ReachTen®

Reach Ten Holdings Berhad

Registration No. 202301050171 (1544085-P)

ANNUAL REPORT 2025

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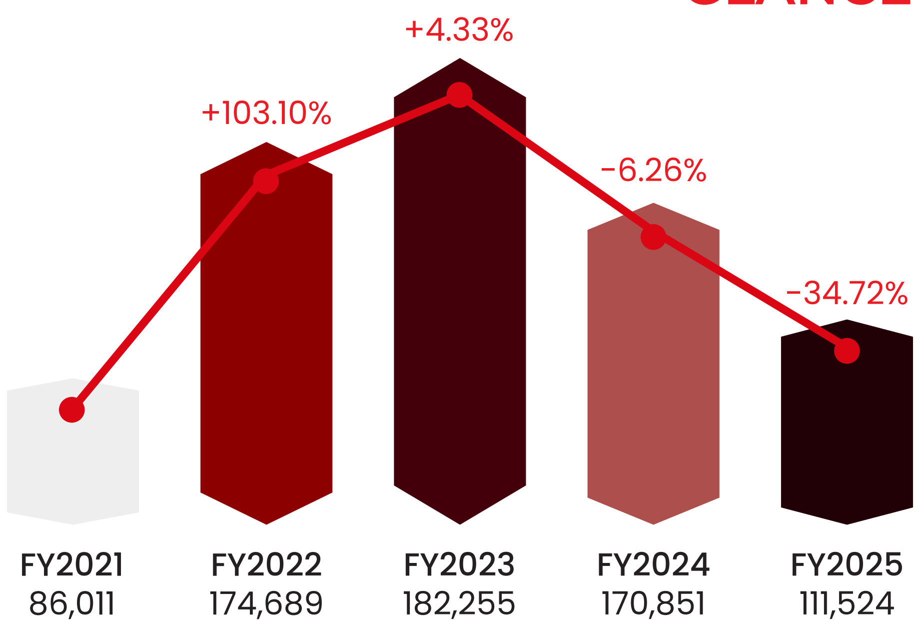
2025 AT A **GLANCE**

REVENUE (RM'000)



PERFORMANCE **INDICATORS**

Indicator	FY2024	FY2025
EBITDA (RM'000)	95,219	48,854
PROFIT AFTER TAX (RM'000)	71,158	35,770
TOTAL SHAREHOLDERS' EQUITY (RM'000)	101,873	216,686
BASIC EPS (SEN)	8.89	3.58
DILUTED EPS (SEN)	7.12	3.58
GEARING RATIO (TIMES)	0.03	0.01

FY2025

DIVIDEND PER SHARE: 2.0 SEN

TOTAL DIVIDEND PAYOUT: RM20 MILLION

CORPORATE INFORMATION

BOARD OF DIRECTORS

Datuk Amar Jaul Anak Samion
Independent Non-Executive Chairman

Chin Yu Lay
Managing Director

Lu Pak Lim
Executive Director

Datin Sng Bee Seio
Independent Non-Executive Director

Wong Siew Si
Independent Non-Executive Director

Terence Goh Seng Chua
Independent Non-Executive Director

Vong Wan Yin
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Vong Wan Yin
(Chairperson)

Datin Sng Bee Seio

Wong Siew Si

REMUNERATION COMMITTEE

Wong Siew Si
(Chairperson)

Datin Sng Bee Seio

Vong Wan Yin

NOMINATION COMMITTEE

Terence Goh Seng Chua
(Chairperson)

Wong Siew Si

Vong Wan Yin

COMPANY SECRETARY

Pauline Kon Suk Khim

(MAICSA Membership No. 7014905)
(CCM Practicing Certificate No. 202008001607)

REGISTERED OFFICE

E289, 1st Floor
Block E Icom Square
Jalan Pending
93450 Kuching Sarawak

Tel. No.:
+6082-248 491

HEAD OFFICE

AT612, Level 6
Block A1, Icom Square
Jalan Pending
93450 Kuching Sarawak

Tel. No.:
+6082-266 888

Website:
https://www.reach10.com

AUDITORS

Crowe Malaysia PLT

(Registration No. 201906000005 (LLP0018817-LCA) & AF 1018)

2nd Floor, C378
Block C Icom Square
Jalan Pending
93450 Kuching Sarawak

Tel. No.:
+6082-552 688

SHARE REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd

(Registration No. 197101000970 (11324-H))

Unit 32-01, Level 32
Tower A Vertical
Business Suite Avenue 3
Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan
Kuala Lumpur

Tel. No.:
+603-2783 9299

PRINCIPAL BANKERS

Malayan Banking Berhad
AmBank (M) Berhad

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

Stock Name: REACHTEN
Stock Code: 5332

ReachTen®

Reach Ten Holdings Berhad

Registration No. 202301050171
(1544085-P)

- 100% **Reach Ten Communication Sdn Bhd**
  Registration No. 200901031495
  (874604-D)
  - 100% **Reach Ten Engineering Sdn Bhd**
    Registration No. 201701009631
    (1223796-T)
  - 100% **Reach Ten Sdn Bhd**
    Registration No. 202201039074
    (1484771-K)
- 100% **Reach Ten Multimedia Sdn Bhd**
  Registration No. 200501016334
  (693377-H)
- 100% **Reach Ten Metro Network Sdn Bhd**
  Registration No. 201001041096
  (925023-M)
- 100% **Reach Ten Nexus Sdn Bhd**
  Registration No. 201701039577
  (1253749-H)

CORPORATE PROFILE

Reach Ten Holdings Berhad ("Reach Ten" or "the Company") is an investment holding company incorporated in Malaysia. Through its subsidiaries ("the Group"), Reach Ten is principally engaged in the provision of satellite-based communication networks and services, fibre optic communication networks and services, telecommunications infrastructure services and managed services.

Since its establishment in 2005, the Group has strategically expanded its presence across Malaysia, delivering telecommunications services predominantly supported by its own telecommunications infrastructure.

Reach Ten was successfully listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 2 May 2025.

CORPORATE KEY MILESTONES

2005

Incorporation of Reach Ten Multimedia Sdn Bhd ("RTM") on 1 June 2005, commencing operations in 2007 as a reseller of telecommunication services offered by TIME dotcom Berhad in Kuching.

2009

Incorporation of Reach Ten Communication Sdn Bhd ("RTC") on 9 October 2009 to venture into the provision of telecommunications services for residential customers in Kuching.

2010

Incorporation of Reach Ten Metro Network Sdn Bhd ("RTMN") on 13 December 2010 for the provision of telecommunication services for enterprise customers.

2011

RTC and RTM obtained Application Service Provider ("ASP") licenses from the Malaysian Communications and Multimedia Commission ("MCMC").

2012

Secured the Group's first two major broadband projects under the Kampung Tanpa Wayar initiative for the provision of internet connectivity to rural communities in Sarawak.

2013

RTC obtained Network Facilities Provider ("NFP") and Network Service Provider ("NSP") licenses from MCMC.

2014

Established the Group's satellite hub at the MEASAT Teleport and Broadcast Centre in Cyberjaya.

2015

Secured a contract to provide end-to-end Very Small Aperture Terminal ("VSAT") connectivity for plantations and mills across Sarawak.

2016

Deployed the first mobile-in-building services at Vivacity Megamall, Kuching, enhancing connectivity through passive telecommunications infrastructure and partnerships with Mobile Network Operators ("MNOs").

RTC obtained a Grade 5 license from the Construction Industry Development Board ("CIDB").

2017

Incorporation of Reach Ten Engineering Sdn Bhd ("RTE") on 23 March 2017 to provide engineering, technical support and maintenance services for telecommunications infrastructure.

Incorporation of Reach Ten Nexus Sdn Bhd ("RTN") on 1 November 2017 to venture into IoT solutions.

2018

RTMN obtained an ASP license from MCMC.

2019

Awarded a contract for the construction of 29 telecommunication towers in Sarawak.

Established the Group's own teleport in Samajaya Industrial Zone, Kuching, housing earth stations and a 24-hour Network Operations Centre ("NOC").

RTC obtained a Grade 7 license from CIDB and a Class A license from the Unit Pendaftaran Kontraktor & Juruperunding ("UPKJ").

2020

Secured a contract to provide cellular connectivity services in the areas surrounding Baleh Dam.

2021

Awarded a contract to supply and commission VSAT services to 523 sites under the Jalinan Digital Negara ("JENDELA") Phase 1 Broadband Wireless Access ("BWA") initiative.

Successfully deployed and commissioned VSATs at 250 remote sites across Sarawak under the Sarawak Linking Urban, Rural, and Nation ("SALURAN") initiative.

2022

Incorporation of Reach Ten Sdn Bhd ("RT") on 20 October 2022 as a company providing telecommunications, ICT services, and management consultancy.

Appointed by Digital Nasional Berhad ("DNB") to provide site leasing and operation services for 5G monopoles across Kuching, Sibu, and Samarahan in Sarawak.

Awarded the Rural Telecommunication Project for the supply, installation, testing, configuration, testing, commissioning, and maintenance of VSAT backhaul services to Sarawak Digital Economy Corporation Berhad's ("SDEC") core network.

2023

Awarded the Rural Telecommunication Project for the installation, testing and commissioning of fibre optic networks connecting SDEC's core network to multiple MNOs' points of interconnection ("POI").

Incorporation of Reach Ten Holdings Sdn Bhd ("RTH") on 18 December 2023 to facilitate the preparation for the Initial Public Offering ("IPO") listing.

2024

Secured 22 contracts with various district offices to provide broadband services for schools across Sarawak.

On August 2024, RTH converted to a public limited liability company.

2025

Appointed as an authorised reseller of Starlink satellite-based internet services.

Launched the IPO prospectus on 9 April 2025, followed by a successful listing on the Main Market of Bursa Securities on 2 May 2025.

BOARD OF DIRECTORS' PROFILE

Datuk Amar Jaul Anak Samion Independent Non-Executive Chairman	Date of Appointment **28 June 2024**	Age **68**	Nationality **Malaysian**	Gender **Male**

Datuk Amar Jaul Anak Samion was appointed to the Board of Reach Ten on 28 June 2024. He holds a Bachelor of Economics from University of Malaya, Malaysia and a Master of Business Administration (MBA) from Ohio University, United States of America.

He began his career with the Sarawak Government in 1979 as an Assistant Secretary at the State Planning Unit of the Chief Minister's Department. Throughout a distinguished 43-year civil service career, he held senior leadership roles across the Ministry of Industrial Development, Ministry of Finance and Public Utilities, and the Ministry of Agriculture and Food Industry. In 2009, he served as the Permanent Secretary of the Ministry of Land Development before rising to the position of Sarawak Deputy State Secretary in 2016, and ultimately Sarawak State Secretary (Head of the Sarawak Civil Service) from 2019 until his retirement in 2022.

While in civil service, he represented the Sarawak Government in his capacity as a board member of various statutory bodies, such as the Employees' Provident Fund, the Malaysian Palm Oil Board, the Pepper Marketing Board (now known as the Malaysian Pepper Board), the Malaysian Cocoa Board and a member of the Farmers' Advisory Council.

Currently, he serves as an Advisor in the Office of the Premier of Sarawak, a role he has held since 2022. In this capacity, he is responsible for monitoring the progress and performance of Sarawak Government's Post COVID-19 Development Strategy 2030.

He currently does not serve as a director in any public listed companies but holds directorships in several private limited companies.

Chin Yu Lay Managing Director	Date of Appointment **18 December 2023**	Age **51**	Nationality **Malaysian**	Gender **Male**

Chin Yu Lay was appointed to the Board of Reach Ten on 18 December 2023. He is responsible for overseeing the Group's day-to-day operations as well as driving its strategic directions and growth initiatives.

He holds a Bachelor of Commerce and a Diploma for Graduates from University of Otago, New Zealand and a Master of Arts in Communication Studies from University of Leeds, United Kingdom.

He began his career in 1996 as a Medical Sales Representative at Pfizer (Malaysia) Sdn Bhd, before joining Pacific Cleanroom Services Sdn Bhd (now PMA Global Sales Sdn Bhd) as an Accounts Manager in 1998. He transitioned into the telecommunications sector with Exticom Sdn Bhd ("Exticom") as an Associate in 2001.

At Exticom, he progressed through multiple leadership roles to become Senior Vice President of Marketing by 2005 and later served as Chief Operating Officer until 2010.

In 2005, he incorporated RTM, the Group's first subsidiary, and has since led the Group's overall direction and development. His leadership and industry expertise have been pivotal in shaping the Group's strategic priorities and building a strong foundation within the telecommunications sector, positioning the Group for long-term sustainability and resilience.

He currently does not serve as a director in any public listed companies but holds directorships and shareholdings in several private limited companies.

Lu Pak Lim Executive Director	Date of Appointment **28 June 2024**	Age **71**	Nationality **Malaysian**	Gender **Male**

Lu Pak Lim was appointed to the Board of Reach Ten on 28 June 2024. He is responsible for overseeing the Group's business development and marketing functions.

He holds a Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman College. He was admitted as an Associate of the Association of Certified Accountants, United Kingdom in 1983 and as Public Accountant of the Malaysian Institute of Accountants in 1984.

He brings over 46 years of experience across corporate finance, venture capital, and telecommunications. He began his career in 1980 at Turquands Ernst & Whinney (now known as Ernst & Young) as an Audit Assistant before moving into the oil and gas sector with Nippon Oil Exploration (Malaysia) Ltd and Sun Petroleum Company in finance-related roles.

He later joined Arthur Andersen & Co as an experienced Manager, focusing on mergers and acquisitions and privatization, before transitioning into venture capital with Transpac Capital Sdn Bhd as Vice President. In 1997, he was appointed Managing Director of Kai Peng Berhad, a role he held until 2003. In 2004, he joined IPSAT Sdn Bhd (now Privasat Sdn Bhd), where he became majority shareholder and Managing Director, overseeing its operations until his retirement in 2015.

In 2017, he returned to the satellite services industry, joining RTC as a director and shareholder. He is actively involved in executing the Group's strategic initiatives and strengthening its operational objectives. As a co-founder of several subsidiaries, he has contributed to enhancing the Group's organisational capabilities and supporting the diversification of its business activities.

He currently does not hold any other directorships in public listed companies.

Datin Sng Bee Seio Independent Non-Executive Director	Date of Appointment **28 June 2024**	Age **72**	Nationality **Malaysian**	Gender **Female**

Datin Sng Bee Seio was appointed to the Board of Reach Ten on 28 June 2024. She is a member of the Audit and Risk Management Committee and the Remuneration Committee.

She holds a Bachelor of Commerce from University of Otago, New Zealand. She was admitted as a Member of the Institute of Chartered Accountants of New Zealand, as well as a Member of the New Zealand Society of Accountants in 1980. She has been a member of the Malaysian Institute of Accountants since 1989.

She brings more than 36 years of professional experience in financial management, investment, and corporate governance. She dedicated over three decades of her distinguished career to the Sarawak Timber Industry Development Corporation ("STIDC"), where she first began her career as an Accountant in 1981. In her final role at STIDC, she served as the Finance and Investment Manager from 1998 until her mandatory retirement in 2014.

Following her retirement, she continued to serve STIDC on a contract basis as Assistant General Manager of Finance and Investment until 2017. Throughout her career, she has held several key leadership roles within STIDC and its subsidiaries, including Senior Accountant and Senior Manager (Administration & Finance).

She currently does not hold any other directorships in public listed companies.

BOARD OF DIRECTORS' PROFILE

Wong Siew Si Independent Non-Executive Director	Date of Appointment	Age	Nationality	Gender
	28 June 2024	**62**	**Malaysian**	**Female**

Wong Siew Si was appointed to the Board of Reach Ten on 28 June 2024. She is the Chairperson of the Remuneration Committee and a member of the Audit and Risk Management Committee and the Nomination Committee.

She holds a Diploma in Accounting from Stamford College, Singapore. She was admitted as a Member of the Association Accounting Technicians, United Kingdom in 1989 and was subsequently awarded a Full Membership in 2022. She is also a member of the Institute of Corporate Directors Malaysia since 2019.

She brings over 42 years of experience in credit risk management, corporate recovery, and wealth management. She began her career in 1984 as Junior Auditor in Hanafiah Raslan Mohamed and later served as a Senior Consultant at Arthur Anderson & Co, specializing in management consultancy and corporate recovery.

In 1998, she transitioned to Hong Leong Bank Berhad ("Hong Leong Bank") where she spent a distinguished 18-year tenure in senior credit and risk management roles. At Hong Leong Bank, she served as Manager in Remedial Management, Head of Mortgage Credit Control and Head of Collections Integration Management Office, ultimately rising to the position of Head of Retail Credit Operations until 2016.

In 2016, she joined Olympia Industries Berhad as a General Manager for approximately a year. In 2017, she was appointed as a member of the Audit Committee of Jupiter Securities Sdn Bhd until the conclusion of her term in 2018.

She is currently a Private Wealth Marketing Representative for CGS International Securities Sdn Bhd and CGS International Wealth Management Sdn Bhd. She is also an Introducer for CGS International Securities (Singapore) Pte Ltd. She currently sits on the Boards of Olympia Industries Berhad and Asteel Group Berhad.

Terence Goh Seng Chua Independent Non-Executive Director	Date of Appointment	Age	Nationality	Gender
	28 June 2024	**68**	**Malaysian**	**Male**

Terence Goh Seng Chua was appointed to the Board of Reach Ten on 28 June 2024. He is the Chairperson of the Nomination Committee.

He holds a Bachelor of Science in Building from Polytechnic of the South Bank, United Kingdom (now known as London South Bank University). He is also member of the Chartered Institute of Building since 1991.

He brings more than 36 years of extensive experience in quantity surveying, contract procurement, and risk management. He began his career in 1982 as a Quantity Surveyor in Bintulu Development Authority before holding various consultancy and commercial management roles within the engineering and water treatment sectors. In 1993, he joined Cahya Mata Roads Sdn Bhd (a subsidiary of Cahya Mata Sarawak Berhad) as Head of the Contract Management Department, a position he held for 25 years until his retirement in 2018.

During his tenure, he was responsible for contract procurement, ISO certification, and group-wide risk management. He also played a pivotal role as the company's coordinator for Sustainable Business Development, aligning infrastructure projects with modern ESG standards.

He currently does not hold any other directorships in public listed companies.

Vong Wan Yin Independent Non-Executive Director	Date of Appointment **28 June 2024**	Age **51**	Nationality **Malaysian**	Gender **Female**

Vong Wan Yin was appointed to the Board of Reach Ten on 28 June 2024. She is the Chairperson of the Audit and Risk Management Committee and a member of the Remuneration Committee and the Nomination Committee.

She holds a Bachelor of Commerce from University of Otago, New Zealand. She has been a member of the Institute of Chartered Accountants of New Zealand and the Malaysian Institute of Accountants since 2001.

She brings more than 28 years of professional experience in audit, corporate finance and property development. She began her career in 1997 within the Assurance Department of Ernst & Young (now known as Ernst & Young PLT). In 2002, she joined Nationlink Group of Companies ("Nationlink Group"), a diversified group in property development and construction. Throughout her 22-year tenure with Nationlink Group, she held several leadership roles, including Group Accountant, Finance Manager, Corporate Finance Manager and Business Development Manager. In 2021, she was appointed General Manager and Commercial Director at Nationlink Realty Sdn Bhd until 2024.

In 2024, she co-founded Gracecom Sdn Bhd and Gracecom Construction Sdn Bhd, specializing in buildings construction and real estate activities where she currently oversees daily operations as an Executive Director. She also holds a directorship at Ascensure Sdn Bhd since 2025.

She currently does not hold any other directorships in public listed companies.

Family relationship with Director and/or major shareholder

None of the Directors has any family relationship with any directors and/or major shareholder of the Company.

Conflict of interest

None of the Directors has any conflict of interest or potential conflict of interest with the Company and its subsidiaries.

Conviction of offences

None of the Directors has been convicted of any offence (other than traffic offences) within the past five years and there were no public sanctions and/or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

Attendance of Board meetings

The attendance of the Directors at Board meetings held during the financial year ended 31 December 2025 is disclosed in the Corporate Governance Overview Statement.

LEADERSHIP
TEAM'S PROFILE

Chin Yu Lay Managing Director	Date of Appointment **18 December 2023**	Age **51**	Nationality **Malaysian**	Gender **Male**

Chin Yu Lay's profile can be found on page 08 of this Annual Report.

Lu Pak Lim Executive Director	Date of Appointment **28 June 2024**	Age **71**	Nationality **Malaysian**	Gender **Male**

Lu Pak Lim's profile can be found on page 09 of this Annual Report.

Tay Pei Pei Chief Financial Officer	Date of Appointment **1 September 2023**	Age **48**	Nationality **Malaysian**	Gender **Female**

Tay Pei Pei joined the Group as Chief Financial Officer on 1 September 2023. She oversees the Group's overall financial strategy, including financial reporting, corporate finance, taxation, treasury management and internal audit.

She brings 25 years of expertise in accounting and financial management. Prior to joining the Group, she served as an Assistant Finance Manager at Gold Coin Sarawak Sdn Bhd (a subsidiary of Gold Coin Management Holdings Pte Ltd) for approximately four years.

She holds a Bachelor of Business (Honours) in Accounting from Wawasan Open University and a Diploma in Accounting and Management Accounting from London Chamber of Commerce & Industry. She has been a Chartered Accountant of the Malaysian Institute of Accountants since 2017.

She currently does not hold any other directorships in public listed companies.

Liew Chien Choy Chief Operations Officer	Date of Appointment **1 January 2024**	Age **45**	Nationality **Malaysian**	Gender **Male**

Liew Chien Choy joined the Group as Operation Manager in 2015 and was appointed as Chief Operations Officer on 1 January 2024. He oversees the Group's overall operational management, having previously served as Senior Manager and Assistant General Manager during his eleven-year tenure with the Group.

He brings 15 years of experience in information technology and telecommunications infrastructure prior to joining the Group, including a four-year term as a Customer Network Engineer at IPSAT Sdn Bhd (now known as Privasat Sdn Bhd).

He holds a Diploma in Computer Studies from Informatics College, Kuala Lumpur and a Professional Certification in Computer Systems Networking from Informatics College, Kuala Lumpur.

He currently does not hold any other directorships in public listed companies.

Azmi Bin Yusof
Chief Network Officer

Date of Appointment	Age	Nationality	Gender
1 January 2024	**53**	**Malaysian**	**Male**

Azmi Bin Yusof joined the Group as Head of Infrastructure in 2023 and was appointed as Chief Network Officer on 1 January 2024. He oversees the Group's network and technology infrastructure and has served as a Director of the Group's subsidiary since February 2025.

He brings 30 years of experience in telecommunications and infrastructure development. Prior to joining the Group, he spent 21 years at Sacofa Sdn Bhd in various leadership roles, culminating in his position as Vice President of Engineering.

He holds a Bachelor of Science in Electrical Engineering from Polytechnic University, Brooklyn (currently known as New York University Tandon School of Engineering), United States of America and is registered as a Graduate Engineer with the Board of Engineers Malaysia since 2003.

He currently does not hold any other directorships in public listed companies.

Nur Rabizah Binti Adeni
Chief Strategic Officer

Date of Appointment	Age	Nationality	Gender
1 November 2025	**43**	**Malaysian**	**Female**

Nur Rabizah Binti Adeni joined the Group as Chief Strategic Officer on 1 November 2025. She oversees the Group's overall strategic direction, business development and long-term growth initiatives.

She brings 22 years of experience across corporate affairs, sales and business development within the telecommunications and engineering sectors. Prior to joining the Group, she served as the Head of Enterprise - East Malaysia at Maxis Broadband Sdn Bhd following her three-year tenure as Head of Enterprise and International Business at Sacofa Sdn Bhd.

She holds a Corporate Master of Business Administration (CMBA) from Universiti Malaysia Sarawak, a Bachelor of Science in Human Resource Development from Universiti Putra Malaysia and a Diploma in Information Technology from Chermai Jaya College.

She currently does not hold any other directorships in public listed companies.

Leonard Chang Kui Peng
Head of Project Management

Date of Appointment	Age	Nationality	Gender
1 January 2024	**52**	**Malaysian**	**Male**

Leonard Chang Kui Peng joined the Group as Business Development Consultant in 2019 and was appointed Head of Project Management on 1 January 2024. He oversees the Group's project lifecycle, from initial planning to execution and completion. He previously served as Senior Manager, Corporate Affairs during his seven-year tenure.

He brings 26 years of professional experience across specialized pharmaceutical and retail sectors. Prior to joining the Group, he spent nine years at Cosway (M) Sdn Bhd managing sales operations before transitioning to project management within the telecommunications sector.

He holds a Diploma in Commerce (New Zealand Universities Degree Programme) from Inti College and a Bachelor of Commerce from University of Otago, New Zealand.

He currently does not hold any other directorships in public listed companies.

LEADERSHIP
TEAM'S PROFILE

Cyril Klen Anak Rogos Head of Compliance and Regulatory	Date of Appointment **1 July 2024**	Age **33**	Nationality **Malaysian**	Gender **Male**

Cyril Klen Anak Rogos joined the Group as Health, Safety and Environment Officer in 2019 and was appointed Head of Compliance and Regulatory on 1 July 2024. During his six-year tenure, he also served as Assistant Manager of Infrastructure where he was involved in the planning, development and safe management of infrastructure projects. He currently ensures the Group operates within all applicable legal and regulatory frameworks.

Prior to joining the Group, he served as a Trainee Assistant at Sarawak Multimedia Authority for six months following his participation in the Graduates Enhancement Training Sarawak 4.0 programme.

He holds a Bachelor of Occupational Safety and Health Management (Honours) from Open University and is currently certified by National Institute of Occupational Safety and Health and holds a valid Contractor Safety Passport System All Risks which is a requirement for registration and renewal of registrations with UPKJ.

He currently does not hold any other directorships in public listed companies.

Family relationship with Director and/or major shareholder

None of the Leadership Team Members has any family relationship with any directors and/or major shareholder of the Company.

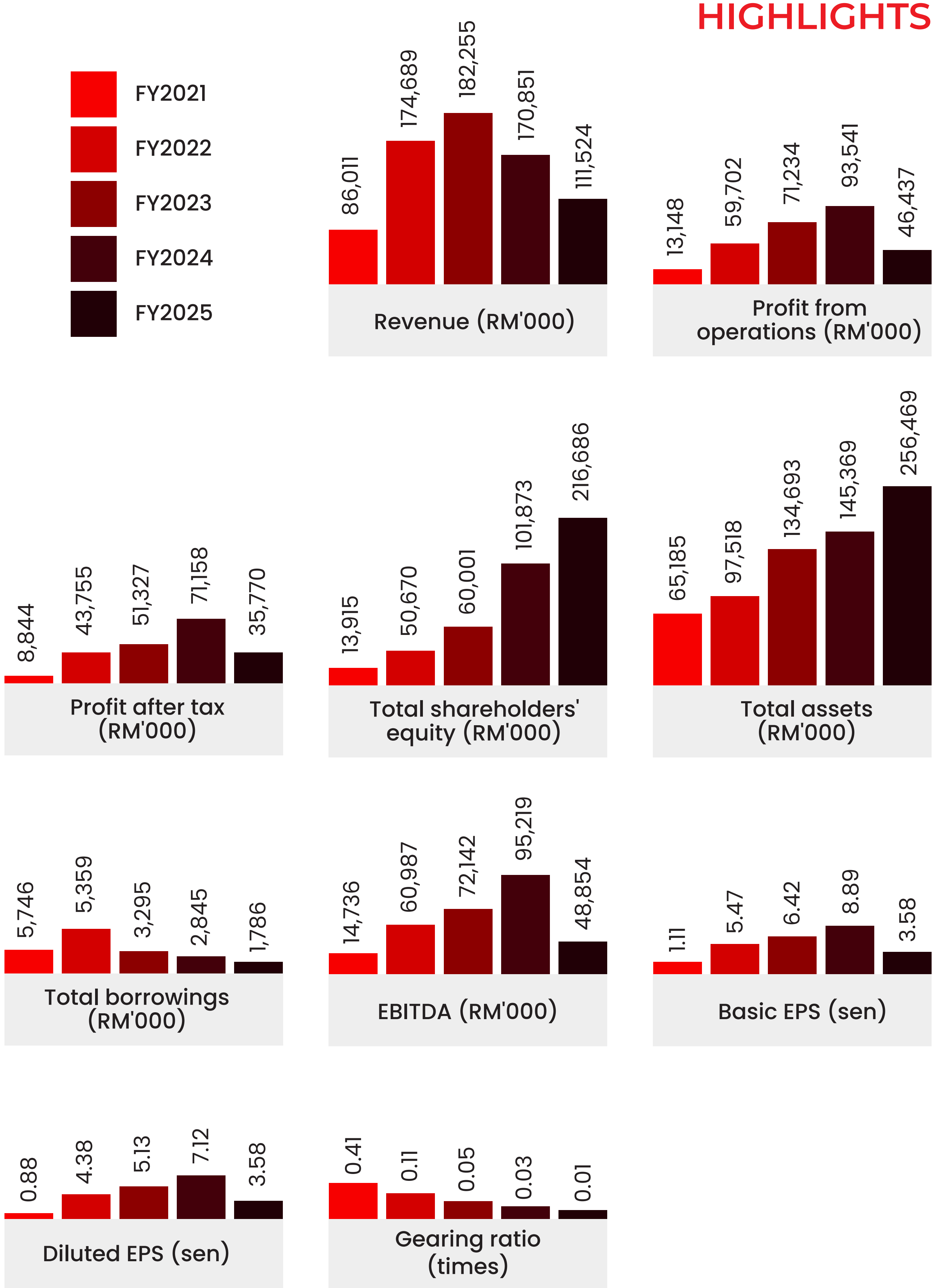
Conflict of interest

None of the Leadership Team Members has any conflict of interest or potential conflict of interest with the Company and its subsidiaries.

Conviction of offences

None of the Leadership Team Members has been convicted of any offence (other than traffic offences) within the past five years and there were no public sanctions and/or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

FINANCIAL HIGHLIGHTS



MANAGEMENT DISCUSSION
AND ANALYSIS

INDUSTRY OVERVIEW

Malaysia's telecommunications sector continues to experience structural growth driven by increasing demand for digital connectivity, cloud services, broadband accessibility and digital infrastructure development. National initiatives such as the Jalinan Digital Negara ("JENDELA") programme and the nationwide 5G rollout led by Digital Nasional Berhad ("DNB") have accelerated the deployment of telecommunications infrastructure across the country, particularly in underserved and rural areas.

In addition, emerging technologies such as Low Earth Orbit ("LEO") satellite connectivity are increasingly complementing terrestrial broadband networks by providing reliable connectivity in remote or geographically challenging locations where fibre or mobile infrastructure may be difficult to deploy.

Against this backdrop, the Group continues to position itself as a telecommunications service provider through its satellite-based services, fibre optic connectivity, and telecommunications infrastructure deployment and managed services capabilities.

BUSINESS OVERVIEW

Reach Ten is principally an investment holding company. Through its subsidiaries, the Group is principally involved in the following:

- provision of satellite-based communication networks and services;
- provision of fibre optic communication networks and services; and
- provision of telecommunications infrastructure services and managed services.

During the financial year, the Group operated through three principal business segments as summarised below:

BUSINESS SEGMENT	PRINCIPAL PRODUCTS / SERVICES
Satellite-based communication networks and services	Starlink connectivity services and Ku-band VSAT broadband
Fibre optic communication networks and services	Point-to-point leased lines and fibre-to-home broadband
Telecommunications infrastructure services and managed services	Lattice towers, monopole towers and network managed services

In 2025, Reach Ten became an authorised reseller of Starlink, further strengthening its capacity as a one-stop provider for satellite broadband services. To this end, the Group managed 453 active Starlink units, expanded its service portfolio across the maritime, oil and gas sectors as well as cellular backhaul and connectivity for rural schools while also managing 716 Ku-band VSATs in remote regions across Sarawak, Sabah and Peninsular Malaysia as at 31 December 2025.

The Group also enhanced its residential fibre broadband connectivity by upgrading existing 10Mbps, 40Mbps and 100Mbps plans to 50Mbps, 100Mbps, 150Mbps respectively for its individual consumer segment. Similarly, its business plans were upgraded from 10Mbps, 50Mbps and 150Mbps to 50Mbps, 100Mbps and 200Mbps respectively for its enterprise customer segment. In addition, the Group introduced new 500Mbps and 550Mbps internet packages, reflecting its ongoing commitment to delivering a seamless, future-ready connectivity experience while strengthening its role in supporting the nation's evolving digital economy.

On the point-to-point leased lines front, the Group observed resilient demand from both enterprise and government segments. Reach Ten's ability to efficiently commission and activate fibre connectivity was further bolstered by ongoing investment in its fibre network infrastructure, funded in part by proceeds from the Initial Public Offering ("IPO"), enabling faster deployment timelines and improved service reliability.

The telecommunications infrastructure and managed services segment was further strengthened by the installation and upgrading of Wi-Fi network facilities at a public higher education institution in Peninsular Malaysia. The Group's telecommunications infrastructure, including lattice towers and monopoles were consistently meeting and maintaining service level agreements ("SLA"). This performance was supported by the Group's continued emphasis on service delivery and operational excellence.

MANAGEMENT DISCUSSION
AND ANALYSIS

MARKET PRESENCE

Revenue contribution by geography during the financial year is as follows:

GEOGRAPHY	REVENUE CONTRIBUTION (%)
Sarawak	94.32
Sabah	0.78
Peninsular Malaysia	3.18
Others	1.72
Total	**100.00**

The Group's operations remain primarily concentrated in East Malaysia, particularly in Sarawak, where the Group supports telecommunications infrastructure expansion and digital connectivity initiatives.

The Group's established presence in Sarawak reflects its strategic positioning within the state's digital infrastructure ecosystem. Moving forward, the Group will continue to strengthen its regional reach, leveraging its status as an authorised Starlink reseller to deliver efficient connectivity solutions to remote and underserved areas.

BUSINESS STRATEGY AND GROWTH INITIATIVES

The Group continues to strengthen its telecommunications services portfolio through strategic initiatives aimed at enhancing revenue visibility, operational efficiency and long-term sustainability.

Key strategies implemented during the financial year include:

- strengthening the service portfolio by securing additional long-term contracts with government agencies and mobile network operators;
- implementing disciplined cost management while utilising IPO proceeds to support the expansion of fibre networks and telecommunications towers; and
- scaling network capacity and improving service coverage to meet increasing demand for broadband connectivity.

These initiatives are aligned with the Group's objective of expanding its digital connectivity capabilities while maintaining prudent financial management.

UTILISATION OF PROCEEDS RAISED FROM THE IPO

As at 31 December 2025, the Group had utilised RM22.15 million of the total RM104.00 million raised from its IPO. The proceeds were mainly used for expansion and establishment of fibre optic communication networks infrastructure in Kuching, Sibu and Miri, purchasing Starlink hardware, repaying bank borrowings, meeting working capital requirements and defraying listing expenses.

DETAILS OF UTILISATION OF PROCEEDS	PROPOSED UTILISATION (RM'000)	PERCENTAGE OF UTILISATION (%)	ACTUAL UTILISATION (RM'000)	BALANCE TO BE UTILISED (RM'000)	ESTIMATED TIMEFRAME FOR UTILISATION FROM THE LISTING DATE
Expansion and establishment of fibre optic communication networks infrastructure	60,000	57.69	10,304	49,696	Within 36 months
Construction of telecommunication towers	25,000	24.04	-	25,000	Within 36 months
Enhancing satellite-based communication networks and services capability	4,300	4.14	2,043	2,257	Within 36 months
Repayment of bank borrowings	1,700	1.63	1,700	-	Within 12 months
Working capital	5,000	4.81	104	4,896	Within 24 months
Listing expenses	8,000	7.69	8,000	-	Within 1 month
Total	**104,000**	**100.00**	**22,151**	**81,849**	

MANAGEMENT DISCUSSION
AND ANALYSIS

REVIEW OF FINANCIAL RESULTS

Revenue performance during the financial year reflected differing trends across the Group's business segments.

REVENUE BY BUSINESS SEGMENT	FY2024		FY2025	
	RM'000	%	RM'000	%
Satellite-based communication networks and services	150,282	87.96	70,271	63.01
Fibre optic communication networks and services	15,479	9.06	27,802	24.93
Telecommunications infrastructure services and managed services	5,090	2.98	11,535	10.34
Others	-	-	1,916	1.72
Total	**170,851**	**100.00**	**111,524**	**100.00**

The Group's total revenue decreased by RM59.33 million or 34.72%, from RM170.85 million in FY2024 to RM111.52 million in FY2025.

Revenue from the provision of satellite-based services communication networks and services remained the Group's primary revenue contributor but declined by RM80.01 million or 53.24% from RM150.28 million in FY2024 to RM70.27 million in FY2025. The decrease was mainly due to major projects nearing completion which recorded RM22.44 million in FY2025 compared to RM98.99 million in FY2024. This decline was partially offset by higher revenue from Starlink bandwidth services, contributing RM3.64 million from projects providing connectivity to schools and RM0.40 million from cellular backhaul solutions to the SMART towers in Sarawak.

Notwithstanding this, the Group achieved encouraging growth in its other key business segments. Revenue from the provision of fibre optic communication networks and services increased by RM12.32 million or 79.59%, from RM15.48 million in FY2024 to RM27.80 million in FY2025, largely driven by higher revenue from point-to-point leased line services as more fibre links were commissioned as well as increased installation works related to an outside plant project.

Revenue from the provision of telecommunication infrastructure and managed services increased RM6.45 million or 126.72%, from RM5.09 million in FY2024 to RM11.54 million in FY2025. The increase was supported by the installation and upgrading of network facilities for Wi-Fi connectivity at a public higher education institution in Peninsular Malaysia, contributing RM2.19 million and by installation works related to SMART 600 which added RM3.52 million to the total revenue.

Reflecting the nature of the parent company, the Group introduced a new dividend income segment which contributed RM1.92 million, representing 1.72% of total revenue during the financial year.

INCOME STATEMENT

	FY2024	FY2025	YOY (%)
Revenue (RM'000)	170,851	111,524	(34.72)
Earnings before interest, tax, depreciation and amortisation (EBITDA) (RM'000)	95,219	48,854	(48.69)
EBITDA margin (%)	55.73%	43.81%	(11.93 pps)
Profit After Tax (PAT) (RM'000)	71,158	35,770	(49.73)
PAT margin (%)	41.65%	32.07%	(9.58 pps)
Earnings per Share (EPS)			
- Basic EPS (sen)	8.89	3.58	(5.32 sen)
- Diluted EPS (sen)	7.12	3.58	(3.54 sen)

Notes:

- *FY2024 basic EPS is calculated based on PAT divided by the enlarged share capital of 800,000,000 ordinary shares before the IPO while diluted EPS is calculated based on PAT divided by the enlarged share capital of 1,000,000,000 ordinary shares following the IPO.*
- *FY2025 basic and diluted EPS is calculated based on PAT divided by the enlarged share capital of 1,000,000,000 ordinary shares following the IPO.*

Earnings before interest, tax, depreciation and amortisation ("EBITDA") decreased by 48.69% from RM95.22 million in FY2024 to RM48.85 million in FY2025. Profit After Tax ("PAT") similarly declined by 49.73% from RM71.16 million in FY2024 to RM35.77 million in FY2025, primarily due to lower revenue recorded in FY2025 and coupled with one-off adjustments to other income recognised in FY2024 which resulted in reduced overall earnings. Although the Group recorded higher dividend income from its cash balances in FY2025, this was insufficient to offset the impact of the revenue decline. Furthermore, the increased depreciation arising from ongoing capital investments in network infrastructure further weighed on profitability, resulting in an overall decrease in PAT.

CAPITAL EXPENDITURE

CAPITAL EXPENDITURE	FY2024 (RM'000)	FY2025 (RM'000)
Telecommunication network and equipment	8,896	11,757
Non-telecommunication network and equipment	3,073	860
Total	**11,969**	**12,617**

Reach Ten maintained a prudent approach to capital expenditure, investing an increase of 5.43% from RM11.97 million in FY2024 to RM12.62 million in FY2025. This increase was primarily driven by the Group's expansion and establishment of fibre optic communication networks infrastructure in line with the objectives outlined for its IPO. The Group remains committed to continuing its strategic investments in scalable and reliable telecommunications infrastructure to support long-term growth and operational resilience.

MANAGEMENT DISCUSSION AND ANALYSIS

BALANCE SHEET AND KEY RATIOS

	AS AT 31 DEC 2024 (RM'000)	AS AT 31 DEC 2025 (RM'000)
Assets		
Non-current assets	23,586	36,614
Cash and cash equivalents	74,036	19,024
Short-term investments	-	145,758
Current assets (exclude cash and short-term investments)	47,747	55,073
Total assets	**145,369**	**256,469**
Equity and Liabilities		
Share capital and invested share capital	6,700	159,080
Reserves and retained profits	95,173	57,606
Total equity	**101,873**	**216,686**
Liabilities		
Non-current liabilities	3,177	1,731
Current liabilities	40,319	38,052
Total liabilities	**43,496**	**39,783**
Total equity and liabilities	**145,369**	**256,469**

	AS AT 31 DEC 2024	AS AT 31 DEC 2025
Total borrowings (RM'000)	2,845	1,786
Net cash (RM'000)	71,191	17,238
Current ratio (times)	3.02	5.78
Gearing ratio (times)	0.03	0.01

The Group's balance sheet remains strong, with assets exceeding its liabilities. The Group's total assets increased by RM111.10 million or 76.43%, from RM145.37 million as at 31 December 2024 to RM256.47 million as at 31 December 2025. The increase was mainly attributed to the proceeds raised from the IPO which were placed into short-term investments and are planned to be fully utilised within 36 months from the listing date in line with the Group's strategic initiatives.

The Group's total liabilities declined by RM3.72 million or 8.55%, from RM43.50 million as at 31 December 2024 to RM39.78 million as at 31 December 2025, mainly due to the reduction in bank borrowings by RM1.06 million and lower trade payables by RM6.34 million, reflecting ongoing efforts to manage and repay its financial obligations efficiently.

Overall, the Group is well-positioned to support future growth, capital investments and ongoing operational requirements.

CASH FLOW

	AS AT 31 DEC 2024 (RM'000)	AS AT 31 DEC 2025 (RM'000)
Net cash from operating activities	56,205	15,144
Net cash for investing activities	(10,502)	(123,994)
Net cash (for)/from financing activities	(50,428)	87,013
Net decrease in cash and cash equivalents	(4,725)	(21,837)
Cash and cash equivalents at the beginning of the financial year	38,498	33,773
Cash and cash equivalents at the end of the financial year	33,773	11,936

The Group recorded a lower net cash flow from operating activities amounting to RM15.14 million in FY2025 compared to RM56.21 million in FY2024 mainly due to reduced earnings during the financial year.

In contrast, the Group reported a significant increase in net cash used in investing activities of RM124.0 million in FY2025 compared to RM10.50 million in FY2024. This was primarily driven by the placement of IPO proceeds into short-term investments as well as ongoing capital expenditure on the Group's fibre network expansion in Kuching, Sibu and Miri.

Net cash from financing activities amounted to RM87.01 million in FY2025 compared to a net cash outflow of RM50.43 million in FY2024. The increase was mainly attributed to net proceeds of RM99.08 million from the issuance of ordinary shares.

As at 31 December 2025, the Group maintained a cash and cash equivalents balance that totalled to RM11.94 million, positioning it to support ongoing growth initiatives while maintaining financial flexibility.

DIVIDEND POLICY

Reach Ten's dividend policy, as stated in the IPO Prospectus dated 9 April 2025 is reproduced here for reference:

"Our Board intends to pay dividends to shareholders in the future and distribute dividends of up to 30% of our net profits. However, it is not a legally binding obligation/guaranteed commitment to shareholders and such payments will depend upon a number of factors, including our Group's financial performance, capital expenditure requirements, general financial condition and any other factors considered relevant by our Board. Actual dividends proposed and declared may vary depending on the financial performance and cash flows of our Group."

On 30 May 2025 and 26 November 2025, the Board declared interim single-tier dividends of 1 sen per ordinary share each. The total payout amounting to RM20 million was paid on 21 July 2025 and 15 January 2026 respectively.

The Group remains committed to a balanced approach in managing shareholder returns while ensuring that sufficient resources are retained to support its operational requirements and long-term growth strategies.

MANAGEMENT DISCUSSION **AND ANALYSIS**

RISK MITIGATION

Amid evolving market dynamics, the Group recognises the importance of managing risks arising from the telecommunications landscape, including, among others, regulatory requirements, technological advancements and operational challenges. The Group remains agile and committed to managing risks in accordance with its Risk Management and Internal Control Framework.

To maintain transparency, the Group outsources its internal audit function to an independent professional firm. The internal auditor is responsible for reviewing the Group's system of internal controls and risk management processes, supporting the Audit and Risk Management Committee and Management in identifying potential control weaknesses and implementing strategic improvements.

More information is available in the Statement of Risk Management and Internal Control of this Annual Report.

SUSTAINABILITY

The Group remains steadfast in its commitment to embedding Environment, Social and Governance ("ESG") principles into its sustainability framework. The Group's sustainability strategy is integrated into its business operations, ensuring alignment with long-term objectives, sound corporate governance practices and stakeholder expectations. As a Group 2 listed issuer, the Group has adopted the two-year transitional relief for sustainability disclosure requirements.

During FY2025, the Group initiated efforts to systematically track and monitor its environmental performance, setting the foundation for progressive alignment with the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1") and IFRS S2 Climate-related Disclosures ("IFRS S2").

In tandem with environmental initiatives, the Group actively promoted social welfare initiatives involving both the public and its employees, reinforcing its commitment to social responsibility and community engagement. Furthermore, the Group upholds high standards of corporate governance to ensure transparency, accountability and ethical business conduct. Its internal processes and policies are regularly reviewed and enhanced to support effective governance and continuous improvement.

Further details are outlined in the Sustainability Statement section of this Annual Report.

OUTLOOK

The digital landscape in Malaysia continues to accelerate, driven by national initiatives focused on enhancing connectivity, strengthening digital infrastructure and promoting inclusivity. The Group recognises significant opportunity to support ongoing digital transformation by enhancing its service offerings and advancing its strategic priorities to better meet the evolving connectivity needs for high-speed, reliable connectivity solutions.

Key growth drivers include:

- the expansion and establishment of fibre optic communication networks infrastructure in Kuching, Sibu, Bintulu and Miri;
- the construction of 4G and/or 5G telecommunications towers to support government initiatives; and
- the gradual deployment of Starlink services to serve emerging sectors including logistics and transportation, maritime, oil and gas.

Looking ahead, the Group remains optimistic about its growth prospects, supported by sustained investments in its telecommunications infrastructure to expand its service portfolio while strengthening its position as a telecommunications service provider based in Sarawak. The Group will continue to innovate products and services, enhance operational efficiency and advance its sustainability efforts, with a focus on environmental and social priorities.

OVERVIEW

Reach Ten Holdings Berhad ("Reach Ten" or "the Company") and its subsidiaries ("the Group") recognize that sustainability is integral to the Group's long-term business resilience, value creation, and stakeholder trust. As a telecommunications service provider, the Group understands that its operational success is closely linked to service reliability, responsible resource management, and the well-being of its employees. The Group is committed to fostering digital inclusion by expanding infrastructure to underserved and remote areas, ensuring that growth contributes positively to the socio-economic development of the communities it serves.

ABOUT THIS REPORT

The Group is honoured to present this Sustainability Statement ("Statement") for the Financial Year Ended 31 December 2025 ("FY2025"). This Statement provides an overview of sustainability performance across the entire Group during the period from 1 January 2025 to 31 December 2025. The disclosures herein encompass the Group's collective footprint and progress toward sustainability objectives.

To ensure transparency and accountability, the Group is actively strengthening its Environmental, Social and Governance ("ESG") framework. At the stage of this report, the Group is classified as a Group 2 listed issuer and has adopted the two-year transitional relief for sustainability disclosure requirements in the preparing this Statement. Moving forward, the Group will adhere to reporting in full alignment with the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1") and IFRS S2 Climate-related Disclosures ("IFRS S2"). To this end, the Group aims to refine its sustainability governance, risk management and disclosure practices, where appropriate.

This sustainability reporting is guided by the Main Market Listing Requirements of Bursa Securities and the National Sustainability Reporting Framework (NSRF).

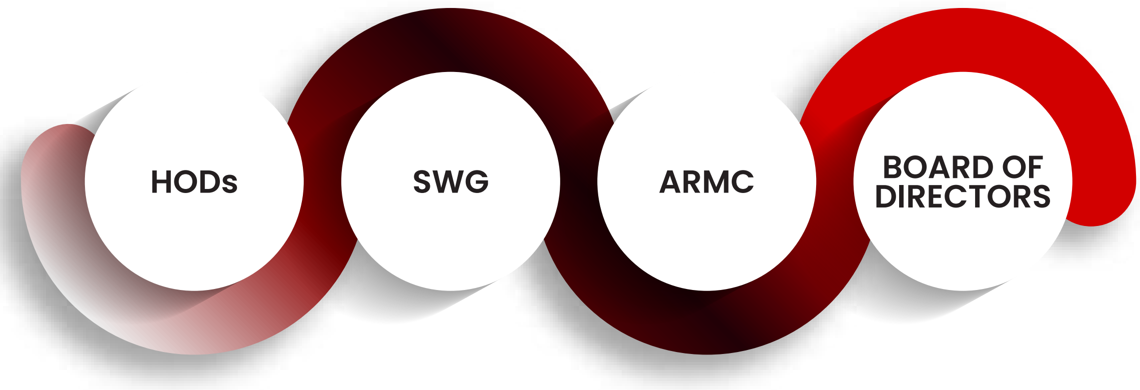
Reach Ten values stakeholder engagement and welcomes feedback to enhance its sustainability initiatives. Stakeholders are encouraged to share their insights and queries by contacting sustainability@reach.com. Your feedback is essential to our commitment to continuous improvement and transparent reporting.

ASSURANCE AND VERIFICATION

This report has not been externally assured. Nonetheless, the Group's sustainability reporting processes are subject to internal validation and assessments disclosed in this report.

In preparing this report, we conducted internal validation to verify the accuracy and integrity of the data disclosed. The content of this report has been reviewed and endorsed by our Board of Directors ("Board") and Sustainability Committee, who have ensured the report's relevance to the Group's business and that current and material issues are covered. We will consider obtaining external assurance for our sustainability reports in the future years.

SUSTAINABILITY GOVERNANCE



Reach Ten's Board retains overall responsibility for overseeing the Group's sustainability agenda, including the identification and management of ESG risks and opportunities that may impact the Group's long-term value creation.

To operationalise this oversight, the Board is supported by the Audit and Risk Management Committee ("ARMC"). The ARMC is responsible for recommending the Group's sustainability strategies, targets and policies for Board approval. Additionally, the ARMC ensures the seamless integration of sustainability and climate-related risks within the Group's Enterprise Risk Management (ERM) framework.

The ARMC is further supported by the Sustainability Working Group ("SWG"). Established in December 2025, the SWG is tasked with driving sustainability initiatives and ensuring alignment across all departments. The SWG is supported by various Head of Departments ("HODs") and is composed of key leadership team members, including the:

- Managing Director (MD)
- Executive Director (ED)
- Chief Operations Officer (COO)

As part of the continuous development of its sustainability framework and governance practices, the Group has, in the current reporting period, engaged a specialized local external consultant to spearhead the development of its 2026 Sustainability Roadmap. This strategic initiative is designed to enhance its ESG management practices, meet evolving stakeholder expectations and more importantly, to reinforce the Group's long-term operational sustainability.

STAKEHOLDER ENGAGEMENT

Our commitment to stakeholder engagement is fundamental to generating sustainable value for the Group. We proactively work with our key stakeholders throughout our business operations, soliciting their insights to inform our strategic decisions and ensure that their needs and expectations are aligned with our business goals. Below is a summary of our interactions with key stakeholders over the year, detailing the platforms used for engagement and communication and the concerns raised, and how we have addressed them are highlighted in our engagement approach and frequency section.

STAKEHOLDER	AREAS OF INTEREST/ CONCERN	ENGAGEMENT APPROACH AND FREQUENCY	OUR RESPONSES
Board of Directors	• Financial and business performance • Strategic priorities and objectives • Corporate governance and ethics • Sustainability	• Internal/external meetings • Board meetings • General meetings (AGM/EGM) Frequency: Annually, Quarterly	• Regular engagement to review business performance and long-term growth strategies • Implement ESG priorities aligned with operational performance
Customers	• Product and service offerings • Data privacy and security • Customer service • Network service quality and coverage	• Internal/external meetings • Company events/activities • Company website (including products and service) • Customer care hotline Frequency: Quarterly, Monthly, Weekly, Daily	• Expand and enhance telecommunications infrastructure • Close monitoring on network performance to minimise downtime • Be responsive to complaints and resolve enquiries promptly
Employees	• Workplace diversity and inclusion • Training and career development • Employee welfare and remuneration • Occupational health and safety	• Internal/external meetings • Company events/activities • Internal communication channels/platform • Training/Conference/ Seminar Frequency: Annually, Quarterly, Monthly, Weekly, Daily	• Encourage open communication • Recognise employee contributions • Promote diverse and inclusive work culture • Establish clear policies to ensure fair treatment and equitable remuneration for all employees

STAKEHOLDER	AREAS OF INTEREST/ CONCERN	ENGAGEMENT APPROACH AND FREQUENCY	OUR RESPONSES
Suppliers, Vendors and Partners	• Supply chain management • Procurement transparency • Technical collaboration and support	• Internal/external meetings • Company events/activities • Internal communication channels platform • Company website (including annual report/ quarterly financial report) Frequency: Monthly, Weekly, Daily	• Prioritise ethical sourcing • Ensure transparency communication of procurement criteria and expectations to suppliers • Strengthen ongoing partnerships with key suppliers and business partners
Authorities and Regulators	• Service network quality and coverage • Compliance and regulatory adherence • Data privacy and security	• Internal/external meetings • Regulatory submissions • Company events/activities Frequency: Annually, Quarterly, Monthly, Weekly	• Uphold highest standards of regulatory compliance and operational transparency • Contribute to bridging the digital divide through government initiatives • Close monitoring on network performance to meet national benchmarks
Shareholders/ Investors/ Analysts	• Financial and business performance • Outlook and priorities • ESG strategies	• Analyst briefing • General meetings (AGM/ EGM) • Announcements to Bursa Securities • Company website (including annual report/ quarterly financial report/ investor relations) Frequency: Annually, Quarterly	• Uphold transparency in reporting disclosures • Timely engagement to review business performance and outlook • Consistent dividend payout
Financial Institutions	• Financial resilience and liquidity management • Strategic funding and capital allocation • Compliance and regulatory adherence	• Board meetings • General meetings (AGM/ EGM) • Company website (including annual report/ quarterly financial report) Frequency: Annually, Quarterly, As needed	• Timely engagement to discuss funding strategies to support telecommunication infrastructure expansion and strategic growth • Uphold robust financial governance and compliance with all regulatory requirements

MATERIAL SUSTAINABLE MATTERS

The Group is dedicated to assessing, identifying and prioritizing material ESG matters as it advances its sustainability journey. Key sustainability matters have been established through an internal assessment of the Group's business operations, regulatory obligations and core operational risks. These matters were identified by Management with careful consideration of the specific environmental and social landscape of the telecommunications industry.

The SWG has identified the following sustainability matters as relevant to its current operations:

1. Anti-corruption and corporate governance
2. Network quality and coverage
3. Customer experience and satisfaction
4. Data privacy and security
5. Digital inclusion and innovation
6. Occupational health and safety
7. Diversity, equity and inclusion
8. Supply chain management
9. Environmental compliance and impact management
10. Community development

At the stage of this report, the Group has not conducted a formal materiality assessment involving external stakeholders for FY2025. The identification and prioritisation of material sustainability matters during the financial year were performed internally by Management, based on their understanding of the Group's operations, risk profile, and industry practices. The Group acknowledges the importance of incorporating external stakeholder perspectives and intends to progressively enhance its materiality assessment process to include broader stakeholder engagement in future reporting periods. This assessment will be conducted in tandem with the formalisation of the 2026 Sustainability Roadmap, facilitated by the recently appointed external ESG consultant.

ENVIRONMENTAL

Year 2025 marks the Group's first year of systematically tracking and monitoring its energy, water usage and fuel consumption alongside the initiation of targeted efforts to minimise its environmental impact. Through this process, the Group has identified key areas for improvement and will implement more effective sustainability initiatives. Moving forward, the Group remains committed to optimising resource efficiency across its operations in alignment with sustainability best practices and industry standards.

ENERGY CONSUMPTION

ITEM	FY2025
Total energy consumption (MWh)	660.23

In FY2025, the Group consumed a total of 660.23 MWh of electricity across its main offices, teleport and diversity hubs and warehouse facility. Of this, 89.17% of the total consumption was concentrated within the teleport and diversity hubs, reflecting the continuous energy required to maintain connectivity infrastructure, ensuring equipment uptime and upholding service reliability.

To minimize environmental footprint, the Group has institutionalised several energy conservation measures centred on the integration of energy-efficient technologies. These initiatives include encouraging energy conservation through the use of energy-efficient equipment such as LED lighting, Energy Star-labelled electronics and inverter air conditioners.

Looking ahead, the Group will continue to monitor electricity usage closely and identify opportunities for better energy efficiency. The Group is evaluating the potential installation of solar panel systems at its teleports and warehouse facility as part of its ongoing commitment to reducing its environmental footprint and advancing the adoption of renewable energy solutions.

WATER MANAGEMENT

ITEM	FY2025
Total water consumption (m3)	530.90

In FY2025, the Group recorded a total water consumption of 530.90 m^3, with usage primarily concentrated within its main offices. Although water consumption is not a major environmental driver compared with electricity and fuel usage, the Group remains mindful of responsible water use and will continue promoting conservation practices at its offices and operational facilities. The Group will also continue its efforts to monitor water usage patterns to support efficient resource management.

FUEL CONSUMPTION

ITEM	FY2025
Total fuel consumption (L)	98,058.80

Fuel usage remains relevant to the Group due to the operational nature of its field support, infrastructure deployment, maintenance work and genset usage. In FY2025, total fuel consumption for company vehicles and gensets amounted to 98,058.80 litres, of which 97.41% was attributed to its vehicle fleet supporting installations, corrective and preventive maintenance at remote sites.

In addition, the Group separately tracked diesel consumption for specific operational use cases, including 2,306.98 litres for the genset powering its telecommunication lattice towers at the Baleh Dam, Kapit, and 228.84 litres for teleport and diversity hub gensets. The Group will continue monitoring its fuel usage to support operational planning and improve efficiency over time.

At this stage, the Group has begun tracking fuel and electricity consumption data, but a complete greenhouse gas emissions ("GHG") calculation has not been implemented. As such, Scope 1 and Scope 2 emissions have not yet been disclosed in this Statement.

ENVIRONMENTAL COMPLIANCE

ITEM	FY2025
Incidents of non-compliance with environmental laws and regulations	0

In FY2025, the Group recorded no instances of non-compliance with environmental laws and regulations resulting in fines or penalties. While no formal Environmental Impact Assessments were required or implemented for new projects delivered during the year, the Group recognises the growing importance of proactive environmental integration within its business operations.

Moving forward, as the Group further expands its service portfolio, it intends to integrate environmental considerations into the early stages of project planning and infrastructure deployment. By embedding these considerations into its core business segments, the Group aims to transition from a status of baseline regulatory compliance to a more proactive model of environmental stewardship ensuring long-term sustainability for both the business and the communities it serves.

SOCIAL

The Group strives to empower both its employees and the wider community, aligning its strategic priorities with social responsibility. From nurturing an inclusive and supportive work environment to bridging the digital divide, the Group is committed to developing a diverse and skilled workforce while enhancing customer experience through reliable and secure internet services.

WORKFORCE AND DIVERSITY

ITEM	FY2025
Total number of employees	93

CATEGORY	MALE	FEMALE
Management	5	2
Executive	23	12
Non-executive	38	13
Total	**66**	**17**

AGE GROUP	BELOW 30	AGE 31-50	ABOVE 50
Management	-	4	3
Executive	12	22	1
Non-executive	19	22	-
Total	**41**	**48**	**4**

Notes:

- *Management consists of Managing Director, Executive Director, C-Suite Officers, General Manager and Senior Managers.*
- *Executives consist of Managers, Assistant Managers, Senior Executives and Executives.*
- *Non-executives consist of Non-executives and Assistant Technicians.*

In FY2025, the Group had 93 permanent employees and no contractors or temporary staff. Out of the total workforce, 66 were male and 27 were female, representing 29.0% female workforce participation.

At the core of the Group's success is a skilled, motivated and high-performing workforce. The Group is committed to fostering an inclusive and diverse environment that empowers its people to drive sustainable growth and achieve long-term strategic objectives. By prioritizing meaningful talent attraction and retention strategies, the Group ensures that its employees remain the primary drivers of its business excellence.

The Group is committed to supporting career development through transparent pathways for growth and advancement. In December 2025, the Group introduced a comprehensive Five-Pillar Key Performance Indicator framework ("KPI Framework"), with implementation commencing in January 2026. This framework is designed to align individual performance with the Group's broader growth trajectory, ensuring that every role contributes meaningfully to both individual professional development and the Group's overall success.

TALENT RECRUITMENT

ITEM	MALE	FEMALE
Talent recruitment (new hire)	7	3

The Group's recruitment strategy focuses on appointing the right individual for the right position based on their skills, professional experience and alignment with the Group's strategic objectives. The Group prohibits discrimination of any kind within its recruitment process ensuring that all candidates are evaluated fairly and equitably.

During FY2025, the Group recorded 10 new hires, comprising 7 male and 3 female employees. New recruits were evenly split between employees below 30 years old and those aged 31 to 50. Meanwhile, the total employee turnover during the year was 8 employees, all within the non-executive category.

TALENT DEVELOPMENT

CATEGORY	TRAINING PERIOD (HOURS)
Management	121.5
Executive	541.5
Non-executive	572.5
Total	**1,235.5**

Notes:

- *Management consists of Managing Director, Executive Director, C-Suite Officers, General Manager and Senior Managers.*
- *Executives consist of Managers, Assistant Managers, Senior Executives and Executives.*
- *Non-executives consist of Non-executives and Assistant Technicians.*

The Group continues to invest in employee capability. In FY2025, total training hours recorded amounted to 1,235.5 hours. Most of the job-related trainings and programmes were supported through the Human Resources Development Fund. The Group remains committed to providing all employees with equitable training opportunities to upskill and enhance their professional competencies as well as supporting workforce development.

TALENT RETENTION

The Group recognises the importance of talent retention being fundamental to maintaining business continuity and achieving long-term resilience. To this end, annual performance appraisals are conducted not only to evaluate individual contributions but also to gauge overall job satisfaction and identify areas for professional growth.

This commitment to excellence is further reinforced through the KPI Framework implementation which establishes clear progression pathways and a competitive performance-based reward system. This approach underscores the Group's dedication to recognising and rewarding high performance.

OCCUPATIONAL HEALTH AND SAFETY

The Group takes a prudent and structured approach to providing a safe working environment, especially given the field-based and infrastructure-related nature of its operations. Governed by the Group's Health, Safety and Environment Policy, the Group enforces stringent safety measures to protect employees, stakeholders and suppliers. The Group remains steadfast in its goal of achieving zero fatalities and maintaining continuous efforts in managing lost-time injuries ("LTI") across all operations.

To ensure safety standards are practiced consistently, the Group has implemented proactive monitoring and reporting systems. The success of these frameworks is reflected in the Occupational Safety and Health ("OSH") records for FY2025:

ITEM	FY2025
Work-Related Fatalities	0
LTIs	0
Workers On Long Convalescence	0

Beyond maintaining a clean OSH record, employees were encouraged to attend safety-related training throughout the year. These programmes equip employees with the knowledge and practical skills needed to identify hazards, assess risks and implement effective control measures reinforcing a proactive safety culture across the organization.

In FY2025, a total of 30 employees participated in various safety-related training programmes, accumulating 306 training hours. Key training programmes directly related to the Group's business operations included:

ORGANIZER	PROGRAMMES
National Institute of Occupational Safety and Health (NIOSH)	• Occupational Safety and Health Awareness Passport • Hazard Identification, Risk Assessment and Control (HIRARC) • NIOSH-TM Safety Passport • Sarawak Energy Safety Passport
Construction Industry Development Board (CIDB)	• Safety Induction for Construction Worker
St. John Ambulance of Malaysia	• First Aid

These initiatives not only enhance employees' safety competencies but also foster a culture of shared responsibility, vigilance, and continuous learning. By investing in structured OSH training, the Group ensures that workplace safety is embedded in daily operations while safeguarding the well-being of its workforce.

EMPLOYEE ENGAGEMENT AND COMMUNITY CONTRIBUTION

The Group places strong emphasis on cultivating employee engagement as an integral pillar of its workplace culture and communication approach. As such, the Group strives to foster an environment where employees feel consistently valued, motivated and empowered. In line with this commitment, the Group has strategically strengthened its employee engagement and community contribution efforts in FY2025 through a series of initiatives aimed at enhancing teamwork, promoting well-being and encouraging social responsibility.

SOCIAL AND RECREATIONAL ACTIVITIES

ACTIVITY	TIMELINE	DETAILS
Ramadhan buffet	March 2025	An annual tradition celebrating cultural unity and fostering inclusive social interaction among employees.
Bowling tournament	June 2025	The Group's first-ever bowling tournament aimed at building competitive spirit and strengthening camaraderie through healthy sportsmanship.
Annual company trip	November 2025	A dedicated trip to Sabah to promote team building and encourage interaction among employees from various regions.
Quarterly birthday celebrations	Throughout FY2025	Regular gatherings to recognise individual milestones.

HEALTH AND WELLNESS ACTIVITIES

ACTIVITY	TIMELINE	DETAILS
Badminton	Weekly	Regular sessions established to encourage active and healthy lifestyle.
Kuching Autistic Association Charity and Food Sales 2025	July 2025	Participated in a food sales drive to support the Kuching Autistic Association, promoting social responsibility and community engagement.
Yayasan Jantung Sarawak – World Heart Day 2025	September 2025	Participation in a community walk to promote heart health awareness.

SOCIAL VALUE CREATION

ITEM	FY2025
Total amount invested in the community	RM 418,320

In FY2025, the Group reaffirmed its commitment to social development through a sustained investment of approximately RM418,320. This included corporate donations towards leadership development, social welfare and youth empowerment and supporting 18 active sites across the rural regions of Sarawak.

Central to these efforts is the Group's "WiFi Kamek CSR Broadband Service" ("WiFi Kamek") initiative which leverages satellite-based communications networks and services to deliver high-speed internet to underserved and remote communities. FY2025 marks the fifth consecutive year of the WiFi Kamek initiative, a milestone that underscores the Group's long-term commitment to fostering digital inclusion and bridging the urban-rural connectivity divide.

Beyond providing free internet access and supporting community-focused initiatives, the Group continues to prioritise the enhancement of essential digital infrastructure. These efforts are aimed at enabling long-term socio-economic empowerment and supporting sustainable development across the underserved communities.

GOVERNANCE

GOVERNANCE FRAMEWORK AND POLICIES

The Group's governance framework is guided by policies and procedures integrated across all business operations. The Group remains firmly committed to adhering to regulatory requirements and standards, thereby strengthening its overall governance and upholding the highest levels of integrity. To maintain a transparent and accountable corporate environment, the Group has established and strictly enforces the following core policies and terms:

- Board and Committee Oversight: Guided by formal Terms of Reference to ensure structured leadership.
- Ethical Standards: Upheld through the Code of Conduct and Ethics, a rigorous Anti-Bribery and Corruption Policy, and a No Gift Policy.
- Accountability: Supported by a Whistleblower Policy to encourage transparent reporting.
- Professional Integrity: Ensured through the Fit and Proper Policy and a Remuneration Policy.

The effectiveness of the Group's governance framework is validated by the Group's ethical performance metrics.

ITEM	FY2025
Operations assessed for corruption-related risks	100%
Confirmed incidents of corruption	0
Whistleblowing reports received	0
Substantiated human rights complaints	0

In FY2025, 100% of its operations were assessed for corruption-related risks and there were no confirmed incidents of corruptions, whistleblowing reports and substantiated human rights complaints. These series of key indicators reflect the Group's continued commitment to regulatory compliance, ethical conduct and internal accountability.

The Group also maintains ISO 9001:2015 Quality Management System certification covering all three business services, supporting consistency in service quality and operational processes.

REGULATORY COMPLIANCE AND CYBERSECURITY

Operating within the telecommunication sector, the Group recognises the significant risks associated with non-compliance with regulatory requirements and cybersecurity standards. The Group is guided by its Personal Data Protection Act ("PDPA") Policy and requires all employees to adhere strictly to its provisions. The Group remains committed to safeguarding data, ensuring regulatory compliance and meeting stakeholder expectations.

ITEM	FY2025
Incidents of non-compliance resulting in fines or penalties	0
Incidents of non-compliance resulting in warnings	0
Non-monetary sanctions	0
Cases brought through dispute resolution mechanisms	0
Number of substantiate complaints concerning breaches of customer privacy and losses of customer data	0

In FY2025, the Group recorded no instances of non-compliance with regulatory requirements and cybersecurity standards, reflecting the effectiveness of its internal control and governance practices. To uphold these standards, the Group will continue to strengthen its compliance framework through regular reviews, internal monitoring mechanisms and employee awareness initiatives.

In addition, the Group adopts a prudent approach to risk management by identifying potential vulnerabilities, implementing preventive controls, and ensuring timely response to emerging threats. This includes safeguarding sensitive information, maintaining secure systems and reinforcing accountability across all levels of the organisation.

FUTURE PRIORITIES

The Group remains steadfast in its commitment to maturing its sustainability journey. Through the engagement of an external ESG consultant, the Group is actively enhancing its ESG management practices to meet evolving stakeholder expectations. More importantly, this strategic engagement serves to reinforce the Group's long-term operational sustainability. Moving forward, the Group will focus on strengthening its sustainability reporting and operational management across several areas:

1) Environmental stewardship and carbon management:
   - Improving energy and fuel monitoring at both the asset and business-unit levels to drive operational efficiency.
   - Establishing a formal basis for GHG reporting to improve transparency regarding the Group's carbon footprint.
   - Developing a structured approach to environmental target-setting over time.

2) Social responsibility and human capital:
   - Maintaining continuous investment in employee development and specialized safety competencies to ensure a future-ready workforce.
   - Upholding industry-leading service quality and customer trust standards to protect the Group's market-leading reputation.

3) Governance and enhanced disclosure:
   - Expanding the depth of corporate disclosures in alignment with the Bursa Malaysia Main Market Listing Requirements.
   - Adopting industry best practices to enhance transparency and accountability.

By embedding these priorities into its core business segments, the Group aims to transition from baseline regulatory compliance to a proactive model of stewardship, ensuring sustainable value for both the business and the communities it serves.

Reach Ten Holdings Berhad

BMLR Transition Period

Date & Time: 2026-04-23_08:40:59

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	a) Percentage of employees who have received training on anticorruption by employee category	Percentage	Management: 7% Executive: 2% Non-executive: -	Provide Anti-bribery and anti-corruption training to all employees.	No assurance
Anti-Corruption	b) Percentage of operations assessed for corruption-related risks	Percentage	100%	All operations to be assessed for corruption-related risks.	No assurance
Anti-Corruption	c) Confirmed incidents of corruption and action taken	Number	0	Zero incident.	No assurance
Community/Society	a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	Currency (RM)	RM 418,320	As and when required.	No assurance
Community/Society	b) Total number of beneficiaries of the investment in communities	Number	Nil	As and when required.	No assurance
Diversity	a) Percentage of employees by gender and age group, for each employee category	Percentage	Male management: 5% Female management: 2% Male executive: 25% Female executive: 13% Male non-executive: 41% Female non-executive: 14% Management below 30: 0% Management age 31-50: 4% Management above 50: 3% Executive below 30: 13% Executive age 31-50: 24% Executive above 50: 1% Non-executive below 30: 31% Non-executive age 31-50: 24% Non-executive above 50: 0%	Maintain zero employment of child labour across all operations.	No assurance
Diversity	b) Percentage of directors by gender and age group	Percentage	Male director: 57% Female director: 43% Above 50: 100%	Minimum 30% female directors.	No assurance
Energy Management	a) Total energy consumption	Megawatt hour	660.23	FY2025 data serves as the baseline and targets are currently under development.	No assurance

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Reach Ten Holdings Berhad

BMLR Transition Period

Date & Time: 2026-04-23_08:40:59

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Health and safety	a) Number of work-related fatalities	Number	0	Zero fatality.	No assurance
Health and safety	b) Lost time incident rate	Number	0	Zero incident.	No assurance
Health and safety	c) Number of employees trained on health and safety standards	Number	30	At least 2 trained staff per department.	No assurance
Labour practices and standards	a) Total hours of training by employee category	Hours	Management: 121.5 Executive: 541.5 Non-executive: 572.5	At least 2 training (internal & external) per staff annually.	No assurance
Labour practices and standards	b) Percentage of employees that are contractors or temporary staff	Percentage	0%	Not more than 10% of staff strength.	No assurance
Labour practices and standards	c) Total number of employee turnover by employee category	Number	Management: 0 Executive: 0 Non-executive: 8	Not more than 10% of staff strength.	No assurance
Labour practices and standards	d) Number of substantiated complaints concerning human rights violations	Number	0	Zero violation.	No assurance
Supply chain and management	a) Proportion of spending on local suppliers	Percentage	Nil, data currently unavailable due to reporting system transitions.	Targets are currently under development.	No assurance
Data privacy and security	a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	Zero breach.	No assurance
Water	a) Total volume of water used	Kilolitre	530.90	FY2025 data serves as the baseline and targets are currently under development.	No assurance
Waste management	a) Total waste generated and a breakdown of the following: (i) total waste diverted from disposal (ii) total waste directed to disposal	Ton	Nil, data currently unavailable due to reporting system transitions.	Targets are currently under development.	No assurance

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Reach Ten Holdings Berhad

BMLR Transition Period

Date & Time: 2026-04-23_08:40:59

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Emissions management	a) Scope 1 emissions in tonnes of CO2e	tCO2e	Nil, data currently unavailable due to reporting system transitions.	Targets are currently under development.	No assurance
Emissions management	b) Scope 2 emissions in tonnes of CO2e	tCO2e	Nil, data currently unavailable due to reporting system transitions.	Targets are currently under development.	No assurance

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CORPORATE GOVERNANCE **OVERVIEW STATEMENT**

The Board of Directors ("Board") of Reach Ten Holdings Berhad (the "Company") recognises that sound corporate governance is fundamental in promoting long-term sustainability, accountability and the overall performance of the Company and its subsidiaries (hereinafter, referred to as the "Group"). The Board therefore remains committed to ensuring that appropriate governance frameworks, policies and internal control mechanisms are in place to support responsible management, effective oversight and sustainable value creation for shareholders and other stakeholders.

In fulfilling its fiduciary responsibilities, the Board is guided by the principle of acting in the best interests of the Company and its shareholders, while giving due consideration to the interests of employees, customers, business partners, regulators and the wider community. The Board continuously strives to strengthen the Group's governance practices by reinforcing transparency, integrity, ethical conduct and prudent decision-making across all levels of the organisation.

The Board also recognises that effective governance requires a clear governance structure, robust risk management and internal control systems, as well as an organisational culture that promotes accountability and responsible business conduct. Accordingly, the Board ensures that the Group's governance practices remain aligned with applicable regulatory requirements and evolving best practices in corporate governance.

This Corporate Governance Overview Statement ("Statement") outlines the manner in which the Company has applied the following three (3) key principles of the Malaysian Code on Corporate Governance ("MCCG") during the financial year ended 31 December 2025 ("FY2025"):

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

Prepared in accordance with the requirements of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities"), this Statement should be read together with the Company's Corporate Governance Report ("CG Report"), which provides a more comprehensive description of the Company's application of the practices under the MCCG. The CG Report is available on the Company's website at https://www.reach10.com/.

CORPORATE GOVERNANCE
OVERVIEW STATEMENT

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

BOARD RESPONSIBILITIES

The Board has overall responsibility for the leadership, strategic direction and long-term success of the Group. In carrying out its fiduciary and stewardship responsibilities, the Board ensures that the Group is managed in a manner that promotes sustainable value creation while safeguarding the interests of shareholders and other stakeholders.

The Board is primarily responsible for setting the strategic direction of the Group and overseeing the implementation of the Group's business strategies by Management. In doing so, the Board reviews and approves the Group's strategic plans, annual business plans and major capital investments, while monitoring the performance of Management to ensure that the Group's objectives are achieved effectively and responsibly.

The Board also plays a key role in overseeing the Group's governance framework, risk management practices and internal control systems to ensure that appropriate policies, procedures and controls are in place. In addition, the Board ensures that the Group conducts its business in compliance with applicable laws, regulations and ethical standards.

In carrying out its duties, the Board is supported by several Board Committees, which assist the Board in overseeing specific areas of governance and management oversight. The roles, responsibilities and authority of the Board, as well as matters reserved for the Board's decision, are set out in the Board Charter, which serves as a guiding document for the Board in the discharge of its responsibilities.

Further details on the Board's governance structure, including the composition of the Board, its Committees, the separation of roles between the Chairman and Management, and other governance practices adopted by the Company, are set out in the following sections of this Corporate Governance Overview Statement.

SEPARATION OF ROLES OF CHAIRMAN AND MANAGING DIRECTOR

The Company maintains a clear separation of roles and responsibilities between the Chairman of the Board and the Managing Director, which promotes an appropriate balance of power, authority and accountability within the Company's leadership structure.

The Board is chaired by Datuk Amar Jaul Anak Samion ("Datuk Amar"), an Independent Non-Executive Director, who provides leadership to the Board and is responsible for ensuring its effectiveness in discharging its responsibilities. The Chairman facilitates constructive and open discussions among Board members, ensures that Board meetings are conducted in an orderly manner and promotes a culture of good corporate governance within the Group. The Chairman also ensures that Directors receive timely and relevant information to enable them to make informed decisions.

The Managing Director, Mr Chin Yu Lay, is responsible for the day-to-day management of the Group's operations and the implementation of the strategies and policies approved by the policies approved by the Board.

The Managing Director leads the management team in executing the Group's business plans and operational objectives, while reporting to the Board on the Group's performance and key operational developments.

This clear division of responsibilities ensures that the Board maintains effective oversight of Management, while Management focuses on the operational management of the Group's business. The separation of roles also supports objective decision-making and reinforces the Company's commitment to sound corporate governance practices.

BOARD COMPOSITION AND INDEPENDENCE

The Board currently comprises seven (7) members, consisting of one (1) Managing Director, one (1) Executive Director and five (5) Independent Non-Executive Directors. The Board composition reflects an appropriate balance between executive and non-executive representation, with a majority of Independent Directors, which is in line with the Listing Requirements of Bursa Securities and the recommendations of the MCCG.

The presence of a majority of Independent Non-Executive Directors ensures that the Board maintains independence and objectivity in its deliberations and decision-making processes. The Independent Directors provide constructive challenge and independent judgement to the Board's discussions, particularly in matters relating to strategy, performance, risk management and governance. In the event of any vacancy on the Board resulting in non-compliance with the required number of independent directors, such vacancy shall be filled within three (3) months.

Collectively, the Directors bring to the Board a broad range of expertise and experience in areas such as business management, finance, telecommunications infrastructure, corporate governance and regulatory compliance. This diverse mix of skills and experience enables the Board to effectively discharge its responsibilities in guiding the strategic direction and oversight of the Group. In accordance with the Company's Constitution, all Directors who are appointed by the Board are subject to election by shareholders at the first Annual General Meeting of the Company after their appointment. An election of Directors shall take place every year where one-third (1/3) of the Directors for the time being or, if their number is not three (3) or multiple of three (3), then the number nearest to one-third (1/3) shall retire but shall be eligible for re-election; provided always that all Directors shall retire from office at least once in every three (3) years.

The independence of each Independent Director is assessed annually by the Board, taking into consideration the criteria set out under the Listing Requirements of Bursa Securities. Based on the assessment conducted for the financial year, the Board is satisfied that the Independent Directors continue to demonstrate independence of character and judgement in the discharge of their duties and responsibilities.

BOARD COMMITTEES

To assist in the effective discharge of its duties and responsibilities, the Board has established three (3) Board Committees, namely the Audit and Risk Management Committee ("ARMC"), Nomination Committee ("NC") and Remuneration Committee ("RC"). These committees support the Board by providing focused oversight and recommendations on specific areas of governance and management. All committees comprise no fewer than three (3) members.

Each committee operates within clearly defined Terms of Reference, which outline the committee's roles, authority and responsibilities. The Terms of Reference are periodically reviewed to ensure that they remain aligned with regulatory requirements and best practices in corporate governance. The Terms of Reference for the respective committees are also available on the Company's website.

The Board Committees comprise predominantly Independent Non-Executive Directors, which promotes objectivity and independence in the deliberation of matters within their respective scopes. The committees review matters within their terms of reference and make recommendations to the Board for consideration and approval where appropriate.

The chairman of each committee reports to the Board on key deliberations, findings and recommendations arising from Committee meetings. Through this structure, the Board is able to maintain effective oversight over critical areas such as financial reporting, risk management, board composition, succession planning and remuneration practices.

Further details on the roles and activities of the respective Board Committees are set out in the following sections.