGMENT INFORMATION (CONT'D)

Business segments (cont'd)

Segment revenue, loss before taxation and the assets employed are as follows (cont'd):

	Home appliance RM	Construction material RM	Others RM	Total operations RM	Elimination RM	Total RM
Assets						
Segment assets	51,771,412	11,880,690	15,463,929	79,116,031	(17,163,347)	61,952,684
Tax recoverable	626,104	3,868	2,217	632,189	–	632,189
Fixed deposits with licensed bank	2,564,924	–	852,378	3,417,302	–	3,417,302
Cash and balance	4,694,545	246	202,946	4,897,737	2,530	4,900,267
Total assets	59,656,985	11,884,804	16,521,470	88,063,259	(17,160,817)	70,902,442
Liabilities						
Segment liabilities	66,190,624	11,292,708	53,565,682	131,049,014	(101,227,226)	29,821,788
Lease liabilities	516,499	–	–	516,499	–	516,499
Total liabilities	66,707,123	11,292,708	53,565,682	131,565,513	(101,227,226)	30,338,287

Other non-cash (income)/expenses consist of the following items as presented in the notes to the financial statements:

	Home appliance RM	Construction material RM	Others RM	Total operations RM	Elimination RM	Total RM
2025						
<u>Non-cash (income)/ expenses</u>						
Depreciation	829,153	–	14,109	843,262	–	843,262
Fair value gain on investment in unit trust	(1,530)	–	–	(1,530)	–	(1,530)
Impairment loss:						
- Trade receivables	480,423	–	–	480,423	–	480,423
Bad debts written off	252,339	–	–	252,339	–	252,339
Property, plant and equipment written off	66,859	–	1	66,860	–	66,860
Provision for warranty	171,470	–	–	171,470	–	171,470
Provision for incentives	654,701	–	–	654,701	–	654,701
Reversal of impairment loss on trade receivables	(283,672)	–	–	(283,672)	–	(283,672)
Slow-moving and obsolete inventories written back	(1,989,619)	–	–	(1,989,619)	–	(1,989,619)

Notes to the Financial Statements (Cont'd)

26. SEGMENT INFORMATION (CONT'D)

Business segments (cont'd)

Other non-cash (income)/expenses consist of the following items as presented in the notes to the financial statements (cont'd):

	Home appliance RM	Construction material RM	Others RM	Total operations RM	Elimination RM	Total RM
2025 (cont'd)						
<u>Non-cash (income)/ expenses (cont'd)</u>						
Slow-moving and obsolete inventories written down	230,191	–	–	230,191	–	230,191
Realised foreign exchange loss	306,088	–	–	306,088	–	306,088
Realised foreign exchange gain	(146,482)	–	–	(146,482)	–	(146,482)
Unrealised foreign exchange loss	4,456	–	42	4,498	–	4,498
Unrealised foreign exchange gain	(71,882)	–	–	(71,882)	–	(71,882)
	502,495	–	14,152	516,647	–	516,647

Segment revenue, loss before taxation and the assets employed are as follows

	Home appliance RM	Others RM	Total operations RM	Elimination RM	Total RM
2024					
<u>Revenue</u>					
External revenue	45,943,878	–	45,943,878	–	45,943,878
Inter-segment revenue	16,398	1,393,200	1,409,598	(1,409,598)	–
Total revenue	45,960,276	1,393,200	47,353,476	(1,409,598)	45,943,878
<u>Results</u>					
Segment result	861,693	(186,474)	675,219	(31,897)	643,322
Non-cash expenses	(3,024,071)	(14,206)	(3,038,277)	–	(3,038,277)
Finance income	350,014	22,300	372,314	–	372,314
Finance costs	(192,899)	–	(192,899)	–	(192,899)
(Loss)/Profit before taxation	(2,005,263)	(178,380)	(2,183,643)	(31,897)	(2,215,540)
Income tax expense	(42,810)	(3,039)	(45,849)	–	(45,849)
Loss after taxation	(2,048,073)	(181,419)	(2,229,492)	(31,897)	(2,261,389)

Notes to the Financial Statements (Cont'd)

26. SEGMENT INFORMATION (CONT'D)

Business segments (cont'd)

Segment revenue, loss before taxation and the assets employed are as follows (cont'd):

	Home appliance RM	Others RM	Total operations RM	Elimination RM	Total RM
2024 (cont'd)					
Assets					
Segment assets	40,768,079	15,597,625	56,365,704	(29,316,837)	27,048,867
Tax recoverable	465,192	3,987	469,179	–	469,179
Fixed deposits with licensed bank	11,565,508	932,536	12,498,044	–	12,498,044
Cash and balance	6,707,779	100,590	6,808,369	–	6,808,369
Total assets	59,506,558	16,634,738	76,141,296	(29,316,837)	46,824,459
Liabilities					
Segment liabilities	44,523,203	53,335,165	97,858,368	(89,910,013)	7,948,355
Tax payable	724	–	724	–	724
Lease liabilities	1,030,646	–	1,030,646	–	1,030,646
Total liabilities	45,554,573	53,335,165	98,889,738	(89,910,013)	8,979,725

Other non-cash (income)/expenses consist of the following items as presented in the notes to the financial statements (cont'd):

	Home appliance RM	Others RM	Total operations RM	Elimination RM	Total RM
Non-cash expenses					
Depreciation	1,406,259	14,331	1,420,590	–	1,420,590
Fair value gain on investment in unit trust	(1,507)	–	(1,507)	–	(1,507)
Impairment loss:					
- Trade receivables	182,846	–	182,846	–	182,846
- Other receivables	23,555	–	23,555	–	23,555
Bad debts written off	192	–	192	–	192
Deposit written off	43,035	1,800	44,835	–	44,835
Payable written off	(116,018)	–	(116,018)	–	(116,018)
Property, plant and equipment written off	3,332	43	3,375	–	3,375
Provision for warranty	88,514	–	88,514	–	88,514
Provision for incentives	790,431	–	790,431	–	790,431
Reversal of provision for incentives	(191,555)	–	(191,555)	–	(191,555)
Reversal of impairment loss on trade receivables	(61,722)	(2,000)	(63,722)	–	(63,722)
Slow-moving and obsolete inventories written back	(204,542)	–	(204,542)	–	(204,542)
Slow-moving and obsolete inventories written down	1,256,498	–	1,256,498	–	1,256,498
Realised foreign exchange loss	95,174	–	95,174	–	95,174
Realised foreign exchange gain	(280,636)	–	(280,636)	–	(280,636)
Unrealised foreign exchange loss	(48,517)	–	(48,517)	–	(48,517)
Unrealised foreign exchange gain	(23,326)	–	(23,326)	–	(23,326)
	2,962,013	14,174	2,976,187	–	2,976,187

Notes to the Financial Statements (Cont'd)

26. SEGMENT INFORMATION (CONT'D)

Major customer

Revenue from a (2024:Nil) major customer amounted to RM36,797,588 (2024:Nil) representing 37% (2024:Nil) of the Group's revenue, arising from the sales of home appliances.

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES

Classification of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

- Amortised cost ("AC");
- Fair value through profit or loss ("FVTPL"); and
- Fair value through other comprehensive income ("FVOCI").

	AC RM	FVTPL RM	FVOCI RM	Total RM
Group				
2025				
Financial assets				
Other investments	–	45,600	2,004,120	2,049,720
Trade receivables	45,989,317	–	–	45,989,317
Other receivables	230,779	–	–	230,779
Fixed deposits with licensed banks	3,417,302	–	–	3,417,302
Cash and bank balances	4,900,267	–	–	4,900,267
	54,537,665	45,600	2,004,120	56,587,385
Financial liabilities				
Trade payables	22,119,894	–	–	22,119,894
Other payables	6,517,209	–	–	6,517,209
	28,637,103	–	–	28,637,103
2024				
Financial assets				
Other investments	–	44,070	2,561,548	2,605,618
Trade receivables	8,746,874	–	–	8,746,874
Other receivables	419,242	–	–	419,242
Fixed deposits with licensed banks	12,498,044	–	–	12,498,044
Cash and bank balances	6,808,369	–	–	6,808,369
	28,472,529	44,070	2,561,548	31,078,147
Financial liabilities				
Trade payables	5,881,411	–	–	5,881,411
Other payables	1,058,511	–	–	1,058,511
	6,939,922	–	–	6,939,922

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Classification of financial instruments (cont'd)

	AC RM	FVTPL RM	FVOCI RM	Total RM
Company				
2025				
Financial assets				
Other investments	–	–	7,900	7,900
Other receivables	1,000	–	–	1,000
Fixed deposits with licensed banks	656,375	–	–	656,375
Cash and bank balances	63,891	–	–	63,891
	721,266	–	7,900	729,166
Financial liabilities				
Other payables	96,894	–	–	96,894
Amount due to subsidiaries	6,043,389	–	–	6,043,389
	6,140,283	–	–	6,140,283
2024				
Financial assets				
Other investments	–	–	10,088	10,088
Other receivables	8,498	–	–	8,498
Fixed deposits with licensed banks	643,395	–	–	643,395
Cash and bank balances	16,136	–	–	16,136
	668,029	–	10,088	678,117
Financial liabilities				
Other payables	129,489	–	–	129,489
Amount due to subsidiaries	6,071,421	–	–	6,071,421
	6,200,910	–	–	6,200,910

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Financial risks

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. Financial risk management policy is established to ensure that adequate resources are available for the development of the Group's and the Company's business whilst managing its credit risk, liquidity risk, interest rate risk and foreign currency risk. The Group and the Company operate within clearly defined policies and procedures that are approved by the Board of Directors to ensure the effectiveness of the risk management process. The Group and the Company have not engage in the trading of financial assets for speculative purposes nor does it write options. The Group and the Company do not apply hedge accounting.

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

27.1 Credit risk

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

Following are the areas where the Group and the Company are exposed to credit risk:

(a) Trade receivables

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

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

Credit risk is minimised by monitoring the financial standing of the debtors on an ongoing concern basis. The Group has significant exposure to several customers and as such a concentration of credit risks. At the reporting date, 76% (2024: 20%) of the Group's trade receivables were due from nine (9) (2024: three (3)) major customer.

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

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Financial risks (cont'd)

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

27.1 Credit risk (cont'd)

Following are the areas where the Group and the Company are exposed to credit risk (cont'd):

(a) Trade receivables (cont'd)

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

	Gross carrying amount RM	Provision for ECL		Net balance RM
		ECL (Collectively assessed) RM	ECL (Individually assessed) RM	
2025				
Neither past due	45,209,266	–	–	45,209,266
Past due 1-30 days	639,973	–	–	639,973
Past due 31-60 days	1,180,167	–	–	1,180,167
Past due 61-90 days	76,507	–	–	76,507
More than 90 days	15,188	–	–	15,188
	47,121,101	–	–	47,121,101
Credit impaired				
Neither past due	496,842	(496,842)	–	–
Past due 1-30 days	22,190	(22,190)	–	–
Past due 31-60 days	7,112	(7,112)	–	–
Past due 61-90 days	24,669	(24,669)	–	–
More than 90 days	650,095	(12,309)	(637,786)	–
	48,322,009	(563,122)	(637,786)	47,121,101
2024				
Neither past due	7,529,384	–	–	7,529,384
Past due 1-30 days	938,471	–	–	938,471
Past due 31-60 days	279,019	–	–	279,019
	8,746,874	–	–	8,746,874
Credit impaired				
Past due 31-60 days	338,938	(338,938)	–	–
Past due 61-90 days	7,789	(7,789)	–	–
More than 90 days	657,429	(373,650)	(283,779)	–
	9,751,030	(720,377)	(283,779)	8,746,874

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Financial risks (cont'd)

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

27.1 Credit risk (cont'd)

Following are the areas where the Group and the Company are exposed to credit risk (cont'd):

(b) Other receivables

Credit risk is minimised by monitoring the financial standing of the debtors on an ongoing concern basis. The maximum exposure to credit risk is disclosed in Note 10 to the financial statements, representing the carrying amount of the other receivables recognised on the statements of financial position.

(c) Advances to subsidiaries

The Company provides unsecured advances to its subsidiaries and monitors the results of the subsidiaries regularly. The maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position. As at 31 December 2025, the Company had made sufficient allowance for ECL on advances to its subsidiaries. The Company does not specifically monitor the ageing of the advances to its subsidiaries.

(d) Cash and cash equivalent

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

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

(e) Financial guarantees contracts

The Company provides unsecured financial guarantees to financial institutions in respect of banking facilities granted to certain subsidiaries and the default is remote. The maximum exposure to credit risk is disclosed in Note 27.1 and liquidity risk is disclosed in Note 27.2 to the financial statements, representing the outstanding banking facilities of the subsidiaries as at the reporting date.

Financial guarantees have not been recognised since the fair value on initial recognition was not material.

27.2 Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group and the Company manage liquidity risk by maintaining sufficient cash. In addition, the Group and the Company maintain bank facilities such as working capital lines deemed adequate by the management to ensure it will have sufficient liquidity to meet its liabilities when they fall due.

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Financial risks (cont'd)

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

27.2 Liquidity risk (cont'd)

The following table sets out the maturity profile of the Group's financial liabilities as at the end of the reporting period based on undiscounted contractual cash flows:

Group	Carrying amount RM	Contractual interest rate %	Contractual cash flows RM	Maturity	
				Not later than 1 year RM	Later than 1 year but not later than 5 years RM
2025					
Trade payables	22,119,894	–	22,119,894	22,119,894	–
Other payables	6,517,209	–	6,517,209	6,517,204	–
Lease liabilities	516,499	4.06 - 8.70	553,700	295,166	258,534
	29,153,602		29,190,803	28,932,264	258,534
2024					
Trade payables	5,881,411	–	5,881,411	5,881,411	–
Other payables	1,058,511	–	1,058,511	1,058,511	–
Lease liabilities	1,030,646	4.06 - 8.75	1,079,499	886,006	193,493
	7,970,568		8,019,421	7,825,928	193,493
Financial guarantee contracts	–		58,050	58,050	–

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Financial risks (cont'd)

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

27.2 Liquidity risk (cont'd)

The following table sets out the maturity profile of the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual cash flows (cont'd):

Company	Carrying amount RM	Contractual interest rate %	Maturity	
			Contractual cash flows RM	Not later than 1 year RM
2025				
Other payables	96,894	—	96,894	96,894
Amount due to subsidiaries	6,043,389	—	6,043,389	6,043,389
	6,140,283		6,140,283	6,140,283
Corporate guarantee *	—		4,068,529	4,068,529
2024				
Other payables	129,489	—	129,489	129,489
Amount due to subsidiaries	6,071,421	—	6,071,421	6,071,421
	6,200,910		6,200,910	6,200,910

* This exposure is included in liquidity risk for illustration only. No financial guarantee was called upon by the holders as at the end of the reporting period.

27.3 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of the changes in market interest rates.

The Group's and the Company's investments in fixed rate debt securities and its fixed rate borrowings are exposed to a risk of change in their value due to changes in interest rates. The Group's and the Company's variable rate borrowings and exposed to a risk of change in cash flows due to changes in interest rates.

The Group's and the Company's interest rate management objective is to manage the interest expenses consistent with maintaining an acceptable level of exposure to interest rate fluctuation. In order to achieve this objective, the Group and the Company target a mix of fixed and floating debt based on assessment of its existing exposure and desired interest rate profile.

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Financial risks (cont'd)

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

27.3 Interest rate risk (cont'd)

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at end of the reporting period were:

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Fixed rate instrument				
Fixed deposit with licensed banks	3,417,302	12,498,044	656,375	643,395
Lease liabilities	(516,499)	(1,030,646)	–	–

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss, and the Group and the Company do not designate derivatives as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the end of the financial year would not affect profit or loss.

27.4 Foreign currency risk

The Group and the Company are not significantly exposed to foreign currency risk as the majority of the Group's and of the Company's transactions, assets and liabilities are denominated in Ringgit Malaysia. The currency giving rise to this risk is primarily United States Dollar ("USD").

Foreign currency exposures in transactional currencies other than functional currencies are kept to an acceptable level. The Group and the Company have not entered into any derivative financial instruments such as forward foreign exchange contracts.

The net unhedged financial assets/(liabilities) of the Group at year end that are not denominated in Ringgit Malaysia are as follows:

	USD RM	EURO RM	Others RM	Total RM
Group				
2025				
Cash and bank balances	61,450	12,038	42,314	115,802
Trade and other receivables	74,874	–	–	74,874
Trade and other payables	(1,745,024)	–	–	(1,745,024)
	(1,608,700)	12,038	42,314	(1,554,348)
2024				
Cash and bank balances	82,522	11,897	47,075	141,494
Trade and other receivables	66,391	–	–	66,391
Trade and other payables	(1,595,128)	–	–	(1,595,128)
	(1,446,215)	11,897	47,075	(1,387,243)

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Financial risks (cont'd)

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

27.4 Foreign currency risk (cont'd)

Sensitivity analysis for foreign currency risk

If the above foreign currencies had strengthened/weakened by 10 percent and all other variables held constant, the Group's profit/(loss) before taxation would increase/(decrease) by approximately RM155,435 (2024: RM139,000).

If the above foreign currencies had strengthened/weakened by 10 percent and all other variables held constant, the Group's equity would change by approximately RM115,356 (2024: RM102,035).

27.5 Fair value of financial instruments

The carrying amounts of cash and cash equivalents, short term receivables and payables approximate fair values due to the relatively short term nature of these financial instruments.

The table below analyses financial instruments that are carried at fair value and financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Financial instruments that are carried at fair value			
	Level 1 RM	Level 2 RM	Level 3 RM	Total RM
Group				
2025				
Financial asset				
Other investments	2,004,120	45,600	–	2,049,720
Investment properties	–	–	244,650	244,650
	2,004,120	45,600	244,650	2,294,370
2024				
Financial asset				
Other investments	2,561,548	44,070	–	2,605,618
Investment properties	–	–	257,610	257,610
	2,561,548	44,070	257,610	2,863,228
Company				
2025				
Financial asset				
Other investments	7,900	–	–	7,900
2024				
Financial asset				
Other investments	10,088	–	–	10,088

Notes to the Financial Statements (Cont'd)

27. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

Financial risks (cont'd)

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

27.5 Fair value of financial instruments (cont'd)

The table below analyses financial instruments that are carried at fair value and financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value (cont'd):

	Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value			Total RM
	Level 1 RM	Level 2 RM	Level 3 RM	
Group				
2025				
Financial liabilities				
Lease liabilities	–	–	516,499	516,499
2024				
Financial liabilities				
Lease liabilities	–	–	1,030,646	1,030,646

Policy on transfer between levels

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

Level 1 fair value

Level 1 fair value is derived from quoted price (unadjusted) in active markets for identical financial assets or liabilities that the entity can access at the measurement date.

Level 2 fair value

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

Transfer between Level 1 and Level 2 fair values

There has been no transfer between Level 1 and 2 fair values during the financial year (2024: no transfer in either directions).

Level 3 fair value

Level 3 fair value is estimated using unobservable inputs for the financial assets or liabilities.

Lease liabilities

The fair value of these financial instruments which is determine for disclosure purposes, are estimated by discounting expected future cash flows at market increment lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

The responsibility for managing the above risks is vested in the Directors.

Notes to the Financial Statements (Cont'd)

28. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group and the Company manage their capital structure and makes adjustments to it, in light of changes in economic conditions. No changes were made in the objectives, policies or processes during the financial year ended 31 December 2025 and the previous financial year under 31 December 2024.

The Group and the Company monitor capital using a net debt equity ratio, which is net debts divided by total capital. The Group's and the Company's net debts include total liabilities less provision for taxation and cash and cash equivalents. Total capital comprises share capital and reserves attributable to owners of the Group and of the Company. The Group and the Company are not subject to externally imposed capital requirements.

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Net (cash)/debt	24,540,042	(7,774,524)	5,420,017	5,541,379
Total equity attributable to owners of the Company	40,564,155	37,844,734	(121,343)	215,761
Net debt against equity ratio	0.6	*	*	26

* The Group is in net cash position. Therefore, gearing ratio does not apply.

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

Total Income	Remark	Group	
		2025 (RM)	2024 (RM)
Revenue		99,550,474	45,943,878
Other income		390,778	582,048
Interest income		198,821	372,314
Total		100,140,073	46,898,240
Total Assets		70,902,442	46,824,459

(B) Business Activities

Shariah Non-Compliant Activities	Remark	Group	
		2025 (RM)	2024 (RM)
Dividend income received from conventional shares and instruments		33,600	99,150
Interest income		132,480	344,900
Insurance income		450	1,333
Total		166,530	445,383

(C) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Remark	Group	
		2025 (RM)	2024 (RM)
Cash in hand		56,143	69,849
Unit trust funds		45,600	44,070
Deposits with licensed bank		2,564,924	2,500,000
Cash at bank (exclude cash in hand)		954	974
Total		2,667,621	2,614,893

Conventional Account/ Instruments	Remark	Group	
		2025 (RM)	2024 (RM)
Cash at bank (exclude cash in hand)		4,843,170	6,737,546
Deposits with licensed bank		852,378	9,998,044
Total		5,695,548	16,735,590

Disclosure of Financial Data (Cont'd)

(C) Component of Financial Position (cont'd)

(ii) Debt Component

Islamic Financing	Remark	Group	
		2025 (RM)	2024 RM)
Current			
Hire purchase payables		71,526	102,519
Non-Current			
Hire purchase payables		46,658	120,624
Total		118,184	223,143

ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2026

Total Number of Issued Shares	:	235,056,788
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) Vote per Ordinary Share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Shares
Less than 100	136	11.438	3,400	0.001
100 - 1,000	183	15.391	94,420	0.040
1,001 - 10,000	467	39.277	2,664,940	1.134
10,001 - 100,000	310	26.072	11,058,400	4.705
100,001 and above	93	7.822	221,235,628	94.120
Total	1,189	100.000	235,056,788	100.000

DIRECTORS' SHAREHOLDINGS

(Based on the Register of Directors' Shareholding)

Name	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
Datin Yap Shin Siang	–	–	–	–
Ng Wei Wei	–	–	–	–
Mak Wai Hoong	–	–	150,766,520 ⁽¹⁾	64.140
Tan Chee How	7,241,012	3.081	–	–

Note:-

⁽¹⁾ Deemed interested by virtue of his interest held through in ABS Capital Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

SUBSTANTIAL SHAREHOLDERS

(Based on the Register of Substantial Shareholders)

Name	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
ABS Capital Sdn. Bhd.	150,766,520	64.140	–	–
Lim Aik Hoe	–	–	150,766,520 ⁽¹⁾	64.140
Lim Aik Kiat	–	–	150,766,520 ⁽¹⁾	64.140
Mak Wai Hoong	–	–	150,766,520 ⁽¹⁾	64.140

Note:-

⁽¹⁾ Deemed interested by virtue of his interest held through in ABS Capital Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

Analysis of Shareholdings (Cont'd)

LIST OF TOP THIRTY (30) LARGEST SHAREHOLDERS

(Based on Record of Depositors)

No.	Name of Shareholders	Total No. of Shares Held	%
1.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ABS CAPITAL SDN. BHD.	150,766,520	64.140
2.	TAN CHEE HOW	7,241,012	3.081
3.	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN CHEE MENG	6,000,000	2.553
4.	TAN CHEE SIANG	4,827,342	2.054
5.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN CHEE MENG	4,403,800	1.874
6.	CITIGROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR UBS AG SINGAPORE (FOREIGN)	4,133,100	1.758
7.	WONG LEE PHIN	2,000,000	0.851
8.	WAN KIN KEE	1,991,000	0.847
9.	TOSSAVORN VIVATSURAKIT	1,924,800	0.819
10.	SU MING KEAT	1,746,300	0.743
11.	ZHAO,XIAODAN	1,613,600	0.686
12.	RHB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHIN WAI HON	1,228,200	0.522
13.	LEE BOON TONG	1,204,600	0.512
14.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEE ENG SHAN (3030736)	1,201,500	0.511
15.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN CHEE MENG (MF00592)	1,135,446	0.483
16.	KENANGA NOMINEES (ASING) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR RA WHA HYUN (009)	955,400	0.406
17.	VOO VUN LAN	923,500	0.393
18.	KELRIX SDN. BHD.	921,700	0.392
19.	SAW BENG LAM	914,500	0.389
20.	PHANG SIEW PIN	853,700	0.363
21.	KENANGA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIEW YOON PECK	780,000	0.332
22.	HOON TAI WOEI	768,200	0.327
23.	LIM CHIN SEAN	766,300	0.326
24.	LAI THIAM POH	747,500	0.318
25.	TAN ZE CHUAN	733,100	0.312
26.	HLIB NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR JEAN NG CHIEN NEE (CCTS)	716,600	0.305
27.	SOO CHAM BOCK	690,000	0.294
28.	TIONG EN CHEE	670,000	0.285
29.	TAN CHUN KAI	655,400	0.279
30.	TAN KING TAI @ TAN KHOON HAI	631,200	0.269

LIST OF GROUP PROPERTIES

Location	Description	Approximate size	Approximate age of building	Tenure	Existing use	Net Book Value as at 31.12.2025 RM' 000	Year of acquisition
T.H.HIN SDN BHD Lot 5.31, 5th Floor, Imbi Plaza, Jalan Imbi Kuala Lumpur	one unit office lot	345 sq ft	45 years	Freehold	Let out	14	1981
MILUX INTERNATIONAL SDN BHD BG-1, Ground Floor, Jalan 2/57b, Segambut 51200 Kuala Lumpur	1 unit of Shoplot	1,128 sq ft	37 years	Leasehold (99 years expiring 19-01-2077)	Let out	122	1990
B1-4, First Floor Jalan 2/57b, Segambut 51200 Kuala Lumpur	1 unit of Shoplot	1,296 sq ft	37 years	Leasehold (99 years expiring 19-01-2077)	Let out	109	1990
BRIGHTYIELD SDN BHD Aparment Sri Semarak, Jalan Semarak 3A, Section BB7, Bandar Bukit Beruntung, 48300 Rawang	Low cost flats A4-10 C4-8 D4-15 D4-16 E4-9	650 sq ft 650 sq ft 650 sq ft 650 sq ft 650 sq ft	26 years 26 years 26 years 26 years 26 years	Freehold	Vacant	–	2008

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MILUX CORPORATION BERHAD
[Registration No.: 199401027937 (313619-W)]
("the Company")
(Incorporated in Malaysia)

FORM OF PROXY

(before completing this Form of Proxy, please refer to the notes below)

Number of Shares Held	CDS Account No.
-----------------------	-----------------

*I/We _____ NRIC No./Passport No. /
Company Registration No. _____
(FULL NAME IN BLOCK LETTER)

of _____
(FULL ADDRESS)
with email _____ and mobile phone no. _____

, being a *member/members of **MILUX CORPORATION BERHAD**, do hereby appoint(s):-

Full Name (in Block) [Proxy 1]	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address:			
Email Address:			
Mobile Phone No.:			

and (if appoint more than 1 proxy) / or failing *him/her,

Full Name (in Block) [Proxy 2]	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address:			
Email Address:			
Mobile Phone No.:			

or failing whom, the Chairman of the Meeting as *my/our proxy to vote for *me/us on *my/our behalf at the Thirty-First Annual General Meeting ("31st AGM") of the Company to be held at **Lot 753, Jalan Subang 3, Taman Perindustrian Subang, 47610 Subang Jaya, Selangor, Malaysia** ("Main Venue") on Monday, 29 June 2026 at 2:00 p.m. or at any adjournment thereof.

Please indicate with an "X" in the spaces provided below how you wish your votes to be cast. If no specific direction as to voting is given, the proxy(ies) will vote or abstain for voting at his/her discretion.

ORDINARY RESOLUTIONS			FOR	AGAINST														
A) ORDINARY BUSINESS																		
1.	To approve the payment of Directors' Fees for an amount of up to RM126,000.00 payable to the Non-Executive Directors of the Company on a monthly basis for the period from 1 July 2026 up to 30 June 2027, in such proportions and manner as the Directors may determine as follows: -																	
	<table><tr><th>No.</th><th>Type of Director</th><th>Non-Executive Directors' Fee of the Company (RM)</th></tr><tr><td>1.</td><td>Chairman of the Board</td><td>48,000.00</td></tr><tr><td>2.</td><td>Independent Non-Executive Director</td><td>42,000.00</td></tr><tr><td>3.</td><td>Non-Independent Non-Executive Director</td><td>36,000.00</td></tr><tr><td></td><td>Total</td><td>126,000.00</td></tr></table>	No.	Type of Director	Non-Executive Directors' Fee of the Company (RM)	1.	Chairman of the Board	48,000.00	2.	Independent Non-Executive Director	42,000.00	3.	Non-Independent Non-Executive Director	36,000.00		Total	126,000.00		
No.	Type of Director	Non-Executive Directors' Fee of the Company (RM)																
1.	Chairman of the Board	48,000.00																
2.	Independent Non-Executive Director	42,000.00																
3.	Non-Independent Non-Executive Director	36,000.00																
	Total	126,000.00																
2.	To approve the Directors' Benefits (excluding Directors' fees) for an amount of up to RM100,000.00 for the period from 1 July 2026 up to 30 June 2027, in such proportions and manner as the Directors may determine.																	
3.	Re-election of Mr. Tan Chee How as a Director pursuant to Clause 117 of the Company's Constitution.																	
4.	Re-appointment of Messrs. Grant Thornton Malaysia PLT as the Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.																	
B) SPECIAL BUSINESS																		
5.	Authority to allot and issue shares pursuant to the Companies Act 2016.																	
6.	Proposed Renewal of Existing Shareholders' Mandate and Proposed New Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.																	

Dated this _____ day of _____ 2026

*Strike out whichever is not desired.

Signature of Member/Common Seal of Member

Notes:-

- (1) The 31st AGM will be held at Main Venue. Members and proxies will have to attend physically in person at the Main Venue.
- (2) A member who is entitled to attend, participate, speak and vote at the 31st AGM shall be entitled to appoint more than one (1) proxy to attend, participate, speak and vote on his/her behalf at the 31st AGM. A proxy need not be a member of the Company. Where a member appoints more than one (1) proxy to attend the 31st AGM, the member shall specify the proportion of his/her shareholding to be represented by each proxy, failing which the appointment shall be invalid.
- (3) Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, he/she may appoint at least one (1) proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company standing to the credit of the said securities account. The appointment of two (2) proxies in respect of any particular securities account shall be invalid unless the authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- (4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. The appointment of two (2) or more proxies in respect of any particular omnibus account shall be invalid unless the exempt authorised nominee specifies the proportion of its shareholding to be represented by each proxy.
- (5) The instrument appointing a proxy and the power of attorney or other authority, if any, shall be in writing under the hand of appointer or of his attorney duly authorised in writing or a copy of that power of attorney, certified by an advocate and solicitor, or where the appointer is a corporation, either under the corporation's common seal or under the hand of an officer or attorney duly authorised. Any alteration in the proxy form must be initialled.
- (6) A member of the Company may revoke the authority of a previously appointed proxy by giving written notice to the Company not less than twenty-four (24) hours before the time appointed for holding the meeting or any adjournment thereof. Such notice of termination must be deposited at the registered office of the Company or at the address as specified in Note 8 below.
- (7) The Company shall be entitled to reject any instrument of proxy lodged if the member is not shown to have any shares entered against his name in the Register and/or subject to the Constitution of the Company in relation to the Record of Depositors made available to the Company.
- (8) The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company **not less than forty-eight (48) hours before the time appointed for holding the 31st AGM or at any adjournment thereof: -**
 - (i) In Hardcopy Form
The Form of Proxy or the Power of Attorney or other authority, if any, under which it is signed or notarially certified shall be deposited at the office of the Share Registrar of the Company, **Boardroom Share Registrars Sdn. Bhd. [Registration No.: 199601006647 (378993-D)] at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia** or by email to bsr.proxy@boardroomlimited.com or by fax +603-7890 4670.
 - (ii) By Electronic Means
The Form of Proxy shall be electronically submitted via **Boardroom Smart Investor Portal** at <https://investor.boardroomlimited.com>, which is free and available to all shareholders by logging in and selecting "Submit e-Proxy Form" or email to bsr.proxy@boardroomlimited.com.
You may refer to the Administrative Guide of the 31st AGM for guidance and further details.
- (9) In respect of deposited securities, only members whose names appear in the Record of Depositors on **23 June 2026** (General Meeting Record of Depositors) shall be entitled to attend, participate, speak and vote at the 31st AGM, or to appoint proxy(ies) to attend, participate, speak and vote on their behalf.
- (10) Pursuant to Paragraph 8.29A(1) of the Listing Requirements of Bursa Securities, all the resolutions set out in this Notice of Meeting will be put to vote by poll.
- (11) Those Forms of Proxy which are indicated with "**X**" in the spaces provided to show how the votes are to be cast will also be accepted. Any alteration in the Form of Proxy must be initialled.

Personal data privacy:

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, participate, speak and vote at the 31st AGM and/or any adjournment thereof, the member of the Company accepts and agrees to the personal data privacy terms set out in the Notice of the 31st AGM dated 28 April 2026.

Fold this flap for sealing

Then fold here

AFFIX
STAMP

The Poll Administrator of
MILUX CORPORATION BERHAD
[Registration No.: 199401027937 (313619-W)]
c/o: **Boardroom Share Registrars Sdn. Bhd.**
[Registration No.: 199601006647 (378993-D)]
11th Floor, Menara Symphony, No. 5,
Jalan Prof. Khoo Kay Kim, Seksyen 13,
46200 Petaling Jaya, Selangor, Malaysia.

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QUALITY • SAFETY • RELIABILITY

MILUX CORPORATION BERHAD

[Registration No. 199401027937 (313619-W)]

Lot 753, Jalan Subang 3,
Taman Perindustrian Subang,
47610 Subang Jaya,
Selangor Darul Ehsan

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