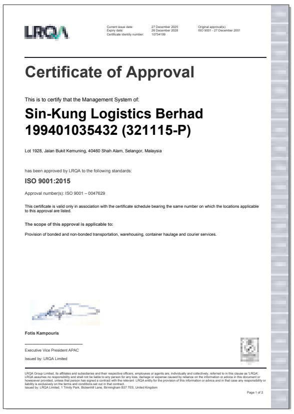
SUSTAINABILITY STATEMENT



Current issue date: 27 December 2025
Expiry date: 26 December 2028
Certificate identity number: 10734199
Original approval(s): ISO 9001 - 27 December 2001

Certificate of Approval

This is to certify that the Management System of:

Sin-Kung Logistics Berhad
199401035432 (321115-P)

Lot 1928, Jalan Bukit Kemuning, 40460 Shah Alam, Selangor, Malaysia

has been approved by LRQA to the following standards:

ISO 9001:2015

Approval number(s): ISO 9001 – 0047629

This certificate is valid only in association with the certificate schedule bearing the same number on which the locations applicable to this approval are listed.

The scope of this approval is applicable to:

Provision of bonded and non-bonded transportation, warehousing, container haulage and courier services.

Fotis Kampouris
Executive Vice President APAC
Issued by: LRQA Limited

LRQA Group Limited, its affiliates and subsidiaries and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'LRQA'. LRQA assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant LRQA entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.
Issued by: LRQA Limited, 1 Trinity Park, Bickenhill Lane, Birmingham B37 7ES, United Kingdom

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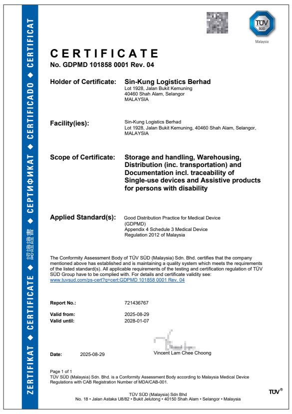


ZERTIFIKAT ◆ CERTIFICATE ◆ 認證證書 ◆ СЕРТИФИКАТ ◆ CERTIFICADO ◆ CERTIFICAT

Malaysia

CERTIFICATE
No. GDPMD 101858 0001 Rev. 04

Holder of Certificate: **Sin-Kung Logistics Berhad**
Lot 1928, Jalan Bukit Kemuning
40460 Shah Alam, Selangor
MALAYSIA

Facility(ies): Sin-Kung Logistics Berhad
Lot 1928, Jalan Bukit Kemuning, 40460 Shah Alam, Selangor, MALAYSIA

Scope of Certificate: **Storage and handling, Warehousing, Distribution (inc. transportation) and Documentation incl. traceability of Single-use devices and Assistive products for persons with disability**

Applied Standard(s): Good Distribution Practice for Medical Device (GDPMD)
Appendix 4 Schedule 3 Medical Device Regulation 2012 of Malaysia

The Conformity Assessment Body of TÜV SÜD (Malaysia) Sdn. Bhd. certifies that the company mentioned above has established and is maintaining a quality system which meets the requirements of the listed standard(s). All applicable requirements of the testing and certification regulation of TÜV SÜD Group have to be complied with. For details and certificate validity see: www.tuvsud.com/ps-cert?q=cert:GDPMD 101858 0001 Rev. 04

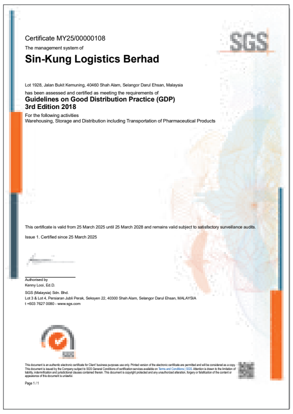
Report No.: 721436767
Valid from: 2025-08-29
Valid until: 2028-01-07

Date: 2025-08-29

Vincent Lam Chee Choong

Page 1 of 1
TÜV SÜD (Malaysia) Sdn. Bhd. is a Conformity Assessment Body according to Malaysia Medical Device Regulations with CAB Registration Number of MDA/CAB-001.

TÜV SÜD (Malaysia) Sdn Bhd
No. 18 • Jalan Astaka U8/82 • Bukit Jelutong • 40150 Shah Alam • Selangor • Malaysia



Certificate MY25/00000108
The management system of
Sin-Kung Logistics Berhad

Lot 1928, Jalan Bukit Kemuning, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia
has been assessed and certified as meeting the requirements of
Guidelines on Good Distribution Practice (GDP)
3rd Edition 2018
For the following activities
Warehousing, Storage and Distribution including Transportation of Pharmaceutical Products

This certificate is valid from 25 March 2025 until 25 March 2028 and remains valid subject to satisfactory surveillance audits.

Issue 1. Certified since 25 March 2025

Authorised by
Kenny Looi, Ed.D.
SGS (Malaysia) Sdn. Bhd.
Lot 3 & Lot 4, Persiaran Jubli Perak, Seksyen 22, 40300 Shah Alam, Selangor Darul Ehsan, MALAYSIA
t +603 7627 0080 - www.sgs.com

This document is an authentic electronic certificate for Client' business purposes use only. Printed version of the electronic certificate are permitted and will be considered as a copy. This document is issued by the Company subject to SGS General Conditions of certification services available on Terms and Conditions | SGS. Attention is drawn to the limitation of liability, indemnification and jurisdictional clauses contained therein. This document is copyright protected and any unauthorized alteration, forgery or falsification of the content or appearance of this document is unlawful.

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These certifications demonstrate SINKUNG's commitment to maintaining high standards of quality, operational reliability and regulatory compliance, while strengthening confidence among our clients and business partners.

Where minor non-conformities or opportunities for improvement are identified during certification audits, we work closely with the relevant certification bodies to implement corrective actions and remediation measures. This process supports continuous improvement and helps strengthen our operational resilience and compliance framework.

BUSINESS CONTINUITY & DISASTER RECOVERY PLAN

Maintaining operational resilience and preparedness for potential disruptions remains an important priority for the Group. A Business Continuity and Disaster Recovery Plan ("BCDRP") is in place to guide the Group's response to potential operational disruptions and emergency situations.

The BCDRP provides structured procedures to address a range of potential incidents, including natural disasters, power outages, system failures and other unforeseen events that may affect business operations. The plan is designed to minimise operational disruption, safeguard the safety of employees and customers, and facilitate a timely and efficient recovery of critical functions.

The BCDRP also establishes clear communication and escalation protocols to support timely decision-making and coordinated response during emergency situations. Through this framework, the Group strengthens our preparedness and resilience, supporting business continuity while safeguarding the interests of employees, customers and other stakeholders.

GOVERNANCE COMMITMENT

Strong governance practices remain fundamental to the Group's commitment to responsible and sustainable business operations. Through the implementation of appropriate policies, adherence to regulatory requirements, and continuous monitoring of ethical standards and operational risks, the Group seeks to uphold transparency, accountability and integrity across all aspects of our operations. These governance practices support long-term value creation while strengthening the trust and confidence of our stakeholders.

SUSTAINABILITY STATEMENT

Sin-Kung Logistics Berhad
BMLR Transition Period

Date & Time: 2026-04-30 12:00:09
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
GHG Emissions	C11(a) Scope 1	tCO2e	8,311.17	-	No assurance
GHG Emissions	C11(b) Scope 2	tCO2e	1,166.28	-	No assurance
Anti-Corruption	C1(a) Percentage of employees who have received training on anti-corruption by employee category -Senior Management	Percentage (%)	100	100%	No assurance
Anti-Corruption	C1(a) Percentage of employees who have received training on anti-corruption by employee category - Middle Management	Percentage (%)	100	100%	No assurance
Anti-Corruption	C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage (%)	100	100%	No assurance
Anti-Corruption	C1(a) Percentage of employees who have received training on anti-corruption by employee category - Technical / Others	Percentage (%)	100	100%	No assurance
Anti-Corruption	C1(b) Percentage of operations assessed for corruption-related risks	Percentage (%)	0	100%	No assurance
Anti-Corruption	C1(c) Confirmed incidents of corruption and action taken	Number	0	0	No assurance
Community / Society	C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	33,897.68	-	No assurance
Community / Society	C2(b) Total number of beneficiaries of the investment in communities	Number	9	-	No assurance

Sin-Kung Logistics Berhad
BMLR Transition Period

Date & Time: 2026-04-30 12:00:09
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Supply Chain	C7(a) Proportion of spending on local suppliers	Percentage (%)	96	Above 95%	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Male	Percentage (%)	75	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Female	Percentage (%)	25	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Under 30 Years	Percentage (%)	25	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - 30-50 years	Percentage (%)	56	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Above 50 Years	Percentage (%)	18	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Senior Management, Under 30 Years	Percentage (%)	0	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Senior Management, 30 - 50 Years	Percentage (%)	1	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Senior Management, Above 50 Years	Percentage (%)	1	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Middle Management, Under 30 Years	Percentage (%)	2	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Middle Management, 30 - 50 Years	Percentage (%)	8	-	No assurance

Sin-Kung Logistics Berhad

BMLR Transition Period

Date & Time: 2026-04-30 12:00:09

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Middle Management, Above 50 Years	Percentage (%)	5	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Executive, Under 30 Years	Percentage (%)	3	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Executive, 30 - 50 Years	Percentage (%)	8	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Executive, Above 50 Years	Percentage (%)	1	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Drivers, Under 30 Years	Percentage (%)	5	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Drivers, 30 - 50 Years	Percentage (%)	22	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Drivers, Above 50 Years	Percentage (%)	10	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Technical/-Others, Under 30 Years	Percentage (%)	15	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Technical/-Others, 30 - 50 Years	Percentage (%)	18	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category -Technical-/Others, Above 50 Years	Percentage (%)	2	-	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-30 12:00:09

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Sin-Kung Logistics Berhad

BMLR Transition Period

Date & Time: 2026-04-30 12:00:09

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Senior Management, Male	Percentage (%)	1	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Senior Management, Female	Percentage (%)	1	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Middle Management, Male	Percentage (%)	9	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Middle Management, Female	Percentage (%)	6	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Executive, Male	Percentage (%)	9	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Executive, Female	Percentage (%)	4	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Drivers, Male	Percentage (%)	37	—	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Drivers, Female	Percentage (%)	0	—	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Technical/-Others Male	Percentage (%)	19	-	No assurance
Diversity	C3(a) % of Employees by Gender & Age Group Category - Technical/-Others Female	Percentage (%)	15	-	No assurance
Diversity	C3(b) % of Directors by gender and age group - Male	Percentage (%)	58	-	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-30 12:00:09

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SUSTAINABILITY STATEMENT

Sin-Kung Logistics Berhad

BMLR Transition Period

Date & Time: 2026-04-30 12:00:09

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	C3(b) % of Directors by gender and age group - Female	Percentage (%)	42	-	No assurance
Diversity	C3(b) % of Directors by gender and age group - 30 to 50 Years	Percentage (%)	42	-	No assurance
Diversity	C3(b) % of Directors by gender and age group - Above 50 Years	Percentage (%)	58	-	No assurance
Labour Practices & Standards	C6(a) Total hours of training by employee category - BOD	Hours	352	-	No assurance
Labour Practices & Standards	C6(a) Total hours of training by employee category - Senior Management	Hours	80	-	No assurance
Labour Practices & Standards	C6(a) Total hours of training by employee category - Middle Management	Hours	1803	-	No assurance
Labour Practices & Standards	C6(a) Total hours of training by employee category - Executive	Hours	2056	-	No assurance
Labour Practices & Standards	C6(a) Total hours of training by employee category - Non-Executive	Hours	791	-	No assurance
Labour Practices & Standards	C6(b) % of Employees that are contractors or temporary staff	Percentage (%)	58	-	No assurance
Labour Practices & Standards	C6(c) % of Employee turnover by Employee category - Senior Management	Percentage (%)	0	-	No assurance
Labour Practices & Standards	C6(c) % of Employee turnover by Employee category - Middle Management	Percentage (%)	9	-	No assurance
Labour Practices & Standards	C6(c) % of Employee turnover by Employee category - Executive	Percentage (%)	6	-	No assurance
Labour Practices & Standards	C6(c) % of Employee turnover by Employee category - Non-Executive	Percentage (%)	85	-	No assurance

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Sin-Kung Logistics Berhad

BMLR Transition Period

Date & Time: 2026-04-30 12:00:09

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour Practices & Standards	C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	No assurance
Health & Safety	C5(a) Number of work related fatalities	Number	0	0	No assurance
Health & Safety	C5(b) Lost time incident rate (LTIR) - Direct Employee	Number	0.62	-	No assurance
Health & Safety	C5(b) Lost time incident rate (LTIR) - Contractual Employee	Number	0.90	-	No assurance
Health & Safety	C5(c) Number of employees trained on health & safety standards	Number	200	-	No assurance
Data Privacy / Security	C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	No assurance
Energy Management	C4(a) Total energy consumption	Gigajoules (GJ)	127,803.86	-	No assurance
Water	C9(a) Total volume of water used	m3	14,377	-	No assurance
Waste Management	C10(a) Total Waste generated	Metric Tonnes	14,042	-	No assurance
Waste Management	C10(a)(i) Total Waste diverted from disposal	Metric Tonnes	13,970	-	No assurance
Waste Management	C10(a)(ii) Total Waste directed to disposal	Metric Tonnes	72	-	No assurance
Waste Management	C10(a) % of Waste recycled vs generated	Percentage (%)	99.5	-	No assurance

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CORPORATE GOVERNANCE OVERVIEW STATEMENT

INTRODUCTION

The Board of Directors ("**the Board**") of Sin-Kung Logistics Berhad ("**the Company**") recognises the importance of corporate governance and is committed to ensuring that the principles and best practices in corporate governance as set out in the Malaysian Code on Corporate Governance ("**MCCG**") are observed and practised throughout the Company and its subsidiaries (collectively referred to as **"the Group**") so that the affairs of the Group are conducted with integrity and professionalism with the objective of safeguarding shareholders' investment and ultimately enhancing shareholders' value.

This statement is prepared in compliance with ACE Market Listing Requirements ("**AMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and it is meant to be read together with the Corporate Governance Statement and Corporate Governance Report. The Corporate Governance Report provides details on how the Company has applied each practice as set out in the MCCG for the financial year ended 31 December 2025 ("**FYE2025**"), a copy of which is available on the Company's website.

This statement further outlines the following principles and recommendations which the Group has comprehended and applied with the best practices outlined in MCCG and the Board will continue to take measures to improve compliance with principles and recommended best practices in the ensuing years:

- Board Leadership and Effectiveness
- Effective Audit and Risk Management
- Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

PRINCIPAL A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

The Board has considered and discussed a wide range of matters during the FYE2025, including strategic decisions and reviewing of risk associated matters in the business. The Board is aware that decisions made for the business of the Group would affect a broad range of our stakeholders. While the Board seeks to ensure that the decisions were taken in a way that was fair and consistent with the Group's values, the Board also recognised the importance of balancing these with the need to support the long-term future of the business.

In order to ensure orderly and effective discharge of the above functions and responsibilities of the Board, the Board has established various committees where specific powers of the Board are delegated to the relevant Board Committees.

II. BOARD COMPOSITION

The Board recognises the benefits of having a diverse Board to ensure that the mix and profiles of the Board members in terms of age, ethnicity and gender to provide the necessary range of perspectives, experience and expertise required to achieve effective stewardship and management. The Board believes that a truly diverse and inclusive Board will leverage on different thought, perspective, cultural and geographical background, age, ethnicity and gender which will ensure that the Group has a competitive advantage.

In evaluating the suitability of individual Board members, the Nominating and Remuneration Committee ("**NRC**") takes into account several factors, including skills, knowledge, expertise, experience, professionalism, integrity and time availability to effectively discharge his or her role as a Director, contribution, background, character, integrity and competence. In the case of candidates for the position of Independent Non-Executive Directors, the NRC will evaluate the candidates' ability to discharge their responsibilities or functions as expected from Independent Non-Executive Directors.

The Board currently has four (4) female Directors, and with the current composition, the Board feels that its members have the necessary knowledge, experience, diverse range of skills and competence to enable them to discharge their duties and responsibilities effectively. Moving forward, the Board, being in line with the national target of having 30% women on the boards of the listed issuers, will maintain a register of potential directors which include high-calibre female candidates and appoint them when the need arises.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

III. REMUNERATION

The Board has in place a Directors' and Senior Management Remuneration Policy which is clear and transparent, designed to support and drive business strategy and long-term objectives of the Group. In this regard, the NRC is responsible to formulate and review the remuneration policies for the Directors of the Company to ensure the same remain competitive, appropriate and in line with the prevalent market practices.

The Board carries out a remuneration review for its employees including that of Senior Management, with the view to ensure that the Group continues to retain and attract the best talents in the industry. The proposed salary structure was considered by the NRC and subsequently approved by the Board for implementation.

PRINCIPAL B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee ("**ARMC**") plays a key role in ensuring integrity and transparency of corporate reporting. The ARMC's role is to review and challenge Management to ensure that appropriate disclosures of accounting treatment and accounting policies are made. The ARMC has a duty to provide assurance to the Board that robust risk management, controls and assurance process are in place. The ARMC continues to monitor the potential risks of the Group and ensures that mitigating factors are in place to see to the health, safety and business continuity of the Group.

Annually, the composition of the ARMC is reviewed by the NRC and recommended to the Board for their approval. With the view to maintain an independent and effective ARMC, the NRC ensures that only Directors who have the appropriate level of expertise and experience and have the strong understanding of the Group's business would be considered for membership on the ARMC.

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Risk Management is a critical component of good management practice and effective corporate governance. With the Risk Management Framework being in place, the Board's decision-making is supported by sufficient information for the right discussions and considerations. The enhanced level of risk debate and greater involvement from the Management are also critical in ensuring that appropriate monitoring and mitigations are embedded to support the proposals under discussion.

The Board will continue to drive a proactive risk management culture and ensure that the Group's employees have a good understanding and application of risk management principles towards cultivating a sustainable risk management culture. The Board will also continue to challenge the Group's risk reporting mechanism and ensure that it is data-driven to capture and quantify exposures where applicable and necessary.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

I. COMMUNICATION WITH STAKEHOLDERS

The Group recognises the importance of stakeholder engagement leading to the long-term sustainability of its businesses. As a responsible corporate citizen, the Group must interact with stakeholders and also acknowledge the potential impact that its operations may have on a wide range of stakeholders. For engagement to be constructive and meaningful, each matter considered by the Board therefore has to be in the context of relevant economic, social and environmental factors.

The Company has heightened its engagement efforts with stakeholders by engaging discussions with analysts, fund managers and shareholders, both locally and overseas, upon requests.

Moving forward, the Board intends to adopt a more mature form of sustainability reporting to stakeholders by implementing the International Integrated Reporting Framework in the Annual Report, allowing stakeholders to have a better understanding on the Group's sustainability.

II. CONDUCT OF GENERAL MEETINGS

The Group's Annual General Meeting ("**AGM**") is an important means of communicating with its shareholders. To ensure effective participation of an engagement with the shareholders at the AGM of the Group, all members of the Board would be present at the meeting to respond to questions raised by shareholders and proxies. In addition, the Chairman of the Board would chair the AGM in an orderly manner and encourage the shareholders and proxies to speak at the meeting. The overall performance of the Group would be presented at the meeting.

In line with good governance practices, the notice of the AGM would be issued at least twenty (28) days before the AGM date and the AGM is conducted through poll. The Group will continue to explore and leverage on technology, to enhance the quality of engagement with its shareholders to facilitate further participations by shareholders at the AGM of the Group.

PRELUDE

Over the next few pages, we would look at the Board, its role, performance and oversight. We will provide details on the Board's activities and discussions during the financial year, the actions arising from these and the progress made against them. We also provide an insight on director independence effectiveness and our Board evaluation, succession planning and induction and ongoing developments.

CORPORATE GOVERNANCE STATEMENT

PRINCIPAL A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

1. Board of Directors

Sin-Kung Logistics Berhad ("**the Company**") and its subsidiaries ("**the Group**") acknowledge the pivotal role played by the Board of Directors ("**the Board**") in the stewardship of its directions and operations, and ultimately the enhancement of long-term shareholders' value. To fulfil this role, the Board plays a critical role in setting the appropriate tone at the top and is charged with leading and managing the Group in an effective, good governance and ethical manner. The directors individually have a legal duty to act in the best interest of the Group and are also collectively aware of their responsibilities to the stakeholders for the manner in which the affairs of the Group are managed. The Board's responsibilities, amongst others include the following:

a) Lead and manage the Company in an effective and responsible manner;

b) Establish the corporate vision and mission, as well as the philosophy of the Company, setting the aims of the management and monitoring the performance of the management;

c) Monitor financial outcomes and the integrity of internal and external reporting, in particular approving annual budgets and longer term strategic and business plans;

d) Assess the effectiveness of the Board of Directors as a whole, the Committees of the Board and the contribution of each Director;

e) To identify principal risks and to ensure the implementation of appropriate systems to protect the company's assets and to minimise the possibility of the Company operating beyond acceptable risk parameters;

f) To keep pace with the modern risk of business and other aspects of governance that encourage enhancement of effectiveness in Board and management;

g) To review the adequacy and integrity of the Group's internal control systems and management information systems including systems for compliance with applicable laws, regulations, rules, directives and guidelines;

h) Succession planning, including appointing, training, fixing the compensation of and where appropriate, replacing Board and the key management;

i) Establish and review annually corporate communication policies with respect to the following:

    (i) How the Company interacts with analysts, investors, other key stakeholders and the public.

    (ii) Measures for the corporation to comply with its continuous and timely disclosure obligations.

j) For each member of the Board of Directors, act as representatives of the Company in

    (i) Enhancing the Group's public image, reputation and credibility.

    (ii) Providing contacts or network for the Group.

    (iii) Being loyal to the Group.

    (iv) Supporting the decisions of the majority of the Board of Directors.

    (v) Identifying, evaluating and carrying out profitable business opportunity for the Group, as well as proving the Group with information on the market in which it operates.

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

I. Board Responsibilities (Cont'd)

1. Board of Directors (Cont'd)

k) Ensure all new Directors receive comprehensive orientation to fully understand the role of the Board of Directors and its Committees, as well as the contribution individual Directors are expected to make (including, in particular, the commitment of time and energy that the Company expects from its Directors) and the nature and operation of the Group's business; and

l) In discharging its duties, the Board of Directors may engage the services of an external advisors at the expense of the Company. The Board also allows, any Board committee or Director to engage the services of an external advisor at the expense of the Company, to adequately carry out such committee's duties, where the circumstances so warrant, subject to the Board of Directors' approval.

To assist in the discharge of its responsibilities, the Board has established the following Board Committees to perform certain of its functions and to provide recommendations and advice:

(i) Audit and Risk Management Committee ("**ARMC**")
(ii) Nominating and Remuneration Committee ("**NRC**")

Each Board Committee operates within their approved terms of reference set by the Board which are periodically reviewed. The Board appoints the Chairman and members of each Board Committee.

The Chairman of the respective Board Committees will report to the Board on the outcome of any discussions and make recommendations thereon to the Board. The ultimate responsibility for the final decision on all matters, however, lies with the Board.

The Board may form other committees delegated with specific authorities to act on their behalf. These committees will operate under approved terms of reference or guidelines and are formed whenever required.

Board meeting agenda includes statutory matters, governance and management reports, which include strategic risks, strategic projects and operational items. The Board approves an annual performance contract setting the priorities director and performance targets for the Group within the parameters of the corporate plan.

The profile of each Director is presented in the Annual Report of the Company.

2. Separation of position of the Chairwoman and Managing Director

The Board has established clear roles and responsibilities in discharging its fiduciary and leadership functions. The roles of the Chairwoman and the Managing Director of the Company are separately held, and each has clearly accepted division of responsibilities and accountability to ensure a balance of power and authority. This segregation of roles also facilitates a healthy open, exchange of views between the Board and Management in their deliberation of the business, strategic aims and key activities of the Company.

CORPORATE GOVERNANCE STATEMENT

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

I. Board Responsibilities (Cont'd)

2. Separation of position of the Chairwoman and Managing Director (Cont'd)

The Chairwoman of the Board, Tan Soo Mooi, an Independent Non-Executive Chairwoman, leads the Board with focus on governance and compliance and acts as a facilitator at Board meetings to ensure that relevant views and contributions from Directors are forthcoming on matters being deliberated and that no Board member dominates the discussion. The roles and responsibilities of the Chairman's key responsibility, amongst others, includes the following:

a) Provide leadership and run the Board effectively with the assistance of the Board Committees and management;

b) Ensure the whole Board plays a full and constructive part in developing and determining the Group's strategy;

c) Ensure the Board annually reviews its performance and is balanced so as to achieve its effectiveness;

d) Review the performances of individual Directors;

e) Assist and guide the Managing Director. Ensure the Board members are well briefed and have access to information on all aspects of the company's operations;

f) Setting the Board meeting agenda for consideration, giving emphasis on important issues challenged by the Group with emphasis on strategic, rather than operational issues;

g) Chairing of general meetings and Board meetings;

h) Help guide the Group on its long term strategic opportunities and represent the Group with key industry, civic and philanthropic constituents;

i) Promote the highest standards of integrity, probity and corporate governance of the Group; and

j) Ensure that general meetings of the company are conducted efficiently and that shareholders have adequate opportunity to air their views and obtain answers to their queries.

The Board delegates the Group Managing Director cum Chief Executive Officer, namely Alan Ong Lay Wooi, supported by the Executive Directors to oversee the day-to-day operations to ensure the smooth and effective running of the Group. The Executive Directors implement the policies, strategies, decisions adopted by the Board, monitor the operating financial results against plans and budgets and act as a conduit between the Board and Management in ensuring the success of the Group's governance and management functions.

During Board meetings, the Chairwoman maintains a collaborative atmosphere and ensures that all Directors contribute to the discussion. The Chairwoman and Executive Directors arrange informal meetings and events from time to time to build constructive relationships between the Board members.

The Executive Directors take on primary responsibility to spearhead and manage the overall business activities of the various business division of the Group to ensure optimum utilization of corporate resources and expertise by all the business divisions and at the same time achieve the Group's long-term objectives. The Executive Directors are assisted by the heads of each division in implementing and running the Group's day-to-day business.

CORPORATE GOVERNANCE STATEMENT

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

I. Board Responsibilities (Cont'd)

3. Supply of and Access to Information

All Directors have full and unrestricted access to all information pertaining to the Group's businesses and affairs in a timely manner to enable them to discharge their duties effectively.

Procedures have been established for timely dissemination of Board and Board Committee papers to all Directors and Board Committees in advance of the scheduled meetings. Notices of meetings are sent to Directors at least seven (7) days before the meetings. Management provides the Board with detailed meeting materials at least seven (7) days in advance of the Board or Board Committees' meetings. Senior Management may be invited to join the meetings to brief the Board and Board Committees on the requisite information on matters being discussed, where necessary.

Technology is effectively used in the meetings of Board and Board Committees and in communication with the Board, where the Directors may receive agenda and meeting materials online and participate in meetings via audio or video conferencing.

4. Commitment of the Board

The Board would meet at least four (4) times a year, at quarterly intervals which are scheduled at the onset of the financial year to help facilitate the Directors in planning their meeting schedule for the year. Additional meetings are convened where necessary to deal with urgent and important matters that require attention of the Board. All Board meetings are furnished with proper agendas with due notice given and Board papers are prepared by the Company Secretary and circulated to all Directors prior to the meetings.

All pertinent issues discussed at the Board meetings are properly recorded by the Company Secretary.

The Board met five (5) times during the financial year ended 31 December 2025 ("**FYE2025**"). The attendance of each Director at the Board Meetings held during FYE2025 are as follow:

Directors	Number of meetings attended	%
Tan Soo Mooi	5/5	100%
Alan Ong Lay Wooi	5/5	100%
Angeline Ong Lay Shee	5/5	100%
Datuk Md Hassim bin Pardi	5/5	100%
Adeline Ong Lay Suen	5/5	100%
Adam Muralidharan bin Abdullah	5/5	100%
Dato' Haji Abdul Wahabi bin Abdullah	5/5	100%
Lee Lean Suan	5/5	100%
Dato' Ir. Haji Mohamad bin Dalib	5/5	100%

The Board is satisfied with the level of time commitment given by the Directors towards fulfilling their roles and responsibilities which is evidenced by the satisfactory attendance record of the Directors at each Board meeting.

It is the Board's policy for Directors to notify the Board before accepting any new directorship notwithstanding that the ACE Market Listing Requirements ("**AMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") allow a Director to sit on the board of a maximum of five (5) listed issuers. At present, all Directors of the Company have complied with the AMLR of Bursa Securities where they do not sit on the board of more than five (5) listed issuers.

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

I. Board Responsibilities (Cont'd)

5. Continuous Development of the Board

The Board, via the NRC, continues to identify and attend appropriate briefings, seminars, conferences and courses to keep abreast of changes in legislations and regulations affecting the Group.

All Directors have completed the Mandatory Accreditation Programme. The Directors are mindful that they would continue to enhance their skills and knowledge to maximize their effectiveness as Directors during their tenure. Throughout their period in office, the Directors are continually updated on the Group's business and the regulatory requirements.

The list of training programmes attended by the Directors during the financial year under review are as follows:

No.	Name of Director	Type of Training
1.	Tan Soo Mooi	• MIA Webinar Series: ESG Evolution: Developments, Obligations and Reporting Requirements for Sustainable Organisations
2.	Alan Ong Lay Wooi	• Aviation Legislation Initial • Mandatory Accreditation Programme ("**MAP**") Part II: Leading for Impact • Aviation Security Awareness Training • CBTA Dangerous Goods Regulations Initial Course - Function 7 • Emergency Response Plan • Safety Management System - Initial • CAAM Part 145 • CAAM Part M • CBTA Dangerous Goods Regulations Initial Course - Function 8
3.	Dato' Ir. Haji Mohamad Bin Dalib	• MAP Part II: Leading for Impact
4.	Adam Muralidharan Bin Abdullah	• MAP Part II: Leading for Impact
5.	Lee Lean Suan	• Strategic Oversight in Strategy Implementation: Getting Execution Right at the Board Level Programme • Strengthening Board Oversight on Human Rights and Anti-Money Laundering • Preview of the Aspiring Directors Immersion Programme (ADIP)
6.	Dato' Haji Abdul Wahabi Bin Abdullah	• MAP Part II: Leading for Impact
7.	Datuk Md Hassim Bin Pardi	• The Journey into the AI Age: Game Changer for Your Digital Transformation Era Programme
8.	Angeline Ong Lay Shee	• Aviation Legislation Initial • CAAM Part 145 • CAAM Part M • MAP Part II: Leading for Impact • Aviation Security Awareness Training • B737-400F Mass and Balance Training - Initial • CBTA Dangerous Goods Regulations Initial Course - Function 7 • Emergency Response Plan • Safety Management System - Initial • Halal Handling in Food & Pharmaceutical Industry • CBTA Dangerous Goods Regulations Initial Course - Function 8

CORPORATE GOVERNANCE STATEMENT

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

I. Board Responsibilities (Cont'd)

5. Continuous Development of the Board (Cont'd)

The list of training programmes attended by the Directors during the financial year under review are as follows: (Cont'd)

No.	Name of Director	Type of Training
9.	Adeline Ong Lay Suen	• Aviation Legislation Initial • CAAM Part 145 • CAAM Part M • Licensed Manufacturing Warehouse (LMW) • MAP Part II: Leading for Impact • Safety Management System - Initial • Halal Handling in Food & Pharmaceutical Industry

The Company Secretary also highlights the relevant guidelines on statutory and regulatory requirements from time to time to the Board. The External Auditors on the other hand, briefed the Board on changes to the Malaysian Financial Reporting Standards that affect the Group's financial statements during the year.

6. Board Committees

ARMC

The ARMC monitors internal control policies and procedures designed to safeguard the Group's assets and to maintain the integrity of financial reporting. The ARMC maintains direct, unfettered access to the Company's External Auditor, Internal Auditor and management.

The ARMC comprises of four (4) members, all of whom are Independent Non-Executive Directors. The present members of the ARMC are as follows:

Director	Designation
Lee Lean Suan	Chairwoman
Dato' Haji Abdul Wahabi bin Abdullah	Member
Adam Muralidharan bin Abdullah	Member
Dato' Ir. Haji Mohamad bin Dalib	Member

A copy of the ARMC's Terms of Reference can be found in the Company's website at www.sinkung.my.

NRC

The NRC oversees matters related to the nomination of new Directors, annually reviews the required mix of skills, experience and other requisite qualities of Directors as well as the annual assessment of the effectiveness of the Board as a whole, its Committees and the contribution of each individual Director as well as identify candidates to fill board vacancies, and nominating them for approval by the Board.

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

I. Board Responsibilities (Cont'd)

6. Board Committees (Cont'd)

The NRC comprises of the following, all of whom are Independent Non-Executive Directors. The present members of the NRC are as follows:

Director	Designation
Adam Muralidharan bin Abdullah	Chairman
Dato' Haji Abdul Wahabi bin Abdullah	Member
Dato' Ir. Haji Mohamad bin Dalib	Member
Lee Lean Suan	Member

During the FYE2025, the NRC held one (1) meeting. Below are the summary of the key activities undertaken by the NRC in discharge of its duty:

(a) Reviewed the composition of the Board and Board Committees with regards to the mix of skills, independence and diversity in accordance with its policy;

(b) Determined the Directors who stand for re-election and re-appointment by rotation;

(c) Assessed the effectiveness and performance of the Board as a whole and the contribution of each individual Director. This was carried out through a self-assessment document that was completed by each Director. The assessment criteria include the following:

- Board composition
- Board process
- Performance of Board Committees
- Information provided to the Board
- Role of the Board in strategy and planning
- Risk management framework
- Accountability and standard of conduct of Directors

(d) Reviewed the terms of office of the ARMC and each member of the ARMC to ascertain that the AC and its member have carried out their duties in accordance with the ARMC's Terms of Reference;

(e) Assessed and reviewed the independence and continuing independence of the Independent Directors;

(f) Reviewed, assessed and recommended the remuneration packages of the Executive Directors and Senior Management;

(g) Reviewed the Directors' fees and other benefits payable to Non-Executive Directors;

(h) Reviewed the Remuneration Policy;

(i) Reviewed the Directors' Fit and Proper Policy; and

(j) Reviewed the Terms of Reference

A copy of the NRC's Terms of Reference is available at the Company's website at www.sinkung.my.

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

I. Board Responsibilities (Cont'd)

7. Code of Conduct and Ethics

The Company has established a Code of Conduct and Ethics to promote a corporate culture which engenders ethical conduct that permeates throughout the Group. The Code of Conduct and Ethics is based on principles in relation to trust, integrity, transparency, accountability, responsibility, excellence, loyalty, commitment, dedication, discipline, diligence and professionalism.

The Board is focused on creating corporate culture which engenders ethical conduct that permeates throughout the Company. The Group practices the relevant principles and values in the Group's dealings with employees, customers, suppliers and business associates. The Directors, officers and employees of the Group are also required to observe, uphold and maintain high standards of integrity in carrying out their roles and responsibilities and to comply with the relevant laws and regulations as well as the Group's policies.

The Board is provided guidance through the Code of Conduct and Ethics on disclosure of conflict of interest and other disclosure information/requirements to ensure that the Directors comply with the relevant regulations and practices. In order to address and manage possible conflicts of interest that may arise between Directors' interests and those of the Group, the Company has put in place appropriate procedures including requiring such Directors to abstain from participating in deliberations during meetings and abstaining from voting on any matter in which they may also be interested or conflicted. The Directors of the Group are also required to disclose and confirm their directorships and shareholdings in the Group and any other entities where they have interests.

Notices on the closed period for trading in the Company's shares are sent to Directors, principal officers and the relevant employees on a quarterly basis specifying the timeframe during which they are prohibited from dealing in the Company's shares, unless they comply with the procedures for dealings during closed period as stipulated in the AMLR.

Details of the Code of Conduct and Ethics can be found in the Company's website at www.sinkung.my.

8. Whistleblowing Policy and Procedure

The Company has adopted a Whistleblowing Policy as the Board believes that a sound whistleblowing system will strengthen, support good management and at the same time, demonstrate accountability, good risk management and sound corporate governance practices. The policy is to encourage reporting of any major concerns over any wrongdoings within the Group.

The policy outlines the relevant procedures such as when, how and to whom a concern may be properly raised about the genuinely suspected or instances of wrongdoing at the Company and its subsidiaries. The identity of the whistleblower is kept confidential and protection is accorded to the whistleblower against any form of reprisal or retaliation. All such concerns shall be set forth in writing and forwarded to the Company's whistleblowing channel.

Full details of the Whistleblowing Policy can be found on the Company's website at www.sinkung.my.

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

I. Board Responsibilities (Cont'd)

9. Company Secretary

The Board is assisted by qualified and competent Company Secretary who plays a vital role in advising the Board in relation to the Group's constitution, policies, procedures and compliance with the relevant regulatory requirements, codes, guidance and legislations. All the Directors have unrestricted access to the advice and services of the Company Secretary for the purpose of the conduct of the Board's affairs and the business.

The Company Secretary constantly keep himself abreast of the evolving capital market environment, regulatory changes and developments in corporate governance through attendance at relevant conferences and training programmes. The Company Secretary has also attended the relevant continuous professional development programmes as required by the Companies Commission of Malaysia or the Malaysian Institute of Chartered Secretary and Administrators for practising company secretary. The Board is satisfied with the performance and support rendered by the Company Secretary in discharging its functions.

In addition, the Company Secretary is also accountable to the Board and is responsible for the following:

- Advising the Board on its roles and responsibilities.
- Advising the Board on matters related to corporate governance and the AMLR.
- Ensuring that Board procedures and applicable rules are observed.
- Maintaining records of the Board and ensuring effective management of the Company's statutory records.
- Preparing comprehensive minutes to document Board proceedings and ensuring conclusions are accurately recorded.
- Assisting communications between the Board and Management.
- Providing full access and services to the Board and carrying out other functions deemed appropriate by the Board from time to time.
- Preparing agendas and co-coordinating the preparation of Board papers.

II. Board Composition

1. Composition and Diversity

The Directors are of the opinion that the current Board size and composition is adequate for facilitating effective decision making given the scope and nature of the Group's businesses and operations. The Board maintains an appropriate balance of expertise, skills and attributes among the Directors which is reflected in the diversity of backgrounds and competencies of the Directors. Such competencies include finance, accounting, legal, digital and other relevant industry knowledge, entrepreneurial and management experience and familiarity with regulatory requirements and risk management.

The NRC ensures that the composition of the Board is refreshed periodically while the tenure, performance and contribution of each Director is assessed by the NRC through the Board Evaluation. In addition, each of the retiring Directors will provide their annual declaration/confirmation on their fitness and propriety as well as independence, where applicable.

As at the date of this Statement, the Board consists of one (1) Independent Non-Executive Chairwoman, four (4) Independent Non-Executive Directors, one (1) Non-Independent and Non-Executive Director, and three (3) Executive Directors, wherein at least half of the Board comprises Independent Directors. The composition of the Board ensures that the Independent Non-Executive Directors will be able to exercise independent judgment on the affairs of the Company.

The Board of Directors' profile can be found in the Annual Report of the Company.

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

II. Board Composition (Cont'd)

2. Independency of Independent Directors

The Independent Directors play a crucial role in corporate accountability and provide unbiased views and impartiality to the Board's deliberations and decision-making process. In addition, the Independent Directors ensure that matters and issues brought to the Board are given due consideration, fully discussed and examined, taking into account the interest of all stakeholders. The Board, via the NRC assesses each Director's independence to ensure on-going compliance with this requirement annually. The NRC is satisfied that the Independent Directors are independent of Management and free from any business or other relationships which could interfere with the exercise of independent judgement, objectivity and the ability to act in the best interest of the Company.

As at the date of this statement, none of the Independent Directors has exceeded a cumulative term of nine (9) years.

3. Appointment of Board and Senior Management

The Board of Directors comprise of a collective of individuals having an extensive complementary knowledge and competencies, as well as expertise to make an active, informed and positive contribution to the management of the Group in terms of the business' strategic direction and development. The appointment of the Board and its Senior Management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

The NRC will assess the suitability, fitness and propriety of the candidates based on criteria set out in the Fit and Proper Policy before formally considering and recommending them for appointment to the Board or senior management. In proposing its recommendation, the NRC will consider and evaluate the candidates' required skills, knowledge, expertise, competence, experience, characteristics, professionalism. For appointment of Independent Directors, considerations will also be given on whether the candidates meet the requirements for independence as defined in AMLR of Bursa Securities and time commitment expected from them to attend to matters of the Company in general, including attending meetings of the Board, Board Committees and AGM.

4. Gender Diversity

While the Board of Directors acknowledge the need to promote gender diversity within its composition and endeavour to increase female participation in the Board and Senior Management, it has decided not to set any specific targets as the Board believes that it is more important to have the right mix and skills for such positions. As at the date of this report, there are six (6) female employees involved in the Board and Senior Management, collectively.

The Company has adopted a diversity policy which outlines its approach to achieving and maintaining diversity (including gender diversity) on its Board and in Senior Management positions. This includes requirements for the Board to establish measurable objectives for achieving diversity on the Board and in management positions, and for the appropriate Board Committees to monitor the implementation of the policy, assess the effectiveness of the Board nomination process and the appointment process for management positions at achieving the objectives of the policy.

5. Identifying Suitable Candidates

Any proposed appointment of a new member to the Board will be deliberated by the full Board based upon a formal report, prepared by the NRC on the necessity for reviewing the qualifications and experience of the proposed director. The NRC would be guided by the Directors' Fit and Proper Policy and an internal policy on Criteria and Skill Sets for the Board Members in assessing the suitability of the potential candidates for appointment to the Board.

CORPORATE GOVERNANCE STATEMENT

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

II. Board Composition (Cont'd)

6. Chairman of the NRC

The NRC is led by Adam Muralidharan bin Abdullah, the Independent Non-Executive Director, who directs the NRC for succession planning and appointment of Board members and Senior Management by conducting annual review of board effectiveness and skill assessments. This provides the NRC with relevant information of the Group's needs, allowing them to source for suitable candidates when the need arises.

7. Annual Evaluation

The NRC is responsible in evaluating performance and effectiveness of the entire Board, the Board Committees and individual Director on a yearly basis. The evaluation process is led by the NRC Chairman and supported by the Company Secretary via questionnaires. The NRC reviews the outcome of the evaluation and recommends to the Board on areas for continuous improvement and also for them to form the basis of recommending relevant Directors for re-election at the AGM.

The assessment criteria used in the assessment of Board and individual Directors include a mix of skills, knowledge, Board diversity, size and experience of the Board, core competencies and contributions of each Director. The Board Committees were assessed based on their roles and responsibilities, scope and knowledge, frequency and length of meetings, supply of sufficient and timely information to the Board and also overall effectiveness and efficiency in discharging their function.

The Board evaluation comprises Performance Evaluation of the Board and various Board Committees, Directors' Peer Evaluation and Assessment of the independence of the Independent Directors. The assessment is based on four (4) main areas relating to Board Structure, Board Operations, Roles and Responsibilities of the Board and Board Committees and elements of environmental social and governance.

For Directors' Peer Evaluation, the assessment criteria include abilities and competencies, calibre and personality, technical knowledge, objectivity and the level of participation at Board and Committee meetings including his/her contribution to Board processes.

Any appointment of a new Director/ re-appointment of Director to the Board or Board Committee will be subject to the Directors' Fit and Proper assessment and is recommended by the NRC for consideration and approval by the Board. In accordance with the Company's Constitution, one-third (1/3) of the Directors (including the Managing Director) for the time being shall retire from office at each AGM. A retiring director shall be eligible for re-election. The Constitution also provides that all directors shall retire at least once every three (3) years.

During the year, the Board conducted an internally facilitated Board assessment. The results and recommendations from the evaluation of the Board and Committees are reported to the Board for full consideration and action. The Board was comfortable with the outcome and that the skills and experience of the current Directors satisfy the requirements of the skills matrix and that the Chairman possesses the leadership to safeguard the stakeholders' interest and ensure the development of the Group.

The NRC also considered the results of the evaluation when considering the re-election of Directors and recommended to the Board for endorsement the Directors standing for re-election at forthcoming AGM of the Company.

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

III. Remuneration

The objective of the Group's internal remuneration policy is to provide fair and competitive remuneration to its Board and Senior Management in order for the Company to attract and retain Board and Senior Management of calibre to run the Group successfully. The responsibilities for developing the remuneration policy and determining the remuneration packages of Executive Directors and Senior Management lie with the NRC. Nevertheless, it is ultimately the responsibility of the Board to approve the remuneration of Executive Directors and Senior Management.

Based on the remuneration framework, the remuneration packages for the Executive Directors and Senior Management compose of a fixed component (i.e. salary, allowance and etc.) and a variable component (i.e. bonus, benefit-in kind and etc.) which is determined by the Group's overall financial performance in each financial year which is designed to support our strategy and provides a balance between motivating and challenging our senior managements to deliver our business priorities, as set out by Executive Directors, and strong performance while also driving the long-term sustainable success of the Group.

The level of remuneration of Non-Executive Directors reflects their experience and level of responsibility undertaken by them. Non-Executive Directors will receive a fixed fee, with the Chairwoman of the Board receiving a higher fee in respect of her service as Chairwoman of the Board. The fees for Directors are determined by the Board with the approval from shareholders at the AGM and no Director is involved in deciding his/her own remuneration.

During the financial year under review, the NRC had reviewed the remuneration for the Executive Directors and Senior Management which reflects their level of responsibilities as well as the performance of the Group, and considered their remuneration packages are comparable within the industry norm. The NRC further discussed the annual salary review for the Executive Directors and Senior Management in line with the budget salary increase for the rest of the organisation. When approving payments for annual bonus, the NRC considered the overall performance of the business and of the Executive Directors and Senior Management against this, as well as their individual targets. Bonus payments made to Executive Directors and Senior Management reflected the large proportion of collective measures for the year, in support of focusing on teamwork and simplicity within the pay arrangements.

The detailed disclosure on named basis for the remuneration of individual Directors that includes fees, salary, bonus, benefits in-kind and other emoluments from the Company and the Group for the FYE2024 and the senior management's remuneration in bands of RM50,000 are set out in the Corporate Governance Report.

PRINCIPAL B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. ARMC

Presently, the ARMC consists of four (4) Independent Non-Executive Directors and all of them are financially literate and have sufficient understanding of the Group's business. All the members of the ARMC undertook continuous professional development to keep abreast of relevant developments in accounting and auditing standards, practices and rules.

The Chairman of the ARMC is not the Chairman of the Board, ensuring that the impairment of objectivity on the Board's review of the ARMC's findings and recommendation remains intact. The composition of the ARMC undergoes an annual review by the NRC and subsequently recommended to the Board for approval. Based on the results of the evaluation conducted during the FY2025, the Board expressed satisfaction with the performance of the ARMC in discharging its responsibilities.

PRINCIPAL B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

I. ARMC (Cont'd)

The ARMC has adopted a Terms of Reference which sets out its goals, objectives, duties, responsibilities and criteria on the composition of the ARMC which includes a former key audit partner of the Group to observe a cooling-off period of at least three (3) years before being able to be appointed as a member of the ARMC. For the FYE2025, no former partner of the Company's Auditors is appointed as a member of ARMC.

In presenting the annual audited financial statements and interim financial statements on a quarterly basis to the shareholders, the Board is responsible to present a clear, balanced and understandable assessment of the Group's performance and position. The ARMC is entrusted to provide assistance to the Board in reviewing the Group's financial reporting process and accuracy of its financial results, and scrutinising information for disclosure to ensure accuracy, adequacy, completeness and compliance with the accounting standards.

The Board places great emphasis on the objectivity and independence of the External Auditors. Through the ARMC, the Board maintains a transparent relationship with the External Auditors in seeking professional advice on the internal control and ensuring compliance with the appropriate accounting standards. The ARMC is empowered to communicate directly with the External Auditors to highlight any issues of concern at any point in time.

The External Auditors is recommended to meet the ARMC without the presence of the executive Board members and Management on regular basis pertaining on matters relating to the Group and its audit activities. During such meetings, the External Auditors highlight and discuss the nature and scope of the audit, audit programme, internal controls and any other issues that may require the attention of the ARMC or the Board.

The ARMC ensures the External Audit function is independent of the activities it audits and reviews the contracts for the provision of non-audit services by the External Auditors in order to make sure that it does not give rise to conflict of interests. The excluded contracts would include management consulting, internal audit and standard operating policies and procedures documentation.

For the FYE2025, fees paid to the External Auditors, Messrs UHY Malaysia PLT and its affiliated firms by the Company and the Group are stated in the table below:

Nature of Services	Group (RM)	Company (RM)
Audit services rendered	118,280	56,500
Non-Audit services rendered	21,200	21,200

The External Auditors have confirmed to the ARMC that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the independence criteria set out by the Malaysian Institute of Accountants.

Further information on the roles and responsibilities of the ARMC may be found in the Annual Report of the Company.

PRINCIPAL B: EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

II. Risk Management and Internal Control Framework

The Board assumes ultimate responsibility for the effective management of risk across the Group, determining its risk appetite as well as ensuring that each business area implements appropriate internal controls. In order to achieve such objective, a risk management framework has been adopted by the Group. The Group's risk management systems are designed to manage and eliminate risks, where possible to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Board has delegated its responsibility for reviewing the effectiveness of the Group's systems of internal control to the ARMC. This covers all material controls including financial, operational, compliance and risk management systems. The ARMC is further supported by a number of sources of internal assurance within the Group in order to determine the adequacy and effectiveness of the framework.

The Group has outsourced the internal audit function as being the most cost-effective means of implementing an internal audit function. The independent third-party service provider of the internal audit services for the FYE2025 was Messrs GovernanceAdvisory.com Sdn. Bhd. ("**GASB**"), which reported directly to the ARMC as specified in the Terms of Reference of the ARMC. The internal audit function of the Group assigned by GASB consists of ten (10) audit executives and led by Mr. Wong Tchen Cheg, an experienced internal auditor with approximately twenty (20) years of professional experience in financial due diligence, internal audit, enterprise risk management system and internal controls reviews. Details on the person responsible for the internal audit are set out below:

Name	Wong Tchen Cheg
Qualification	Associate Member of The Institute of Internal Auditors Malaysia (IIAM), Member of Malaysia Institute of Accountant (MIA) and CPA Australia
Independence	Does not have any family relationship with any of the director and/or major shareholder of the Company
Public Sanction or penalty	Has no convictions for any offences within the past 5 years, other than traffic offences, if any and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

Further information may be found in the Statement on Risk Management and Internal Control and the Management Discussion and Analysis of this Annual Report.

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

I. Communication with stakeholders

The Board believes that stakeholders' communication is an essential requirement of the Group's sustainability. In view thereof, stakeholders are informed of all material business events and risks of the Group in a factual, timely and widely available manner. The Board has formalised a corporate communications policy and procedure not only to comply with the discourse requirements as stipulated in the AMLR, but also sets out the persons authorised and responsible to approve and disclose material information to all stakeholders.

The Group has set up an investor relations program to facilitate effective two-way communication with investors and analyst to provide a greater understanding of the Group's vision, strategies, developments and financial prospects. A variety of engagement initiatives including direct meetings and dialogues with stakeholders are constantly conducted to learn about their needs enabling sustainability and growth of the Group.

The Group's financial performance, major corporate developments and other relevant information are promptly disseminated to shareholders and investors via announcements of its quarterly results, annual report, corporate announcements to Bursa Securities and press conferences. It is the Group's practice that any material information for public announcement, including annual, quarterly financial statements, press releases, and presentation to investors, analyst and media are factual and reviewed internally before issuance to ensure accuracy and is expressed in a clear and objective manner.

The Company's corporate website includes a dedicated Investor Relations section which provides all relevant information on the Group, including announcements to Bursa Securities, share price information as well as the corporate and governance structure of the Group. Stakeholders are also able to subscribe to e-mail alerts from the Group via the Investor Relation page.

II. Conduct of General Meetings

The AGM is the principal forum for dialogue with shareholders, allowing shareholders to review the Group's performance via the Company's Annual Report and pose questions to the Board for clarification. To ensure shareholders have sufficient time to go through the Annual Report, it is circulated at least twenty-eight (28) calendar days before the date of the AGM. Shareholders are encouraged to vote on the proposed motions by appointing a proxy in the event they are unable to attend the meeting.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

OBJECTIVE

The Audit and Risk Management Committee ("**ARMC**") was established with the primary objective of assisting the Board in discharging its statutory duties and responsibilities relating to accounting and reporting practices of the holding company and each of its subsidiary companies.

COMPOSITION MEETING ATTENDANCE

The ARMC comprise of four (4) members, all of whom are Independent Non-Executive Directors. One of the members is a member of the Malaysian Institute of Accountant, bringing specialized expertise to the ARMC deliberations. The composition of the ARMC adheres strictly to the stipulated requirements outlined in Rule 15.09(1) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), ensuring compliance with regulatory standards and best practices.

During the financial year ended 31 December 2025 ("**FYE2025**"), the ARMC held five (5) meetings and the records of the attendance of the ARMC members are as follow:

Directors	Designation	Number of meetings attended	%
Lee Lean Suan	Chairman	5/5	100%
Dato' Haji Abdul Wahabi bin Abdullah	Member	5/5	100%
Adam Muralidharan bin Abdullah	Member	5/5	100%
Dato' Ir. Haji Mohamad bin Dalib	Member	5/5	100%

All members of the ARMC possess financial literacy and equipped with the necessary skills to proficiently analyze and interpret financial statements. This expertise enables them fulfill their duties, roles, and responsibilities for the Company with precision and effectiveness. Their adeptness in financial matters ensures comprehensive oversight and informed decision-making, contributing significantly to the ARMC's ability to safeguard the Company's interests and maintain transparency and integrity in financial reporting.

TERMS OF REFERENCE

The scope of duties and responsibilities of the ARMC are stated in the Terms of Reference ("**TOR**") is made available on the Company's website, www.sinkung.my.

SUMMARY ACTIVITIES

The activities of the ARMC during the FYE2025, include the following:

a) Reviewed the unaudited quarterly results of the Group and the Company including the announcements pertaining thereto, before recommending to the Board for approval and release the results to Bursa Securities;

b) Reviewed with the External Auditors on their Audit Planning Memorandum for the FYE2025;

c) Reviewed and discussed with the External Auditors of their audit findings inclusive of system evaluation, audit fees, issues raised, audit recommendations and management's response to these recommendations;

d) Reviewed and approved the non-audit services provided/to be provided by the External Auditors and its affiliates to ensure the provision of the non-audit services does not impair their independence or objectivity as External Auditors of the Group and the Company;

SUMMARY ACTIVITIES (CONT'D)

The activities of the ARMC during the FYE2025, include the following: (Cont'd)

e) Reviewed and assessed the adequacy of the scope and functions of the internal audit plan;

f) Reviewed the internal audit reports presented and considered the findings of internal audit through the review of the internal audit reports tabled and management responses thereof;

g) Reviewed and approved on the Internal Audit Planning Memorandum for the FYE2025 to ensure adequate scope and coverage of the activities of the Group and the Company which was prepared based on risk-based approach;

h) Reviewed the effectiveness of the Group's system of internal control;

i) Reviewed the proposed fees for the External Auditors and Internal Auditors in respect of their audit of the Company and the Group;

j) Reviewed related party transactions and conflict of interest situation that may arise within the Group and/or the Company, to ensure that transactions entered into were on arm's length basis and on normal commercial terms;

k) Reviewed the Company's compliance with the ACE Market Listing Requirements, applicable Approved Accounting Standards and other relevant legal and regulatory requirements;

l) Reviewed the Audit and Risk Management Committee Report and Statement on Risk Management and Internal Control before recommending to the Board for approval and inclusion in the Annual Report; and

m) Report to the Board on its activities and significant findings and results.

INTERNAL AUDIT FUNCTION

The Group has appointed an established external professional Internal Audit firm, which reports to the ARMC and assists the ARMC in reviewing the effectiveness of the internal control systems whilst ensuring that there is an appropriate balance of controls and risks throughout the Group in achieving its business objectives.

Internal audit provides independent assessment on the effectiveness and efficiency of internal controls utilising a global audit methodology and tool to support the corporate governance framework and an efficient and effective risk management framework to provide assurance to the ARMC.

The ARMC approves the Internal Audit Planning Memorandum during the first ARMC meeting each year. Any subsequent changes to the Internal Audit plan are approved by the ARMC. The scope of internal audit covers the audits of all units and operations, including subsidiaries as stated in the letter of engagement.

During the FYE2025, the following activities were carried out by the Internal Auditors in discharge of its responsibilities:

(i) The internal audit function conducted based on an annual internal audit plan which was tabled before and approved by the ARMC;

(ii) Internal Audit Plan covers the key functional areas and business activities of the major subsidiaries of the Group as well as issues relating to control deficiencies and areas for improvements including the relevant recommendations to address the issues;

INTERNAL AUDIT FUNCTION (CONT'D)

During the FYE2025, the following activities were carried out by the Internal Auditors in discharge of its responsibilities: (Cont'd)

(iii) Emphasis on best practices and management assurance that encompass all business risks, particularly on the effectiveness and efficiency of operations, reliability of reporting, compliance with applicable law and regulations and safeguard of assets;

(iv) Performed follow-up on status of management agreed action plan on recommendation raised in previous cycles of internal audits including specific timelines for those outstanding matters to be resolved; and

(v) Reports issued by the internal audit function were tabled at ARMC meetings in which management was present at such meeting to provide pertinent clarification or additional information to address questions raised by ARMC members pertaining to matters raised.

The ARMC and the Board agree that the internal audit review was done in accordance with the audit plan and the coverage is adequate.

For further details on the risk management, internal controls and internal audit functions, please refer to the Statement on Risk Management and Internal Control in this Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board is pleased to provide the following Statement on Risk Management and Internal Control pursuant to Rule 15.26(b) of the ACE Market Listing Requirements ("**AMLR**") of the Bursa Malaysia Securities Berhad ("**Bursa Securities**"), as guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, and upon considering the recommendations of Malaysian Code on Corporate Governance.

RESPONSIBILITIES

The Board recognises the importance of good risk management practices and sound internal controls as a platform to good corporate governance. The Board acknowledges its responsibility for maintaining a sound risk management framework and internal control system, and ensuring its adequacy and effectiveness.

Due to inherent limitations in any risk management and internal control system, such system put into effect by management are designed to manage rather than eliminate all the risks that may impede the achievement of the Group's business objectives, and as such, it can only provide reasonable but not absolute assurance against material misstatement, loss or fraud.

The Board through its Audit and Risk Management Committee ("**ARMC**") has established an ongoing process for identifying, evaluating and managing the significant risks faced by the Group and this process includes enhancing the risk management and internal control system as and when there are changes to the business environment and regulatory requirements. The process is reviewed by the Board and the ARMC on a periodic basis.

Management assists the Board in the implementation of the Board's policies and procedures on risk and control by identifying and assessing the risks faced by the Group, and in the design and operation of suitable internal controls to mitigate these risks identified.

The Board is of the view that the risk management and internal control system in place for the period under review and up to the date of issuance of the annual report is adequate and effective to safeguard the shareholders' investment, the interests of customers, regulators, employees and the Group's assets.

RISK MANAGEMENT FRAMEWORK

Risk management is firmly embedded in the Group's management system as the Board firmly believes that risk management is critical for the Group's sustainability and the enhancement of shareholder value. Key management staff and Heads of Department are delegated with the responsibility to manage identified risks within defined parameters and standards.

Risk management is firmly embedded in the Group's management system as the Board firmly believes that risk management is critical for the Group's sustainability and the enhancement of shareholder value.

The key steps in the risk management process are outlined on the following and provide a structured approach to identifying, assessing, and managing risks.

- Risk Governance & Context
  Defines strategic objectives, risk appetite, and the operating environment within which risks are managed.

- Risk Identification
  Systematic identification of internal and external risks that may affect the achievement of strategic and operational objectives.

- Risk Assessment
  Evaluation of risk likelihood and impact, taking account of existing controls and mitigation measures.

- Risk Prioritisation
  Comparison of assessed risks against defined thresholds to determine relative significance and management focus.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

RISK MANAGEMENT FRAMEWORK (CONT'D)

- Risk Appetite
  The Board has determined that the Group maintains a moderate risk appetite in pursuit of its strategic and operational objectives. The Group has low tolerance for risks that may result in regulatory non-compliance, health and safety incidents, ethical breaches, or material damage to its reputation, and such risks are generally avoided or reduced to acceptable levels. A measured level of risk is accepted in areas relating to operational execution, project delivery, talent management, and market dynamics where risks are inherent to the business and are managed through established controls and oversight mechanisms. Financial risks are managed conservatively, with emphasis on liquidity preservation, credit discipline, and cost control. Risks assessed as high or critical under the Group's risk assessment matrix require immediate senior management attention and Board oversight, while risks within medium and low thresholds are managed through routine controls and continuous improvement processes.

- Risk Response
  Implementation of proportionate actions to mitigate, manage, transfer, or accept risk exposures.

- Monitoring, Reporting & Assurance
  Ongoing monitoring of risk outcomes, effectiveness of controls, and reporting through established governance structures.

Periodic Management Meetings which are attended by the Department Heads and key management staff are held to:

- communicate the vision, roles and direction of the Group and priorities to all the employees and key stakeholders;

- identify, assess and evaluate the key risks of the Group that affect its goals and objectives for the year under review; and

- propose the appropriate mitigating controls and the significant risks that affect the Group's strategic and business plans, if any, to the Board at their scheduled meetings.

The key management staff meets regularly to review the risks faced by the Group and ensure that the existing mitigation actions are adequate. Risks identified are prioritised in terms of likelihood of occurrence and its impact on the achievement of the Group's business objectives.

INTERNAL CONTROL SYSTEM

The key elements of the internal control system that provide effective governance and oversight of internal control are described as follow:

(i) A well-defined organisational structure with clear lines of accountability and responsibilities provide a sound framework within the organisation in facilitating check and balance for proper decision making at the appropriate authority levels of management including matters that require the Board's approval.

(ii) A documented delegation of authority that sets out decisions that need to be taken and the appropriate levels of management involved including matters that require the Board's approval.

(iii) The Board and ARMC meet at least once on a quarterly basis to review and deliberate on the unaudited quarterly financial reports, annual financial statements, internal audit reports and etc. Discussions with management were held to deliberate on the actions that are required to be taken to address internal control issues identified.

(iv) Internal policies and procedures had been established for key business units within the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTERNAL AUDIT FUNCTION

The Group had appointed an independent professional firm, GovernanceAdvisory.com Sdn. Bhd. ("**GA**") to assist the Board and ARMC in performing regular and systematic review and provide independent assessment on the adequacy, efficiency and effectiveness of the Group's risk management and internal control system. GA is free from any relationship or conflict of interest, which may impair their objectivity and independence of the internal audit function.

The total costs incurred in respect of the outsourced of internal audit functions for the financial year ended 31 December 2025 ("**FYE2025**") was RM30,240.

During the FYE2025, internal audit visits were carried out and the findings of the internal audit, including the recommended corrective actions, were presented directly to the ARMC.

In addition, follow up review will be conducted to ensure that corrective actions have been implemented on a timely manner. Based on the internal audit review conducted, none of the weaknesses noted have resulted in any material losses, contingencies or uncertainties that would require a separate disclosure in this Annual Report.

Review of Effectiveness

The Board, with the assistance of the AC, had reviewed the adequacy and effectiveness of the Group's risk management and internal control systems for FYE2025. Based on the reviews performed, including reports from Management and the Internal Audit function, the Board is of the view that the Group's risk management and internal control systems were adequate and effective throughout the financial year under review.

The Board acknowledges that these systems are designed to manage risks within acceptable levels and are subject to inherent limitations. The Board remains committed to continuous improvement to address emerging risks and changes in the operating environment. In the course of its operations, the Group is exposed to risks associated with governance and compliance, project execution, including potential delays, scope changes, and customer-related disruptions that may impact project timelines, revenue recognition, and cash flow.

To mitigate such risks, the Group has implemented various measures such as the following:

- Regulatory compliance
  The Group keeps abreast of the changes and regularly seeks updates to the regulatory requirements that affect the Group's operations and necessary steps are taken to achieve compliance with the regulations as well as to assess and monitor the impact of such changes.

  For this purpose, discussions are held with consultants, contractors, and lawyers on compliance and regulatory matters. Apart from that, training is provided to staff by internal and external parties to keep them abreast of changes in laws, regulations and standards. The responsibilities for regulatory compliances are cascaded to relevant Heads of Departments to achieve compliance and reporting.

- Health, Safety and Environmental
  Ongoing monitoring, combined with internal and external training ensures staff competence, reinforce adherence to procedures, and strengthens safety culture. Lessons from audits and regulatory reviews are applied to drive continuous improvement.

- Robust Project Planning and Execution
  Implementing comprehensive project scheduling with clearly defined milestones and deliverables, backed by contract with customers. This includes resource allocation plans, critical path analysis, and regular progress monitoring to proactively identify and address potential delays.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Rule 15.23 of the AMLR of Bursa Securities, the External Auditors have reviewed this Statement on Risk Management and Internal Control for the inclusion in this Annual Report for FY 2025. Their limited assurance review was performed in accordance with the Audit and Assurance Practice Guide ("AAPG") 3: Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control Included in the Annual Report issued by the Malaysian Institute of Accountants.

AAPG 3 does not require the external auditors to consider whether this Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system.

Based on their procedures performed, the External Auditors have reported to the Board that nothing has come to their attention that caused them to believe that this Statement on Risk Management and Internal Control is not prepared in all material aspects, in accordance with the disclosures required by Section 7 of the Statement in Risk Management and Internal Control: Guidelines for Directors of Listed Issuer, nor is factually inaccurate.

CONCLUSION

For the financial year under review and up to the date of approval of this statement, the Board is of the opinion that the risk management and internal control system of the Group currently in place is adequate and effective to safeguard the Group's interests and assets.

In addition, the Board has received reasonable assurance from the Executive Directors that the Group's risk management and internal control system are adequate and operate effectively, in all material respects.

The Board will continue to assess and monitor the adequacy and effectiveness of the risk management and internal control system of the Group and to strengthen it, as and when necessary.

This statement is made in accordance with a resolution of the Board of Directors dated 20 April 2026.

STATEMENT OF DIRECTORS' RESPONSIBILITY
IN RELATION TO THE AUDITED FINANCIAL STATEMENTS

The Directors are required by the Companies Act 2016 to prepare the financial statements for each financial year which have been made out in accordance with the applicable approved accounting standards in Malaysia.

The Directors are responsible to ensure that the financial statement is given a true and fair view of the financial position of the Group and of the Company at the end of the financial year, and of the results and cash flows of the Group and of the Company for the financial year then ended.

In preparing the financial statements, the Directors have observed the following criteria:

- overseeing the overall conduct of the company's business and that of the group;
- identifying principal risks and ensuring that an appropriate system of internal control exists to manage these risks;
- reviewing the adequacy and integrity of internal controls system and management information system in the company and within the group;
- adopting suitable accounting policies and apply them consistently;
- making judgements and estimates that are reasonable and prudent; and
- ensuring that the financial statements were prepared on a going concern basis and in compliance with all applicable approved accounting standards in Malaysia subject to any material departures, if any, were disclosed.

The Directors are satisfied that in preparing the financial statements of the Group and the Company for the financial year ended 31 December 2025, appropriate accounting policies were used and applied consistently, and adopted to include new and revised Malaysian Financial Reporting Standards where applicable. The Directors are also of the view that relevant approved accounting standards have been followed in the preparation of these financial statements.

The Directors are also responsible for taking such reasonable steps to safeguard the assets of the Group and to minimise fraud and other irregularities.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

The Directors hereby present 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 consist of providing lorry transport services, hiring of trucks, warehousing/maintenance services and other logistics services, buy, lease and sell of aircraft. The principal activities of its subsidiary companies are in the provision of trucking, land transportation, courier services, aircraft leasing activities and investment holding.

There have been no significant changes in the nature of these activities of the Company and of its subsidiary companies during the financial year.

Financial Results

	Group RM	Company RM
(Loss)/Profit for the financial year	(4,555,469)	6,022,320
Attributable to:		
Owners of the parent	(4,546,522)	6,022,320
Non-controlling interests	(8,947)	-
	(4,555,469)	6,022,320

Reserves and Provisions

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

Dividends

There were no dividends proposed, declared or paid by the Company since the end of the previous financial year. The Board of Directors does not recommend any dividend in respect of the current financial year.

Issue of Shares and Debentures

There was no issuance of shares or debentures during the financial year.

Options Granted Over Unissued Shares

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

Directors

The Directors in office since the beginning of the current financial year until the date of this report are:

Alan Ong Lay Wooi *
Angeline Ong Lay Shee *
Datuk Md Hassim Bin Pardi
Adeline Ong Lay Suen
Adam Muralidharan Bin Abdullah
Dato' Haji Abdul Wahabi Bin Abdullah
Lee Lean Suan
Tan Soo Mooi
Dato' Ir. Haji Mohamad Bin Dalib

The Directors who held office in the subsidiary companies (excluding Directors who are also Directors of the Company) during the current financial year up to the date of this report:

Ameline Ong Lay Ling
Wan Chun Choong
Hisham Bin Halim

** Director of the Company and its subsidiary companies*

The information required to be disclosed pursuant to Section 253 of the Companies Act 2016 is deeded incorporated herein by such reference to the financial statements of the respective subsidiary companies and made a part hereof.

Directors' Interests in Shares

The interests and deemed interests in the shares of the Company and of its related corporations (other than wholly-owned subsidiary companies) of those who were Directors at financial year end (including their spouses or children) according to the Register of Directors' Shareholdings are as follows:

	Number of ordinary shares			
	At 1.1.2025	Bought	Sold	At 31.12.2025
Interests in the Company				
Direct interests				
Alan Ong Lay Wooi	357,600,000	-	-	357,600,000
Angeline Ong Lay Shee	178,800,000	-	-	178,800,000
Datuk Md Hassim Bin Pardi	2,500,000	-	-	2,500,000
Adam Muralidharan Bin Abdullah	500,000	-	-	500,000
Dato' Haji Abdul Wahabi Bin Abdullah	50,000	-	-	50,000
Lee Lean Suan	2,250,000	240,000	-	2,490,000
Tan Soo Mooi	400,000	-	-	400,000
Dato' Ir. Haji Mohamad Bin Dalib	50,000	-	-	50,000
Indirect interests				
Angeline Ong Lay Shee #	357,600,000	-		357,600,000
Adeline Ong Lay Suen #	357,600,000	-		357,600,000

\# *deemed interests by virtue of the shareholdings in Lille Management Sdn. Bhd..*

By virtue of their interests in the shares of the Company, Mr. Alan Ong Lay Wooi, Ms. Angeline Ong Lay Shee and Ms. Adeline Ong Lay Suen are also deemed interested in the shares of all the subsidiary companies during the financial year to the extent that the Company has an interest under Section 8 of the Companies Act 2016 in Malaysia.

None of the other Directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

Directors' Benefits

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of remuneration received or due and receivable by Directors as disclosed in the "Directors' Remuneration") by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

Neither during nor at the end of the financial year, was the Company a party to any arrangement whose object was to enable the Directors to acquire benefits by means of the acquisition of shares in or debentures of, the Company or any other body operate.

Directors' Remuneration

The details of the Directors' remuneration for the financial year ended 31 December 2025 are set out below:

	Group RM	Company RM
Executive Directors		
Salaries and other emoluments	1,832,740	1,766,000
Defined contribution plans	237,926	229,580
Social security contributions	5,325	4,178
	2,075,991	1,999,758
Estimated value of benefit-in-kind	60,800	60,800
	2,136,791	2,060,558
Non-executive Directors		
Fees	207,000	207,000
Other emoluments	84,513	84,513
	291,513	291,513
Total Directors' Remuneration	2,428,304	2,352,071

Indemnity and Insurance Costs

There was no indemnity given to or insurance effected for any Directors, officers and auditors of the Company in accordance with Section 289 of the Companies Act 2016 in Malaysia.

Other Statutory Information

(a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

(i) to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that adequate allowance had been made for doubtful debts and there were no bad debts to be written off; and

(ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount which the current assets might be expected so to realise.

(b) At the date of this report, the Directors are not aware of any circumstances:

(i) which would render it necessary to write off any bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

(ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or

(iii) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading; or

(iv) 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.

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

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

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

Other Statutory Information (Cont'd)

(d) In the opinion of the Directors:

(i) 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 and of the Company to meet its obligations as and when they fall due;

(ii) the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(iii) 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 results of the operations of the Group and of the Company for the financial year in which this report is made.

Subsidiary Companies

The details of the subsidiary companies are disclosed in Note 7 to the financial statements.

Auditors' Remuneration

The details of the auditors' remuneration for the financial year ended 31 December 2025 are as follows:

	Group RM	Company RM
Auditors' remuneration		
- Statutory audits		
- UHY Malaysia PLT	118,280	56,500
- Other auditors	10,426	-
	128,706	56,500
- Other services		
- UHY Malaysia PLT	21,200	21,200
	149,906	77,700

DIRECTORS' REPORT

Auditors

The Auditors, UHY Malaysia PLT, have expressed their willingness to continue in office.

Signed on behalf of the Board of Directors, as approved by the Board of Directors in accordance with a resolution of the Directors,

ALAN ONG LAY WOOI	ANGELINE ONG LAY SHEE

KUALA LUMPUR

20 April 2026

STATEMENT BY DIRECTORS

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

We, Alan Ong Lay Wooi and Angeline Ong Lay Shee, being two of the Directors of Sin-Kung Logistics Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the provisions 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 in accordance with
a resolution of the Directors,

ALAN ONG LAY WOOI

ANGELINE ONG LAY SHEE

KUALA LUMPUR

20 April 2026

STATUTORY DECLARATION

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

I, ALAN ONG LAY WOOI, being the Director primarily responsible for the financial management of Sin-Kung Logistics Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provision of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by)
the abovenamed at Kuala Lumpur in)
the Federal Territory on 20 April 2026)

ALAN ONG LAY WOOI

Before me,

COMMISSIONER FOR OATHS

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF SIN-KUNG LOGISTICS BERHAD

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Sin-Kung Logistics 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 129 to 228.

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

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Key Audit Matters

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

Key Audit Matters	How we addressed the key audit matters
Impairment assessment of goodwill The Group's goodwill balance as at 31 December 2025 stood at RM14.1 million. Goodwill is subject to annual impairment testing. We focused on this area as the determination of recoverable amounts of cash-generating-unit ("CGU") based on value in use and fair value less costs of disposal approach by management involved a significant degree of judgement and assumptions.	Our audit procedures for recoverable amount of CGU that is valued at value in use include the following: • Assessed the reliability of management's forecast through the review of past trends of actual financial performances against previous forecasted results. • Assessed the key assumptions on which the cash flow projections are based, by amongst others, comparing them against business plans, historical results and market data. • Evaluated the appropriateness of the discount rate used to determine the present value of the cash flows and whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset. • Performed sensitivity analysis on key assumptions to evaluate impact on the impairment assessment. • Assessed the adequacy and reasonableness of the disclosures in the financial statements.

Key Audit Matters (Cont'd)

We have determined that there is no key audit matter in the audit of the financial statements of the Company to be communicated in our Auditors' Report.

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 annual report but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

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

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

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

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

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: (Cont'd)

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

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

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

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiary companies of which we have not acted as auditors, are disclosed in Note 7 to the financial statements.

Other Matters

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

UHY Malaysia PLT
202406000040 (LLP0041391-LCA) & AF1411
Chartered Accountants

YEOH AIK CHUAN
Approved Number: 02239/07/2026 J
Chartered Accountant

KUALA LUMPUR

20 April 2026

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
ASSETS					
Non-current assets					
Property, plant and equipment	4	121,893,479	88,444,500	102,635,748	79,080,979
Investment properties	5	12,625,277	12,625,277	-	-
Right-of-use assets	6	73,825,097	44,431,072	44,400,750	44,431,072
Investment in subsidiary companies	7	-	-	31,351,726	546,626
Other investments	8	5,000	5,000	5,000	5,000
Goodwill on consolidation	9	14,099,536	-	-	-
Total non-current assets		222,448,389	145,505,849	178,393,224	124,063,677
Current assets					
Inventories	10	3,129,152	2,911,594	2,885,796	2,911,594
Trade receivables	11	6,647,328	6,612,232	6,387,699	6,508,785
Other receivables	12	6,801,571	6,049,429	4,718,318	5,862,390
Amount due from subsidiary companies	13	-	-	33,311,572	26,349,203
Tax recoverable		179,667	384,647	66,331	369,847
Cash and bank balances		20,087,319	21,904,324	16,493,268	20,562,709
Total current assets		36,845,037	37,862,226	63,862,984	62,564,528
Total assets		259,293,426	183,368,075	242,256,208	186,628,205

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
EQUITY					
Share capital	14	32,749,397	32,749,397	32,749,397	32,749,397
Reserves	15	46,973,784	51,498,140	60,826,014	54,803,694
Equity attributable to owners of the parent		79,723,181	84,247,537	93,575,411	87,553,091
Non-controlling interests		54,119	63,066	-	-
Total equity		79,777,300	84,310,603	93,575,411	87,553,091
LIABILITIES					
Non-current liabilities					
Lease liabilities	16	33,151,826	10,947,457	10,946,132	10,947,457
Loans and borrowings	17	102,796,490	65,375,010	102,796,490	65,375,010
Deferred tax liabilities	18	7,108,706	5,677,597	6,485,211	5,677,597
Total non-current liabilities		143,057,022	82,000,064	120,227,833	82,000,064
Current liabilities					
Trade payables	19	651,693	219,341	434,499	219,341
Other payables	20	5,976,087	7,257,081	3,975,811	6,958,162
Amount due to subsidiary companies	13	-	-	647,521	318,327
Lease liabilities	16	12,657,199	5,797,399	6,224,628	5,797,399
Loans and borrowings	17	17,170,505	3,781,821	17,170,505	3,781,821
Provision for taxation		3,620	1,766	-	-
Total current liabilities		36,459,104	17,057,408	28,452,964	17,075,050
Total liabilities		179,516,126	99,057,472	148,680,797	99,075,114
Total equity and liabilities		259,293,426	183,368,075	242,256,208	186,628,205

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

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
Revenue	21	62,748,497	54,159,147	59,905,576	53,544,006
Cost of sales		(43,556,702)	(31,396,728)	(34,965,316)	(31,554,640)
Gross profit		19,191,795	22,762,419	24,940,260	21,989,366
Other income		2,209,862	638,090	1,628,660	1,418,777
Administrative expenses		(19,478,203)	(15,549,439)	(14,702,355)	(14,844,742)
Net (loss)/gain on impairment of financial instruments		-	-	(107,620)	15,644
Profit from operations		1,923,454	7,851,070	11,758,945	8,579,045
Finance costs	22	(5,027,316)	(4,329,442)	(4,249,107)	(4,051,688)
(Loss)/Profit before tax	23	(3,103,862)	3,521,628	7,509,838	4,527,357
Taxation	24	(1,451,607)	(4,235,241)	(1,487,518)	(4,097,370)
(Loss)/Profit for the financial year		(4,555,469)	(713,613)	6,022,320	429,987

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
Other comprehensive income,					
Item that are or maybe reclassified subsequently to profit or loss					
Exchange translation differences of foreign operations		22,166	6,515	-	-
Total comprehensive (loss)/income for the financial year		(4,533,303)	(707,098)	6,022,320	429,987
(Loss)/Profit for the financial year attributable to:					
Owners of the parent		(4,546,522)	(711,329)	6,022,320	429,987
Non-controlling interests		(8,947)	(2,284)	-	-
		(4,555,469)	(713,613)	6,022,320	429,987
Total comprehensive (loss)/income for the financial year attributable to:					
Owners of the parent		(4,524,356)	(704,814)	6,022,320	429,987
Non-controlling interests		(8,947)	(2,284)	-	-
		(4,533,303)	(707,098)	6,022,320	429,987
Loss per share					
Basic loss per share (sen)	25	(0.38)	(0.06)		
Diluted loss per share (sen)	25	(0.38)	(0.06)		

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 parent					
		Non-distributable		Distributable			
Group	Note	Share capital RM	Foreign currency translation reserve RM	Retained earnings RM	Total RM	Non-controlling interests RM	Total equity RM
2025							
At 1 January 2025		32,749,397	(18,096)	51,516,236	84,247,537	63,066	84,310,603
Loss for the financial year		-	-	(4,546,522)	(4,546,522)	(8,947)	(4,555,469)
Other comprehensive income for the financial year:							
Foreign currency translation reserve		-	22,166	-	22,166	-	22,166
Total comprehensive income/(loss) for the financial year		-	22,166	(4,546,522)	(4,524,356)	(8,947)	(4,533,303)
At 31 December 2025		32,749,397	4,070	46,969,714	79,723,181	54,119	79,777,300

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

		Attributable to owners of the parent					
		Non-distributable		Distributable			
Group (Cont'd)	**Note**	**Share capital RM**	**Foreign currency translation reserve RM**	**Retained earnings RM**	**Total RM**	**Non-controlling interests RM**	**Total equity RM**
2024							
At 1 January 2024		8,000,000	(24,611)	52,227,565	60,202,954	65,350	60,268,304
Loss for the financial year		-	-	(711,329)	(711,329)	(2,284)	(713,613)
Other comprehensive income for the financial year:							
Foreign currency translation reserve		-	6,515	-	6,515	-	6,515
Total comprehensive income/(loss) for the financial year		-	6,515	(711,329)	(704,814)	(2,284)	(707,098)
Transactions with owners:							
- Issuance of shares pursuant to Initial Public Offering	14	26,000,000	-	-	26,000,000	-	26,000,000
- Share issuance expenses	14	(1,250,603)	-	-	(1,250,603)	-	(1,250,603)
		24,749,397	-	-	24,749,397	-	24,749,397
At 31 December 2024		32,749,397	(18,096)	51,516,236	84,247,537	63,066	84,310,603

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

	Note	Non-distributable Share capital RM	Distributable Retained earnings RM	Total equity RM
Company				
At 1 January 2025		32,749,397	54,803,694	87,553,091
Profit for the financial year, representing total comprehensive income for the financial year		-	6,022,320	6,022,320
At 31 December 2025		32,749,397	60,826,014	93,575,411
At 1 January 2024		8,000,000	54,373,707	62,373,707
Profit for the financial year, representing total comprehensive income for the financial year		-	429,987	429,987
Transactions with owners:				
- Issuance of shares pursuant to Initial Public Offering	14	26,000,000	-	26,000,000
- Share issuance expenses	14	(1,250,603)	-	(1,250,603)
		24,749,397	-	24,749,397
At 31 December 2024		32,749,397	54,803,694	87,553,091

The accompanying notes form an integral part of the financial statements.

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

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
Cash flows from operating activities					
(Loss)/Profit before tax		(3,103,862)	3,521,628	7,509,838	4,527,357
Adjustments for:					
Amortisation of right-of-use assets		7,732,524	3,862,406	4,331,322	3,862,406
Depreciation of property, plant and equipment		2,912,479	1,635,104	2,101,620	1,631,752
Dividend income		-	-	-	(140,000)
Finance costs		5,027,316	4,329,442	4,249,107	4,051,688
Gain on disposal of property, plant and equipment		(132,671)	(9,999)	(132,671)	(9,999)
Impairment losses on amount due from subsidiary companies		-	-	107,620	37,354
Interest income		(427,252)	(388,965)	(1,206,225)	(1,063,999)
Gain on disposal of right-of-use assets		(83,063)	-	(83,063)	-
Loss on modification of lease terms		1	2,245	1	2,245
Loss on expiration of of lease terms		4	-	4	-
Reversal of impairment losses on amount due from subsidiary companies		-	-	-	(52,998)
Property, plant and equipment written off		10	-	-	-
Unrealised (gain)/loss on foreign exchange		(1,288,117)	17,409	(166,488)	6,546
Operating profit before working capital changes carried down		10,637,369	12,969,270	16,711,065	12,852,352

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

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
Cash flows from operating activities (Cont'd)					
Operating profit before working capital changes brought down		10,637,369	12,969,270	16,711,065	12,852,352
Changes in working capital:					
Inventories		(4,328)	7,002	25,798	7,002
Trade receivables		328,878	1,367,183	136,132	1,404,316
Other receivables		(2,619,420)	(46,665)	(925,929)	(104,734)
Trade payables		168,343	32,960	215,158	32,960
Other payables		661,400	397,888	225,890	457,581
Subsidiary companies		-	-	333,194	134,054
		(1,465,127)	1,758,368	10,243	1,931,179
Cash generated from operations		9,172,242	14,727,638	16,721,308	14,783,531
Tax paid		(507,555)	(2,198,166)	(382,724)	(2,024,869)
Tax refunded		16,376	13,663	6,336	-
		(491,179)	(2,184,503)	(376,388)	(2,024,869)
Net cash from operating activities		8,681,063	12,543,135	16,344,920	12,758,662

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

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
Cash flows from investing activities					
Acquisition of property, plant and equipment	4(b)	(3,393,609)	(598,225)	(3,208,682)	(558,696)
Acquisition of right-of-use assets	6(b)	(2,516,764)	(71,760)	(27,448)	(71,760)
Net cash outflow from acquisition of a subsidiary company	7(b)	12,742	-	-	-
Incidental acquisition cost paid		-	-	(62,100)	-
Additional investment in a subsidiary company		-	-	(10,000,000)	-
Advances to subsidiary companies		-	-	(7,073,989)	(7,450,308)
Deposits paid for acquiring a subsidiary company		-	(2,070,000)	-	(2,070,000)
Dividend received		-	-	-	140,000
Interest received		427,252	388,965	1,206,225	1,063,999
Incorporation of subsidiary companies		-	-	(43,000)	-
Proceeds from disposal of property, plant and equipment		236,278	10,000	236,278	10,000
Proceeds from disposal of right-of-use assets		268,256	-	268,256	-
Net cash used in investing activities		(4,965,845)	(2,341,020)	(18,704,460)	(8,936,765)

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

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
Cash flows from financing activities					
Interest paid		(5,027,316)	(4,329,442)	(4,249,107)	(4,051,688)
Payments of lease liabilities	28	(9,920,018)	(5,968,915)	(6,859,059)	(5,968,915)
Payments of share issuance expenses	14	-	(1,250,603)	-	(1,250,603)
Drawdown of term loan		3,519,238	-	3,519,238	-
Net changes in revolving credit	28	11,000,000	-	11,000,000	-
Proceeds from issuance of shares pursuant to Initial Public Offering	14	-	26,000,000	-	26,000,000
Repayment of term loans	28	(5,272,415)	(12,887,900)	(5,272,415)	(6,786,426)
Net cash (used in)/from financing activities		(5,700,511)	1,563,140	(1,861,343)	7,942,368

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

		Group		Company	
		2025	2024	2025	2024
	Note	RM	RM	RM	RM
Net (decrease)/increase in cash and cash equivalents		(1,985,293)	11,765,255	(4,220,883)	11,764,265
Cash and cash equivalents at the beginning of the financial year		21,904,324	10,148,700	20,562,709	8,798,458
Effect of exchange translation differences on cash and bank balances		168,288	(9,631)	151,442	(14)
Cash and cash equivalents at the end of the financial year		20,087,319	21,904,324	16,493,268	20,562,709
Cash and cash equivalents at the end of the financial year comprise:					
Cash and bank balances		20,087,319	21,904,324	16,493,268	20,562,709

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

	Note	Group 2025 RM	Group 2024 RM	Company 2025 RM	Company 2024 RM
Cash outflow for leases as a lessee					
Included in operating activities:					
Interest paid in relation to leases liabilities	22	2,045,275	1,035,795	1,267,066	1,035,795
Payment relating to low value assets	23	-	10,674	-	10,674
Payment relating to short-term leases	23	105,348	77,570	123,348	95,570
		2,150,623	1,124,039	1,390,414	1,142,039
Included in financing activity:					
Payment of lease liabilities	16	(11,965,293)	(7,004,710)	(8,126,125)	(7,004,710)
Total cash outflows for leases		(9,814,670)	(5,880,671)	(6,735,711)	(5,862,671)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2025

1. Corporate Information

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

The registered office and principal place of business of the Company are located at Lot 1928, Jalan Bukit Kemuning, 40460 Shah Alam, Selangor, Malaysia.

The principal activities of the Company consist of providing lorry transport services, hiring of trucks, warehousing/maintenance services and other logistics services, buy, lease and sell of aircraft. The principal activities of its subsidiary companies are in the provision of trucking, land transportation, courier services, aircraft leasing activities and investment holding. There have been no significant changes in the nature of these activities of the Company and of its subsidiary companies during the financial year.

2. Basis of Preparation

(a) Statement of compliance

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

The financial statements of the Group and of the Company have been prepared under the historical cost convention, unless otherwise indicated in the material accounting policies below.

2. **Basis of Preparation (Cont'd)**

(a) Statement of compliance (Cont'd)

Adoption of new and amended standards

During the financial year, the Group and the Company have adopted the following amendments to standards issued by the Malaysian Accounting Standards Board ("MASB") that are mandatory for current financial year:

Amendments to MFRS 121	Lack of Exchangeablility

The adoption of the amendments to standards did not have any significant impact on the financial statements of the Group and of the Company.

Standards issued but not yet effective

The Group and the Company have not applied the following new and amendments to MFRSs that have been issued by the MASB but are not yet effective for the Group and for the Company:

		Effective dates for financial periods beginning on or after
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements to MFRS Accounting Standards – Volume 11: • Amendments to MFRS 1 • Amendments to MFRS 7 • Amendments to MFRS 9 • Amendments to MFRS 10 • Amendments to MFRS 107		1 January 2026
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity	1 January 2026
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121	Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further noticed

2. Basis of Preparation (Cont'd)

(a) Statement of compliance (Cont'd)

Standards issued but not yet effective (Cont'd)

The Group and the Company intend to adopt the above new standards and amendments to standards, if applicable, when they become effective.

The new MFRSs and Amendments to MFRSs above are expected to have no significant impact on the financial statements of the Group and the Company upon their initial application except for the changes in presentation and disclosures of financial information arising from the adoption of these Amendments to MFRSs as discussed below:

MFRS 18 *Presentation and Disclosure in Financial Statement*

MFRS 18 will replace MFRS 101 *Presentation of Financial Statements*. It preserves the majority requirements of MFRS 101 while introducing additional requirements. In addition, narrow-scope amendments have been made to MFRS 107 *Statement of Cash Flows* and some requirements of MFRS 101 have been moved to MFRS 108 *Basis of Preparation of Financial Statements*.

MFRS 18 additional requirements are as follows:

(i) Statement of Profit or Loss and Other Comprehensive Income

MFRS 18 introduces newly defined "operating profit or loss" and "profit or loss before financing and income tax" subtotal which are to be presented in the statement of profit or loss, while the net profit or loss remains unchanged. Statement of profit or loss to be presented in five categories: operating, investing, financing, income taxes and discontinued operations.

(ii) Statement of Cash Flows

The standard modifies the starting point for calculating cash flows from operations using the indirect method, shifting from "profit or loss" to "operating profit or loss". It also provides guidance on classification of interest and dividend in statement of cash flows.

2. **Basis of Preparation (Cont'd)**

(a) Statement of compliance (Cont'd)

Standards issued but not yet effective (Cont'd)

MFRS 18 *Presentation and Disclosure in Financial Statement (Cont'd)*

MFRS 18 additional requirements are as follows: (Cont'd)

(iii) New disclosures of expenses by nature

Entities are required to present expenses in the operating category by nature, function or a mix of both. MFRS 18 includes guidance for entities to assess and determine which approach is most appropriate based on the facts and circumstances.

(iv) Management-defined Performance Measures (MPMs)

The standard requires disclosure of explanations of the entity's company-specific measures that are related to the statement of profit or loss, referred to MPMs. MPMs are required to be reconciled to the most similar specified subtotal in MFRS Accounting Standards.

(v) Enhanced Guidance on Aggregation and Disaggregation

MFRS 18 provides enhanced guidance on grouping items based on shared characteristics and requires disaggregation when items have dissimilar characteristics or when such disaggregation is material.

The potential impact of the new standard on the financial statements of the Group and of the Company have yet to be assessed.

(b) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest RM except when otherwise stated.

(c) Significant accounting judgements, estimates and assumptions

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

2. **Basis of Preparation (Cont'd)**

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Judgements

The following are the judgements made by management in the process of applying the Group's and the Company's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

<u>Classification between investment properties and property, plant and equipment</u>

The Group has developed certain criteria based on MFRS 140 *Investment Property* in making judgement whether a property qualifies as an investment property. Investment property is a property held to earn rentals or for capital appreciation or both.

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes.

If these portions could be sold separately (or leased out separately), the Group would account for the portions separately. 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 significant that a property does not qualify as investment property.

<u>Determining the lease term of contracts with renewal options - Group and Company as lessee</u>

The Group and the Company determine the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised.

The Group and the Company have several lease contracts that include extension options. The Group and the Company apply judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Group and the Company reassess the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew.

The Group and the Company include the renewal period as part of the lease term for leases of buildings with non-cancellable period included as part of the lease term as these are reasonably certain to be exercised because there will be a significant negative effect on operation if a replacement asset is not readily available.

2. Basis of Preparation (Cont'd)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are set out below:

Depreciation and useful lives of property, plant and equipment, right-of-use ("ROU") assets and investment properties

The Group and the Company review the residual values, useful lives and depreciation methods at the end of each reporting period. Judgements are applied in the selection of the depreciation method, the useful lives and the residual values. The actual consumption of the economic benefits of the property, plant and equipment, ROU assets and investment properties may differ from the estimates applied and therefore, future depreciation charges could be revised. The carrying amounts at the reporting date for property, plant and equipment, investment properties and ROU assets are disclosed in Notes 4, 5 and 6 respectively.

Discount rate used in leases

Where the interest rate implicit in the lease cannot be readily determined, the Group and the Company use the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group and the Company would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation, particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group and the Company estimate the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

2. Basis of Preparation (Cont'd)

(c) Use of estimates and judgements (Cont'd)

Key sources of estimation uncertainty (Cont'd)

Impairment of goodwill on consolidation

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of cash-generating units to which the goodwill is allocated. Estimating the value in use amount requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The key assumptions used to determine the value in use is disclosed in Note 9.

Impairment of investment in subsidiary companies

The Company reviews its investment in subsidiary companies when there are indicators of impairment. Impairment is measured by comparing the carrying amount of an investment with its recoverable amount. Significant judgement is required in determining the recoverable amount. Estimating the recoverable amount requires the Company to make an estimate of the expected future cash flows from the cash-generating units and also to determine a suitable discount rate in order to calculate the present value of those cash flows.

Income taxes

Judgement is involved in determining the provision for income taxes. 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 for tax issues 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 differences will impact the income tax and/or deferred tax provisions in the period in which such determination is made. As at 31 December 2025, the Group has tax recoverable and tax payable of RM179,667 (2024: RM384,647) and RM3,620 (2024: RM1,766) respectively. As at 31 December 2025, the Company has tax recoverable of RM66,331 (2024: RM369,847).

3. Material Accounting Policies

The Group and the Company apply the material accounting policies set out below, consistently throughout all periods presented in financial statements unless otherwise stated.

(a) Basis of consolidation

(i) Subsidiary companies

Subsidiary companies are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiary companies are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary company is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in business combination are measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed in profit or loss as incurred.

If the business combination is achieved in stages, the acquirer's previously held equity interest in the acquiree is re-measured at its acquisition-date fair value and the resulting gain or loss is recognised in profit or loss.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (which cannot exceed one year from the acquisition date), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date, if known, would have affected the amounts recognised at that date.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 *Financial Instruments* is measured at fair value with the changes in fair value recognised in profit or loss. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

3. Material Accounting Policies (Cont'd)

(a) Basis of consolidation (Cont'd)

(i) Subsidiary companies (Cont'd)

Inter-company transactions, balances and unrealised gains or losses on transactions between Group companies are eliminated. Unrealised losses are eliminated only if there is no indication of impairment. Where necessary, accounting policies of subsidiary companies have been changed to ensure consistency with the policies adopted by the Group.

In the Company's separate financial statements, investments in subsidiary companies are stated at cost less accumulated impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts are recognised in profit or loss. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount.

(ii) Changes in ownership interest in subsidiary companies without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions - that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary company is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(iii) Disposal of subsidiary companies

If the Group loses control of a subsidiary company, the assets and liabilities of the subsidiary company, including any goodwill, and non-controlling interests are derecognised at their carrying value on the date that control is lost. Any remaining investment in the entity is recognised at fair value. The difference between the fair value of consideration received and the amounts derecognised and the remaining fair value of the investment is recognised as a gain or loss on disposal in profit or loss. Any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities.

3. Material Accounting Policies (Cont'd)

(a) Basis of consolidation (Cont'd)

(iv) Goodwill on consolidation

The excess of the aggregate of the consideration transferred the amount of any non-controlling interest in the acquiree and the acquisition date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total consideration transferred, non-controlling interest recognised and previously held interest measured at fair value is less than the fair value of the net assets of the subsidiary company acquired (i.e. a bargain purchase), the gain is recognised in profit or loss.

Following the initial recognition, goodwill is measured at cost less accumulated impairment losses. Goodwill is not amortised but instead, it is reviewed for impairment annually or more frequent when there is objective evidence that the carrying value may be impaired.

(b) Foreign currency translation

(i) Foreign currency transactions and balances

Transactions in foreign currency are recorded in the functional currency of the respective Group entities using the exchange rates prevailing at the dates of the transactions. At each reporting date, monetary items denominated in foreign currencies are retranslated at the rates prevailing on that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are included in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operation. These are initially taken directly to the foreign currency translation reserve within equity until the disposal of the foreign operations, at which time they are recognised in profit or loss. Exchange differences arising on monetary items that form part of the Company's net investment in foreign operation are recognised in profit or loss in the Company's financial statements or the individual financial statements of the foreign operation, as appropriate.

3. Material Accounting Policies (Cont'd)

(b) Foreign currency translation (Cont'd)

(i) Foreign currency transactions and balances (Cont'd)

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the reporting period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. Exchange differences arising from such non-monetary items are also recognised in other comprehensive income.

(ii) Foreign operations

The assets and liabilities of foreign operations denominated in functional currencies other than RM are translated to RM at the rate of exchange prevailing at the reporting date. The income and expenses of foreign operations, excluding foreign operations in hyperinflationary economies, are translated to RM at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve ("FCTR") in equity. When a foreign operation is disposed off such that control or significant influence is lost, the cumulative amount in the FCTR related that foreign operations reclassified to profit or loss as part of the gain or loss on disposal.

When the Group disposes of only part of its investment in an associate that includes a foreign operation while retaining significant influence, the relevant proportion of the cumulative amount is reclassified to profit or loss.

(c) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The policy of recognition and measurement of impairment losses is in accordance with Note 3(i)(i) on impairment on non-financial assets.

(i) Recognition and measurement

All items of property, plant and equipment are initially recorded at cost. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced component is derecognised. All other repair and maintenance are recognised in profit or loss during the financial year in which they are incurred.

3. Material Accounting Policies (Cont'd)

(c) Property, plant and equipment (Cont'd)

(i) Recognition and measurement (Cont'd)

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

Property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in profit or loss.

(ii) Depreciation

Depreciation is recognised in the profit or loss on straight-line basis to write off the cost of each asset to its residual value over its estimated useful life. Freehold land and capital work-in-progress are not depreciated. Property, plant and equipment under construction are not depreciated until the assets are ready for its intended use.

Property, plant and equipment are depreciated based on the estimated annual depreciation rates of the assets as follows:

Freehold building	1% - 10%
Plant and machinery	10%
Furniture, fittings, office equipment and renovation	10% - 20%
Motor/Commercial vehicles	10%
Aircraft equipment, communication equipment and aircraft shelter	1.82% - 20%

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the property, plant and equipment.

3. Material Accounting Policies (Cont'd)

(d) Leases

As lessee

The Group and the Company recognise a ROU asset and a lease liability at the lease commencement date. The ROU asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or site on which it is located, less any lease incentives received.

The ROU asset is subsequently measured at cost less any accumulated depreciation, accumulated impairment loss and, if applicable, adjusted for any remeasurement of lease liabilities. The policy of recognition and measurement of impairment losses is in accordance with Note 3(i)(i) on impairment on non-financial assets.

The ROU asset under cost model is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term. The estimated annual depreciation rates of the ROU assets are determined on the same basis as those of property, plant and equipment as follows:

Leasehold land and building	Over the remaining lease period
Buildings	Over the remaining lease term
Computer software and equipment	10%
Motor/Commercial vehicles	10%
Plant and machinery	10%
Aircraft	Over the remaining lease term

The ROU assets are subject to impairment.

The lease liability is initially measured at the present value of future lease payments at the commencement date, discounted using the respective Group entities' incremental borrowing rates. Lease payments included in the measurement of the lease liability include fixed payments, any variable lease payments, amount expected to be payable under a residual value guarantee, and exercise price under an extension option that the Group and the Company are reasonably certain to exercise.

Variable lease payments that do not depend on an index or a rate and are dependent on a future activity are recognised as expenses in profit or loss in the period in which the event or condition that triggers the payment occurs.

3. Material Accounting Policies (Cont'd)

(d) Leases (Cont'd)

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in rate, or if the Group or the Company changes its assessment of whether it will exercise an extension or termination option.

Lease payments associated with short term leases and leases of low value assets are recognised on a straight-line basis as an expense in profit or loss. Short term leases are leases with a lease term of 12 months or less and do not contain a purchase option. Low value assets are those assets valued at less than RM20,000 each when purchased new.

The Group and the Company apply the lease of low-value assets recognition exemption to lease of computer software and equipment that are considered to be low value.

(e) Investment properties

Investment properties are properties held either to earn rental income or for capital appreciation or for both. Investment properties are measured at cost, including transaction costs, less any accumulated depreciation and impairment losses.

The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met and excludes the costs of day-to-day servicing of an investment property.

Freehold land is not depreciated.

(f) Financial assets

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

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss ("FVTPL"), directly attributable transaction costs.

The Group and the Company determine the classification of their financial assets at initial recognition, and the categories include trade and other receivables, amount due from subsidiary companies, cash and bank balances and other investments.

3. Material Accounting Policies (Cont'd)

(f) Financial assets (Cont'd)

(i) Financial assets at amortised cost

The Group and the Company measure financial assets at amortised cost if both of the following conditions are met:

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

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

(ii) Financial assets at fair value through other comprehensive income ("FVOCI")

<u>Debt instruments</u>

A debt security is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

<u>Equity instruments</u>

On initial recognition of an equity investment that is not held for trading, the Group and the Company may irrevocably elect to present subsequent changes in fair value in OCI on an investment-by-investment basis.

Financial assets categorised as FVOCI are subsequently measured at fair value, with unrealised gains and losses recognised directly in OCI and accumulated under fair value reserve in equity. For debt instruments, when the investment is derecognised or determined to be impaired, the cumulative gain or loss previously recorded in equity is reclassified to the profit or loss. For equity instruments, the gains or losses are never reclassified to profit or loss.

The Group and the Company have not designated any financial assets as FVOCI.

3. Material Accounting Policies (Cont'd)

(f) Financial assets (Cont'd)

(iii) Financial assets at fair value through profit or loss

All financial assets not classified as measured at amortised cost or FVOCI, as described above, are measured at FVTPL. This includes derivative financial assets (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument). On initial recognition, the Group and the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets categorised as FVTPL are subsequently measured at their fair value with gains or losses recognised in the profit or loss.

All financial assets, except for those measured at FVTPL and equity investments measured at FVOCI, are subject to impairment.

Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned. All regular way purchases and sales of financial assets are recognised or derecognised on the trade date i.e., the date that the Group and the Company commit to purchase or sell the asset.

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received for financial instrument is recognised in profit or loss.

3. Material Accounting Policies (Cont'd)

(g) Financial liabilities

Financial liabilities are recognised when, and only when, the Group and the Company become a party to the contractual provisions of the financial instruments. All financial liabilities are recognised initially at fair value plus, in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

(h) Inventories

Spare parts and consumables are stated at the lower of cost and net realisable value.

Cost of spare parts and consumables comprise cost of purchase and other costs incurred in bringing it to their present location and condition are determined on a first-in-first-out basis.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

3. Material Accounting Policies (Cont'd)

(i) Impairment of assets

(i) Non-financial assets

The carrying amounts of non-financial assets (except for inventories and deferred tax assets) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or cash generating unit exceeds its estimated recoverable amount. Impairment loss is recognised in profit or loss.

Impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only if there has been a change in the estimates used to determine the recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised for asset in prior years. Such reversal is recognised in the profit or loss.

(ii) Financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss ("FVTPL"). ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

3. Material Accounting Policies (Cont'd)

(i) Impairment of assets (Cont'd)

(ii) Financial assets (Cont'd)

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months ("a 12-month ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default ("a lifetime ECL").

For trade receivables, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company have performed its assessment based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

(j) Share capital

An equity instrument is any contract that evidences a residual interest in the assets of the Group and of the Company after deducting all of its liabilities. Ordinary shares are equity instruments. Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity.

(k) Employee benefit

(i) Short-term employee benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the reporting period in which the associated services are rendered by employees of the Group. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short-term non-accumulating compensated absences such as sick and medical leave are recognised when the absences occur. The expected cost of accumulating compensated absences is measured as additional amount expected to be paid as a result of the unused entitlement that has accumulated at the end of the reporting period.

3. Material Accounting Policies (Cont'd)

(k) Employee benefit (Cont'd)

(ii) Defined contribution plans

As required by law, companies in Malaysia contribute to the state pension scheme, the Employee Provident Fund ("EPF"). Such contributions are recognised as an expense in the profit or loss as incurred. Once the contributions have been paid, the Group has no further payment obligations.

(l) Revenue and other income recognition

(i) Revenue from contracts with customers

Revenue is recognised when the Group and the Company satisfied a performance obligation ("PO") by transferring a promised good or services to the customer, which is when the customer obtains control of the good or service. A PO may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied PO.

Revenue from rendering of services are recognised in the reporting period in which the services are rendered, which simultaneously received and consumes the benefits provided by the Group and the Company, and the Group and the Company have a present right to payment for the services.

(ii) Rental income

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

(iv) Interest income

Interest income is recognised on accruals basis using the effective interest method.

(v) Dividend income

Dividend income is recognised when the Company's right to receive payment is established.

3. Material Accounting Policies (Cont'd)

(m) Income taxes

Tax expense in profit or loss comprises current and deferred tax. Current tax and deferred tax is recognised in profit or loss except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the financial year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

Deferred tax is recognised using the liability method for all temporary differences between the carrying amounts of assets and liabilities in the statements of financial position and their tax bases. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax is based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, at the end of the reporting period. Deferred tax assets and liabilities are not discounted.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(n) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred. Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds.

3. Material Accounting Policies (Cont'd)

(n) Borrowing costs (Cont'd)

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed.

(o) Statement of cash flows

The Group and the Company adopt the indirect method in the preparation of the statements of cash flows. Cash and cash equivalent comprise cash and bank balances that are readily convertible into cash with insignificant risk of changes in value.

4. Property, Plant and Equipment

Group 2025 Cost	Freehold land RM	Freehold building RM	Plant and machinery RM	Furniture, fittings, office equipment, and renovation RM	Motor/ Commercial vehicles RM	Capital work-in-progress RM	Aircraft equipment, communication equipment and aircraft shelter RM	Total RM
At 1 January 2025	14,652,526	30,905,753	3,740,281	6,781,223	37,209,768	37,790,891	-	131,080,442
Acquisition through business combination (Note 7)	-	10,591,420	-	118,731	35,000	-	707,461	11,452,612
Additions		138,089	79,350	1,214,494	-	22,933,342	124,675	24,489,950
Disposals	-	-	-	-	(630,692)	-	-	(630,692)
Written off	-	-	-	(11,356)	-	-	(10,848)	(22,204)
Transfer from right-of-use assets (Note 6)	-	-	-	161,505	3,304,750	-	2,484,157	5,950,412
Foreign currency translation differences	-	-	-	(1,032)	-	-	-	(1,032)
At 31 December 2025	14,652,526	41,635,262	3,819,631	8,263,565	39,918,826	60,724,233	3,305,445	172,319,488

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2025

4. Property, Plant and Equipment (Cont'd)

Group (Cont'd)	Freehold land RM	Freehold building RM	Plant and machinery RM	Furniture, fittings, office equipment, and renovation RM	Motor/ Commercial vehicles RM	Capital work-in-progress RM	Aircraft equipment, communication equipment and aircraft shelter RM	Total RM
2025								
Accumulated depreciation								
At 1 January 2025	-	2,504,508	2,804,622	5,066,117	32,260,695	-	-	42,635,942
Acquisition through business combination (Note 7)	-	2,591,421	-	106,058	31,500	-	687,638	3,416,617
Charge for the financial year	-	1,101,736	140,565	359,779	1,298,811	-	11,588	2,912,479
Disposals	-	-	-	-	(527,085)	-	-	(527,085)
Written off		-	-	(11,353)	-	-	(10,841)	(22,194)
Transfer from right-of-use assets (Note 6)	-	-	-	64,602	1,946,680	-	-	2,011,282
Foreign currency translation differences	-	-	-	(1,032)	-	-	-	(1,032)
At 31 December 2025	-	6,197,665	2,945,187	5,584,171	35,010,601	-	688,385	50,426,009
Carrying amount								
At 31 December 2025	14,652,526	35,437,597	874,444	2,679,394	4,908,225	60,724,233	2,617,060	121,893,479

4. Property, Plant and Equipment (Cont'd)

	Freehold land RM	Freehold building RM	Plant and machinery RM	Furniture, fittings, office equipment and renovation RM	Motor/ Commercial vehicles RM	Capital work-in-progress RM	Total RM
Group							
2024							
Cost							
At 1 January 2024	14,652,526	30,757,265	3,665,571	6,427,472	34,058,578	10,750,891	100,312,303
Additions	-	148,488	74,710	198,409	2,169,830	27,040,000	29,631,437
Disposals	-	-	-	-	(150,250)	-	(150,250)
Transfer from right-of-use assets (Note 6)	-	-	-	156,505	1,131,610	-	1,288,115
Foreign currency translation differences	-	-	-	(1,163)	-	-	(1,163)
At 31 December 2024	14,652,526	30,905,753	3,740,281	6,781,223	37,209,768	37,790,891	131,080,442

4. Property, Plant and Equipment (Cont'd)

	Freehold land RM	Freehold building RM	Plant and machinery RM	Furniture, fittings, office equipment and renovation RM	Motor/ Commercial vehicles RM	Capital work-in-progress RM	Total RM
Group (Cont'd)							
2024							
Accumulated depreciation							
At 1 January 2024	-	2,195,586	2,669,880	4,725,879	30,970,427	-	40,561,772
Charge for the financial year	-	308,922	134,742	286,437	905,003	-	1,635,104
Disposals	-	-	-	-	(150,249)	-	(150,249)
Transfer from right-of-use assets (Note 6)	-	-	-	54,777	535,514	-	590,291
Foreign currency translation differences	-	-	-	(976)	-	-	(976)
At 31 December 2024	-	2,504,508	2,804,622	5,066,117	32,260,695	-	42,635,942
Carrying amount							
At 31 December 2024	14,652,526	28,401,245	935,659	1,715,106	4,949,073	37,790,891	88,444,500

4. Property, Plant and Equipment (Cont'd)

	Freehold land RM	Freehold building RM	Plant and machinery RM	Furniture, fittings, office equipment and renovation RM	Motor/ Commercial vehicles RM	Capital work-in-progress RM	Total RM
Company							
2025							
Cost							
At 1 January 2025	5,308,526	30,885,753	3,740,281	6,761,586	35,978,523	37,790,891	120,465,560
Additions	-	138,089	79,350	1,154,242	-	22,933,342	24,305,023
Disposals	-	-	-	-	(630,692)	-	(630,692)
Transfer from right-of-use assets (Note 6)	-	-	-	161,505	3,304,750	-	3,466,255
At 31 December 2025	5,308,526	31,023,842	3,819,631	8,077,333	38,652,581	60,724,233	147,606,146

4. Property, Plant and Equipment (Cont'd)

	Freehold land RM	Freehold building RM	Plant and machinery RM	Furniture, fittings, office equipment and renovation RM	Motor/ Commercial vehicles RM	Capital work-in-progress RM	Total RM RM
Company (Cont'd)							
2025							
Accumulated depreciation							
At 1 January 2025	-	2,504,025	2,804,622	5,046,047	31,029,887	-	41,384,581
Charge for the financial year	-	309,993	140,565	355,749	1,295,313	-	2,101,620
Disposals	-	-	-	-	(527,085)	-	(527,085)
Transfer from right-of-use assets (Note 6)	-	-	-	64,602	1,946,680	-	2,011,282
At 31 December 2025	-	2,814,018	2,945,187	5,466,398	33,744,795	-	44,970,398
Carrying amount							
At 31 December 2025	5,308,526	28,209,824	874,444	2,610,935	4,907,786	60,724,233	102,635,748

4. Property, Plant and Equipment (Cont'd)

	Freehold land RM	Freehold building RM	Plant and machinery RM	Furniture, fittings, office equipment and renovation RM	Motor/ Commercial vehicles RM	Capital work-in-progress RM	Total RM
Company							
2024							
Cost							
At 1 January 2024	5,308,526	30,737,265	3,665,571	6,406,672	32,827,333	10,750,891	89,696,258
Additions	-	148,488	74,710	198,409	2,169,830	27,040,000	29,631,437
Disposals	-	-	-	-	(150,250)	-	(150,250)
Transfer from right-of-use assets (Note 6)	-	-	-	156,505	1,131,610	-	1,288,115
At 31 December 2024	5,308,526	30,885,753	3,740,281	6,761,586	35,978,523	37,790,891	120,465,560

4. Property, Plant and Equipment (Cont'd)

	Freehold land RM	Freehold building RM	Plant and machinery RM	Furniture, fittings, office equipment and renovation RM	Motor/ Commercial vehicles RM	Capital work-in-progress RM	Total RM
Company (Cont'd)							
2024							
Accumulated depreciation							
At 1 January 2024	-	2,195,303	2,669,880	4,707,985	29,739,619	-	39,312,787
Charge for the financial year	-	308,722	134,742	283,285	905,003	-	1,631,752
Disposals	-	-	-	-	(150,249)	-	(150,249)
Transfer from right-of-use assets (Note 6)	-	-	-	54,777	535,514	-	590,291
At 31 December 2024	-	2,504,025	2,804,622	5,046,047	31,029,887	-	41,384,581
Carrying amount							
At 31 December 2024	5,308,526	28,381,728	935,659	1,715,539	4,948,636	37,790,891	79,080,979

4. Property, Plant and Equipment (Cont'd)

(a) Assets pledged as securities to financial institutions

The carrying amount of property, plant and equipment of the Group and of the Company pledged as securities for loans and borrowings as disclosed in Note 17(a) to the financial statements are as follows:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Freehold land	14,652,526	14,652,526	5,308,526	5,308,526
Freehold building	30,827,034	28,401,245	28,209,824	28,381,728
Capital work-in-progress	60,724,233	37,790,891	60,724,233	37,790,891
	106,203,793	80,844,662	94,242,583	71,481,145

(b) Acquisition of property, plant and equipment

The aggregate cost for the property, plant and equipment of the Group and of the Company acquired under loan financing, other payables and cash payments are as follows:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Aggregate costs	24,489,950	29,631,437	24,305,023	29,631,437
Less: Loan financing	(22,933,341)	(27,196,212)	(22,933,341)	(27,235,741)
Less: Balances in respect of acquisition of property, plant and equipment included in other payables				
- at the end of year	-	(1,837,000)	-	(1,837,000)
- at the beginning of year	1,837,000	-	1,837,000	-
Cash payments	3,393,609	598,225	3,208,682	558,696

4. Property, Plant and Equipment (Cont'd)

(c) Capitalisation of borrowing costs

The amount of borrowing cost capitalised during the financial year for work-in-progress of the Group and of the Company amounting to RM2,653,341 (2024: RM Nil). The rate used to determine the amount of borrowing costs eligible for capitalisation was 5.16% - 5.76% (2024:RM Nil) which is the effective interest rate of specific borrowing.

5. Investment Properties

	Group	
	2025	**2024**
	RM	**RM**
Freehold land		
At cost		
At 1 January/31 December	12,625,277	12,625,277
Fair value of investment properties	12,750,000	12,750,000

Fair value of investment properties was estimated by Directors based on internal appraisal of market values of comparable properties. The fair values are within Level 3 of the fair value hierarchy.

Investment properties pledged as securities to financial institutions

Investment properties of the Group amounting to RM12,625,227 (2024: RM12,625,277) are pledged as securities for loans and borrowings as disclosed in Note 17(a) to the financial statements.

6. Right-of-Use Assets

	Leasehold land and building RM	Buildings RM	Computer software and equipment RM	Motor/ Commercial vehicles RM	Plant and machinery RM	Aircraft RM	Total RM
Group							
2025							
Cost							
At 1 January 2025	18,518,423	2,746,883	161,505	27,035,389	6,106,663	-	54,568,863
Acquisition through business combination (Note 7)		148,118					148,118
Additions	-	1,615,497	502,132	4,485,508	-	34,608,156	41,211,293
Modification of lease terms	-	(31,524)	-	-	-	-	(31,524)
Expiration of lease terms	-	(2,468,004)	-	-	-	-	(2,468,004)
Disposals	-	-	-	(340,140)	-	-	(340,140)
Transfer to property, plant and equipment (Note 4)	-	-	(161,505)	(3,304,750)	-	(2,484,157)	(5,950,412)
At 31 December 2025	18,518,423	2,010,970	502,132	27,876,007	6,106,663	32,123,999	87,138,194

6. Right-of-Use Assets (Cont'd)

	Leasehold land and building RM	Buildings RM	Computer software and equipment RM	Motor/ Commercial vehicles RM	Plant and machinery RM	Aircraft RM	Total RM
Group (Cont'd)							
2025							
Accumulated amortisation							
At 1 January 2025	315,033	1,932,127	64,602	6,420,325	1,405,704	-	10,137,791
Acquisition through business combination (Note 7)	-	53,487	-	-	-	-	53,487
Charge for the financial year	199,275	1,055,158	19,667	2,516,434	600,238	3,341,752	7,732,524
Modification of lease terms	-	(31,523)	-	-	-		(31,523)
Expiration of lease terms	-	(2,468,000)	-	-	-	-	(2,468,000)
Disposals	-	-	-	(99,900)	-	-	(99,900)
Transfer to property, plant and equipment (Note 4)	-	-	(64,602)	(1,946,680)	-	-	(2,011,282)
At 31 December 2025	514,308	541,249	19,667	6,890,179	2,005,942	3,341,752	13,313,097
Carrying amount							
At 31 December 2025	18,004,115	1,469,721	482,465	20,985,828	4,100,721	28,782,247	73,825,097

6. Right-of-Use Assets (Cont'd)

	Leasehold land and building RM	Buildings RM	Computer software and equipment RM	Motor/ Commercial vehicles RM	Plant and machinery RM	Total RM
Company						
2025						
Cost						
At 1 January 2025	18,518,423	2,746,883	161,505	27,035,389	6,106,663	54,568,863
Additions	-	1,373,237	502,132	4,120,849	-	5,996,218
Modification of lease terms	-	(31,524)	-	-	-	(31,524)
Expiration of lease terms	-	(2,468,004)	-	-	-	(2,468,004)
Disposals	-	-	-	(340,140)	-	(340,140)
Transfer to property, plant and equipment (Note 4)	-	-	(161,505)	(3,304,750)	-	(3,466,255)
At 31 December 2025	18,518,423	1,620,592	502,132	27,511,348	6,106,663	54,259,158

6. Right-of-Use Assets (Cont'd)

	Leasehold land and building RM	Buildings RM	Computer software and equipment RM	Motor/ Commercial vehicles RM	Plant and machinery RM	Total RM
Company (Cont'd)						
2025						
Accumulated amortisation						
At 1 January 2025	315,033	1,932,127	64,602	6,420,325	1,405,704	10,137,791
Charge for the financial year	199,275	999,763	19,667	2,512,379	600,238	4,331,322
Modification of lease terms	-	(31,523)	-	-	-	(31,523)
Expiration of lease terms	-	(2,468,000)	-	-	-	(2,468,000)
Disposals	-	-	-	(99,900)	-	(99,900)
Transfer to property, plant and equipment (Note 4)	-	-	(64,602)	(1,946,680)	-	(2,011,282)
At 31 December 2025	514,308	432,367	19,667	6,886,124	2,005,942	9,858,408
Carrying amount						
At 31 December 2025	18,004,115	1,188,225	482,465	20,625,224	4,100,721	44,400,750

6. Right-of-Use Assets (Cont'd)

	Leasehold land and building RM	Buildings RM	Computer software and equipment RM	Motor/ Commercial vehicles RM	Plant and machinery RM	Total RM
Group and Company						
2024						
Cost						
At 1 January 2024	18,518,423	2,584,729	318,010	19,966,729	5,861,333	47,249,224
Additions	-	247,354	-	8,200,270	245,330	8,692,954
Modification of lease terms	-	(85,200)	-	-	-	(85,200)
Transfer to property, plant and equipment (Note 4)	-	-	(156,505)	(1,131,610)	-	(1,288,115)
31 December 2024	18,518,423	2,746,883	161,505	27,035,389	6,106,663	54,568,863

6. Right-of-Use Assets (Cont'd)

	Leasehold land and building RM	Buildings RM	Computer software and equipment RM	Motor/ Commercial vehicles RM	Plant and machinery RM	Total RM
Group and Company (Cont'd)						
2024						
Accumulated amortisation						
At 1 January 2024	115,758	1,043,765	95,403	4,843,034	803,216	6,901,176
Charge for the financial year	199,275	923,862	23,976	2,112,805	602,488	3,862,406
Modification of lease terms	-	(35,500)	-	-	-	(35,500)
Transfer to property, plant and equipment (Note 4)	-	-	(54,777)	(535,514)	-	(590,291)
31 December 2024	315,033	1,932,127	64,602	6,420,325	1,405,704	10,137,791
Carrying amount						
At 31 December 2024	18,203,390	814,756	96,903	20,615,064	4,700,959	44,431,072

6. Right-of-Use Assets (Cont'd)

(a) The right-of-use assets of the Group and of the Company pledged as securities for the related lease liabilities as disclosed in Note 16 to the financial statements are as follows:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Computer software and equipment	482,465	96,903	482,465	96,903
Motor/Commercial vehicles	20,985,828	20,615,064	20,625,224	20,615,064
Plant and machinery	4,100,721	4,700,959	4,100,721	4,700,959
	25,569,014	25,412,926	25,208,410	25,412,926

(b) Acquisition of right-of-use assets

The aggregate cost for the right-of-use assets of the Group and of the Company acquired under lease financing, other payables and cash payments are as follows:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Aggregate costs	41,211,293	8,692,954	5,996,218	8,692,954
Less: Lease financing	(40,065,769)	(4,980,194)	(7,340,010)	(4,980,194)
Less: Balances in respect of acquisition of right-of-use assets included in other payables				
- at the end of year	(2,269,760)	(3,641,000)	(2,269,760)	(3,641,000)
- at the beginning of year	3,641,000	-	3,641,000	-
Cash payments	2,516,764	71,760	27,448	71,760

6. Right-of-Use Assets (Cont'd)

(c) Assets pledged as securities to financial institutions

The carrying amount of right-of-use assets of the Group and of the Company pledged as securities for loans and borrowings as disclosed in Note 17(a) to the financial statements are as follows:

	Group and Company	
	2025	2024
Leasehold land and building	18,004,115	18,203,390

(d) The remaining period of the lease term of the right-of-use assets are as follows:

	Group and Company	
	2025	2024
Leasehold land and building	91 years	92 years

(e) The Group and the Company lease several buildings with lease terms ranging from 2 to 6 years (2024: 2 to 6 years). These leases include options to extend the agreements upon expiry, subject to mutual agreement with the lessors.

(f) The Group leases several aircraft with lease terms ranging from 12 to 55 months (2024: Nil). These leases include options to extend the arrangements upon expiry, subject to mutual agreement with the lessors.

7. Investment in Subsidiary Companies

	Company 2025 RM	Company 2024 RM
In Malaysia:		
Unquoted shares, at cost	546,626	546,626
Acquisition during the financial year	30,805,100	-
	31,351,726	546,626
Outside Malaysia:		
Unquoted shares, at cost	5,556	5,556
Less: Accumulated impairment losses	(5,556)	(5,556)
	-	-
	31,351,726	546,626

Movements in the allowance for impairment losses of the investment in subsidiary companies are as follows:

	Company 2025 RM	Company 2024 RM
At 1 January/31 December	5,556	5,556

Details of the subsidiary companies are as follows:

Name of company	Place of business/ Country of incorporation	Effective interest 2025 %	Effective interest 2024 %	Principal activities
Bayan Berjasa Sdn. Bhd.	Malaysia	100	100	Provision of trucking and land transportation services

7. Investment in Subsidiary Companies (Cont'd)

Details of the subsidiary companies are as follows: (Cont'd)

Name of company	Place of business/ Country of incorporation	Effective interest 2025 %	Effective interest 2024 %	Principal activities
Bayan Berjasa Sdn. Bhd.	Malaysia	100	100	Provision of trucking and land transportation services
Sin-Kung Bonded Warehouse Sdn. Bhd.	Malaysia	70	70	Provision of trucking, land transportation and warehouse services
Sin Kung Ecommerce Logistics Sdn. Bhd.	Malaysia	90	90	Courier services, line haul transportation, land transportation and transportation agent
Sin-Kung Logistics (HK) Limited #	Hong Kong	100	100	Investment holding
Sin-Kung Property Management Sdn. Bhd.	Malaysia	100	100	Investment holding
Sin-Kung Fleet Management Sdn. Bhd.	Malaysia	100	100	Provision of drivers
Sin-Kung Airways Sdn. Bhd.	Malaysia	100	-	Selling and leasing aircraft, provision of air transportation for passenger and cargo, aircraft maintenance, repair and overhaul
Sin-Kung Leasing Pte. Ltd. **	Malaysia	100	-	Providing aircraft leasing activities

7. Investment in Subsidiary Companies (Cont'd)

Details of the subsidiary companies are as follows: (Cont'd)

Name of company	Place of business/ Country of incorporation	Effective interest 2025 %	2024 %	Principal activities
Held through Sin-Kung Logistics (HK) Limited				
Shanghai Shuntong International Freight Forwarding Co. Ltd. *	Shanghai/ People's Republic of China	100	100	Logistics and freight forwarding

Subsidiary companies not audited by UHY Malaysia PLT.

* *Management accounts had been used for the purpose of consolidation. This subsidiary company is currently dormant.*

***Newly incorporated, consolidated based on management accounts. This subsidiary company is currently dormant.*

(a) Incorporation of subsidiary company

On 18 November 2025, the Company incorporated a wholly-owned subsidiary company in Labuan, Malaysia under the name of Sin-Kung Leasing Pte Ltd ("SKLPL) with an initial paid-up share capital of USD10,000 comprising of 10,000 ordinary shares. The intended principal activity of "SKLPL" is business of leasing aircraft.

(b) Acquisition of subsidiary company

On 12 March 2025, the Company has acquired the entire equity interest in Prima Air Sdn. Bhd. ("PASB") for total cash consideration of RM20,700,000. The acquisition was completely on 13 March 2025 and consequently, PASB became a wholly-owned subsidiary company of the Company. On 14 May 2025, PASB has changed its name to Sin-Kung Airways Sdn. Bhd. ("SKA").

7. Investment in Subsidiary Companies (Cont'd)

(b) Acquisition of subsidiary company (Cont'd)

The following summarises the consideration transferred and major classes of assets acquired and liabilities assumed at the acquisition date:

	SKA **RM**
Property, plant and equipment (Note 4)	8,035,996
Right-of-use asset (Note 6)	94,631
Inventories	213,230
Trade and other receivables	574,959
Tax recoverable	2,657
Cash and bank balances	12,742
Deferred tax liabilities (Note 18)	(680,176)
Trade and other payables	(1,555,949)
Lease liabilities (Note 16)	(97,626)
Total identifiable assets and liabilities	6,600,464

<u>Net cash outflow arising from acquisition of subsidiary company</u>

Purchase consideration	20,700,000
Cash and cash equivalents acquired	(12,742)
	20,687,258
Less: Purchase consideration settled in loan	(18,630,000)
Less: Deposit paid in previous year	(2,070,000)
	(12,742)

<u>Goodwill arising from business combination</u>

Fair value of consideration transferred	20,700,000
Fair value of identifiable assets acquired and liabilities assumed	(6,600,464)
	14,099,536

7. Investment in Subsidiary Companies (Cont'd)

(c) Additional investment in a subsidiary company

On 30 June 2025, Sin-Kung Airways Sdn. Bhd. ("SKA"), a wholly-owned subsidiary company of the Company, has increased its share capital from RM20,700,000 to RM30,700,000. The Company had subscribed for an additional 10,000,000 shares in SKA for a total cash consideration of RM10,000,000. Consequently, SKA remains as a wholly-owned subsidiary company of the Company.

(d) Material partly-owned subsidiary companies

Summarised financial information of non-controlling interests has not been individually presented as the non-controlling interests of the subsidiary companies are not individually material to the Group.

8. Other Investments

	Group and Company	
	2025	**2024**
	RM	**RM**
Non-current		
Financial assets measured at fair value through profit or loss		
Quoted shares in Malaysia	5,000	5,000

The quoted shares above are classified as Level 1 and the fair value measurement are derived from quoted prices (unadjusted) in active market for identical assets.

9. Goodwill on Consolidation

	Group	
	2025	**2024**
	RM	**RM**
Cost/Carrying amount		
At 1 January	-	-
Acquisition during the financial year	14,099,536	-
At 31 December	14,099,536	-

Impairment testing for goodwill is done annually. The carrying values were allocated to one (1) (2024: Nil) of the Group's cash-generating units ("CGU").

9. Goodwill on Consolidation (Cont'd)

The recoverable amounts of CGU in respect of the goodwill were determined based on value in use calculations. Cash flow projections used in these calculations were based on financial budgets approved by management covering a five (5) year period.

Key assumptions used in the value in use calculations for the goodwill impairment assessment are gross profit margin and revenue annual growth rate of 12%. The values assigned to the key assumptions represent management's assessment of future trends in the industry and are based on both external sources and internal sources.

A pre-tax discount rate of 8.90% were applied in determining the recoverable amounts of the CGU. The discount rate used is pre-tax and reflect the specific risks relating to the CGU. There are no reasonably possible changes in any of the key assumptions used that would cause the carrying amount of the CGU to materially exceed its recoverable amount.

10. Inventories

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Spare parts and consumables	3,129,152	2,911,594	2,885,796	2,911,594
Recognised in profit or loss:				
Inventories recognised as cost of sales	921,275	671,481	802,855	671,481

11. Trade Receivables

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Trade receivables:				
- Third parties	6,569,295	6,612,232	6,309,666	6,508,785
- Related parties	78,033	-	78,033	-
	6,647,328	6,612,232	6,387,699	6,508,785

Trade receivables are non-interest bearing and the normal credit terms are range from 7 to 90 days (2024: 7 to 90 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Included in trade receivables of the Group and of the Company is an amount due from related parties of RM78,033 (2024: RM Nil), being a company owned by a person connected to the Directors of the Company.

The aging analysis of trade receivables as at the end of each reporting period are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Neither past due nor impaired	5,029,118	4,886,954	4,915,517	4,816,102
Past due but not impaired:				
Less than 30 days	1,507,639	1,614,940	1,423,433	1,582,345
31 to 60 days	104,167	104,026	44,105	104,026
More than 60 days	6,404	6,312	4,644	6,312
	1,618,210	1,725,278	1,472,182	1,692,683
	6,647,328	6,612,232	6,387,699	6,508,785

Trade receivables that are neither past due nor impaired are creditworthy receivables with good payment records with the Group and the Company.

As at 31 December 2025, trade receivables of the Group of RM1,618,210 (2024: RM1,725,278) and of the Company of RM1,472,182 (2024: RM1,692,683) were past due but not impaired. These related to a number of independent customers from whom there is no recent history of default.

12. Other Receivables

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Other receivables	887,652	257,232	472,620	13
Deposits	2,285,708	3,227,590	844,769	3,297,770
Prepayments	3,628,211	2,564,607	3,400,929	2,564,607
	6,801,571	6,049,429	4,718,318	5,862,390

In the previous financial year, included in the deposits of the Group and of the Company are RM532,105 paid for the acquisition of property, plant and equipment and right-of-use assets, and RM2,070,000 paid for the acquisition of a subsidiary company.

The related commitments for the acquisition of property, plant and equipment, right-of-use assets and a subsidiary company are disclosed in Note 27 to the financial statements.

13. Amount Due from/(to) Subsidiary companies

		Company	
		2025	2024
	Note	RM	RM
Amount due from subsidiary companies			
Non-interest bearing			
Trade related	(a)	29,000	33,000
Non-trade related	(b)	382,233	274,613
Interest bearing			
Non-trade related	(c)	33,282,572	26,316,203
		33,693,805	26,623,816
Less: Accumulated impairment losses		(382,233)	(274,613)
		33,311,572	26,349,203
Amount due to subsidiary companies			
Non-interest bearing			
Trade related	(d)	(647,521)	(318,327)

13. Amount Due from/(to) Subsidiary companies (Cont'd)

Movements in the allowance for impairment losses of the amount due from subsidiary companies are as follows:

	Company	
	2025	**2024**
	RM	**RM**
At 1 January	274,613	290,257
Impairment losses recognised	107,620	37,354
Impairment losses reversed	-	(52,998)
At 31 December	382,233	274,613

Reversal of impairment losses on amount due from subsidiary companies was due to collection from the subsidiary companies previously provided for doubtful debts.

(a) The amount due from subsidiary companies are non-interest bearing and the normal credit terms is 30 days (2024: 30 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.

(b) The amount due from subsidiary companies are non-interest bearing, unsecured and repayable on demand.

(c) The amount due from subsidiary companies are unsecured, bear interest rate at 3% (2024: 3%) per annum and repayable on demand.

(d) The amount due to subsidiary companies are non-interest bearing and the normal credit terms granted to the Company is 30 days (2024: 30 days), depending on the term of contracts.

14. Share Capital

	Group and Company			
	Number of shares		Amount	
	2025	2024	2025	2024
	Units	Units	RM	RM
Issued and fully paid-up ordinary shares with no par value				
At 1 January	1,200,000,000	1,000,000,000	32,749,397	8,000,000
Issuance of shares pursuant to Initial Public Offering	-	200,000,000	-	26,000,000
Listing expenses attributable to Initial Public Offering	-	-	-	(1,250,603)
At 31 December	1,200,000,000	1,200,000,000	32,749,397	32,749,397

In the previous financial year, the Company increased its issued and paid-up share capital from RM8,000,000 to RM34,000,000 by way of an issuance of 200,000,000 new ordinary shares at an issue price of RM0.13 per ordinary share for cash.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

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's residual assets.

15. Reserves

		Group		Company	
	Note	2025	2024	2025	2024
Distributable:					
Retained earnings	(a)	46,969,714	51,516,236	60,826,014	54,803,694
Non-distributable:					
Foreign currency translation reserve	(b)	4,070	(18,096)	-	-
		46,973,784	51,498,140	60,826,014	54,803,694

(a) Retained earnings

The entire retained earnings of the Company is available for distribution as single-tier dividends. Under the single-tier system of taxation, dividends payable to shareholders are deemed net of income taxes. There are no potential income tax consequences that would result from the payment of dividends to shareholders.

(b) Foreign currency translation reserve

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. Translation reserve is not available for distribution to shareholders.

16. Lease Liabilities

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
At 1 January	16,744,856	17,781,032	16,744,856	17,781,032
Additions	40,065,769	4,980,194	7,340,010	4,980,194
Acquisition of subsidiary	97,626	-	-	-
Disposal	(55,047)	-	(55,047)	-
Modification of lease terms	-	(47,455)	-	(47,455)
Accretion of interest (Note 21)	2,045,275	1,035,795	1,267,066	1,035,795
Exchange differences	(1,124,161)	-	-	-
Payments	(11,965,293)	(7,004,710)	(8,126,125)	(7,004,710)
At 31 December	45,809,025	16,744,856	17,170,760	16,744,856
Presented as:				
Non-current	33,151,826	10,947,457	10,946,132	10,947,457
Current	12,657,199	5,797,399	6,224,628	5,797,399
	45,809,025	16,744,856	17,170,760	16,744,856

16. Lease Liabilities (Cont'd)

The maturity analysis of lease liabilities of the Group and of the Company at the end of the reporting period are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Minimum lease payments:				
Within one year	15,090,013	6,688,283	7,141,657	6,688,283
Later than one year and not later than two years	13,222,614	5,406,525	5,488,758	5,406,525
Later than two years and not later than five years	23,209,514	6,506,807	6,542,542	6,506,807
	51,522,141	18,601,615	19,172,957	18,601,615
Less: Future finance charges	(5,713,116)	(1,856,759)	(2,002,197)	(1,856,759)
Present value of lease liabilities	45,809,025	16,744,856	17,170,760	16,744,856

The Group and the Company lease various buildings, aircraft, computer software and equipment, motor/commercial vehicles and plant and machinery. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

As at 31 December 2025, the carrying amount of the Group and of the Company are RM16,911,460 and RM15,958,903 (2024: RM15,881,047 and RM15,881,047) respectively under hire purchase arrangement and are secured by computer software and equipment, motor/commercial vehicles and plant and machinery of the Group and of the Company as disclosed in Note 6(a) to the financial statements.

The average effective interest rates per annum are as follows:

	Group		Company	
	2025	2024	2025	2024
	%	%	%	%
Lease liabilities	4.30 - 7.65	3.80 - 7.65	4.30 - 7.65	3.80 - 7.65

17. Loans and Borrowings

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Secured				
Revolving credit	11,000,000	-	11,000,000	-
Term loans	108,966,995	69,156,831	108,966,995	69,156,831
	119,966,995	69,156,831	119,966,995	69,156,831
Analysed as:				
Non-current				
Term loans	102,796,490	65,375,010	102,796,490	65,375,010
Current				
Revolving credit	11,000,000	-	11,000,000	-
Term loans	6,170,505	3,781,821	6,170,505	3,781,821
	17,170,505	3,781,821	17,170,505	3,781,821
	119,966,995	69,156,831	119,966,995	69,156,831

The bank borrowings are secured by the following:

(a) First party legal charge over the freehold and leasehold lands and buildings as disclosed in Notes 4(a), 5 and 6(a) to the financial statements;

(b) Existing Deed of Assignment over the rights, titles and interests over the capital work-in-progress as disclosed in Note 4(a) to the financial statements;

(c) Jointly and several guarantee by certain Directors of the Company;

(d) Corporate guarantee by a shareholder of the Company, Lille Management Sdn. Bhd.;

(e) Guarantee from Syarikat Jaminan Pembiayaan Perniagaan Berhad for RM2,400,000 under Pemulih Government Guarantee Scheme; and

(f) Credit Level Term Assurance (CLTA) without Money Back Protector (MBP) of total premium not exceeding of RM380,000 to cover insured a director for 15 years and insurance policy is to be assigned to the financial institution.

17. Loans and Borrowings (Cont'd)

Maturity of bank borrowings are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Within one year	17,170,505	3,781,535	17,170,505	3,781,535
Between one to two years	5,991,156	3,858,768	5,991,156	3,858,768
Between two to five years	16,448,655	8,233,442	16,448,655	8,233,442
After five years	80,356,679	53,283,086	80,356,679	53,283,086
	119,966,995	69,156,831	119,966,995	69,156,831

The average effective interest rates per annum are as follows:

	Group		Company	
	2025	2024	2025	2024
	%	%	%	%
Term loans	4.86 - 7.92	4.86 - 8.20	4.86 - 7.92	4.86 - 8.20

18. Deferred Tax Liabilities

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
At 1 January	5,677,597	3,828,098	5,677,597	3,828,098
Acquisition of subsidiary company	680,176	-	-	-
Recognised in profit or loss	1,072,013	1,185,764	1,128,694	1,185,764
(Over)/Under provision in prior years	(321,080)	663,735	(321,080)	663,735
At 31 December	7,108,706	5,677,597	6,485,211	5,677,597

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18. Deferred Tax Liabilities (Cont'd)

The movements and components of deferred tax liabilities and assets are as follows:

Deferred tax liabilities

	Property, plant and equipment RM	Right-of-use assets RM	Total RM
Group			
At 1 January 2025	5,689,369	195,542	5,884,911
Acquisition of subsidiary company	680,176	-	680,176
Recognised in profit or loss	1,085,073	7,001,884	8,086,957
Under provision in prior year	1,603,650	24,686	1,628,336
At 31 December 2025 (before offsetting)	9,058,268	7,222,112	16,280,380
Offsetting			(9,171,674)
At 31 December 2025 (after offsetting)			7,108,706
At 1 January 2024	3,840,292	369,832	4,210,124
Recognised in profit or loss	1,185,342	(174,290)	1,011,052
Under provision in prior year	663,735	-	663,735
At 31 December 2024 (before offsetting)	5,689,369	195,542	5,884,911
Offsetting			(207,314)
At 31 December 2024 (after offsetting)			5,677,597
Company			
At 1 January 2025	5,689,369	195,542	5,884,911
Recognised in profit or loss	1,122,592	89,633	1,212,225
Over provision in prior year	(321,080)	-	(321,080)
At 31 December 2025 (before offsetting)	6,490,881	285,175	6,776,056
Offsetting			(290,845)
At 31 December 2025 (after offsetting)			6,485,211
At 1 January 2024	3,840,292	369,832	4,210,124
Recognised in profit or loss	1,185,342	(174,290)	1,011,052
Under provision in prior year	663,735	-	663,735
At 31 December 2025 (before offsetting)	5,689,369	195,542	5,884,911
Offsetting			(207,314)
At 31 December 2025 (after offsetting)			5,677,597

18. Deferred Tax Liabilities (Cont'd)

The movements and components of deferred tax liabilities and assets are as follows: (Cont'd)

Deferred tax assets

	Unabsorbed capital allowances RM	Lease liabilities RM	Total RM
Group			
At 1 January 2025	-	(207,314)	(207,314)
Recognised in profit or loss	62,398	(7,077,342)	(7,014,944)
Under provision in prior year	(1,924,071)	(25,345)	(1,949,416)
At 31 December 2025 (before offsetting)	(1,861,673)	(7,310,001)	(9,171,674)
Offsetting			9,171,674
At 31 December 2025 (after offsetting)			-
At 1 January 2024		(382,026)	(382,026)
Recognised in profit or loss	-	174,712	174,712
At 31 December 2024 (before offsetting)	-	(207,314)	(207,314)
Offsetting			207,314
At 31 December 2024 (after offsetting)			-

	Lease liabilities RM
Company	
At 1 January 2025	(207,314)
Recognised in profit or loss	(83,531)
At 31 December 2025 (before offsetting)	(290,845)
Offsetting	290,845
At 31 December 2025 (after offsetting)	-

18. Deferred Tax Liabilities (Cont'd)

The movements and components of deferred tax liabilities and assets are as follows: (Cont'd)

<u>Deferred tax assets (Cont'd)</u>

	Lease liabilities RM
Company	
At 1 January 2024	(382,026)
Recognised in profit or loss	174,712
At 31 December 2024 (before offsetting)	(207,314)
Offsetting	207,314
At 31 December 2024 (after offsetting)	-

The amounts of temporary differences for which no deferred tax assets have been recognised are as follows:

	Group	
	2025 RM	**2024 RM**
Unutilised tax losses	16,940,174	544,274
Unabsorbed capital allowances	3,003,734	-
	19,943,908	544,274

Deferred tax assets have not been recognised in respect of these items as they may not have sufficient taxable profits to be used to offset or they have arisen in subsidiary companies that have a recent history of losses.

19. Trade Payables

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Trade payables:				
- Third parties	651,693	219,341	434,499	219,341

Trade payables are non-interest bearing and the normal credit terms granted to the Group and the Company range from 3 to 120 days (2024: 3 to 120 days), depending on the term of contracts.

20. Other Payables

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Other payables				
- Third parties	2,443,044	5,897,324	2,668,569	5,884,604
- Related party	1,232,143	-	-	-
	3,675,187	5,897,324	2,668,569	5,884,604
Deposits received	246,247	47,097	160,597	47,097
Accruals	2,054,653	1,312,660	1,146,645	1,026,461
	5,976,087	7,257,081	3,975,811	6,958,162

Included in other payables of the Group and of the Company is an amount of RM 2,269,760 (2024: RM 5,478,000) related to the acquisition of property, plant and equipment and right-of-use assets.

Included in other payables of the Group is an amount of RM1,232,143 (2024: RM Nil) due to a related party, being close family member of a director of a subsidiary and a former director/shareholder of that subsidiary.

21. Revenue

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Revenue from contracts with customers:				
Rendering of services				
- Trucking services	49,304,317	40,631,559	48,651,202	39,999,960
- Container haulage services	4,668,611	5,390,165	4,668,611	5,390,165
- Aviation services	2,182,456	-	-	-
- Other logistics related services	620,196	1,246,323	551,246	1,161,181
	56,775,580	47,268,047	53,871,059	46,551,306
Revenue from other sources:				
Warehouse income	5,972,917	6,891,100	5,972,917	6,891,100
Hiring of trucks income	-	-	61,600	101,600
	5,972,917	6,891,100	6,034,517	6,992,700
	62,748,497	54,159,147	59,905,576	53,544,006

The timing of revenue recognition is at a point in time for the revenue from contracts with customers.

22. Finance Costs

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Interest expenses of financial liabilities not at fair value through profit or loss:				
- Term loans	5,393,628	3,293,647	5,393,628	3,015,893
- Lease liabilities	2,045,275	1,035,795	1,267,066	1,035,795
- Others	241,754	-	241,754	-
	7,680,657	4,329,442	6,902,448	4,051,688
Less : Finance costs capitalised in qualifying assets:				
- Capital work-in-progress	(2,653,341)	-	(2,653,341)	-
	5,027,316	4,329,442	4,249,107	4,051,688

23. (Loss)/Profit Before Tax

(Loss)/Profit before tax is determined after charging/(crediting) amongst other, the following items:

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Auditors' remuneration:				
- Statutory audits				
- UHY Malaysia PLT	118,280	90,000	56,500	56,500
- Other auditors	10,426	11,514	-	-
- Other services				
- UHY Malaysia PLT	21,200	138,600	21,200	138,600
Amortisation of right-of-use assets	7,732,524	3,862,406	4,331,322	3,862,406
Depreciation of property, plant and equipment	2,912,479	1,635,104	2,101,620	1,631,752

23. (Loss)/Profit Before Tax (Cont'd)

(Loss)/Profit before tax is determined after charging/(crediting) amongst other, the following items: (Cont'd)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Dividend income	-	-	-	(140,000)
Loss/(Gain) on foreign exchange:				
- realised	86,569	(4,885)	(20,339)	(4,885)
- unrealised	(1,288,117)	17,409	(166,488)	6,546
Gain on disposal of property, plant and equipment	(132,671)	(9,999)	(132,671)	(9,999)
Gain on disposal of right-of-use assets	(83,063)	-	(83,063)	-
Impairment losses on amount due from subsidiary companies	-	-	107,620	37,354
Interest income	(427,252)	(388,965)	(1,206,225)	(1,063,999)
Lease expenses relating to low value assets:				
- computer software and equipment	-	10,674	-	10,674
Lease expenses relating to short-term leases:				
- buildings	52,074	1,831	52,074	1,831
- motor vehicles	53,274	75,739	71,274	93,739
Loss on modification of lease terms	1	2,245	1	2,245
Loss on expiration of lease terms	4	-	4	-

23. (Loss)/Profit Before Tax (Cont'd)

(Loss)/Profit before tax is determined after charging/(crediting) amongst other, the following items: (Cont'd)

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Non-executive Directors' remunerations:				
- fees	207,000	188,000	207,000	188,000
- other emoluments	84,513	93,900	84,513	93,900
Rental income	(10,700)	(5,500)	(10,700)	(5,500)
Reversal of impairment losses on amount due from subsidiary companies	-	-	-	(52,998)
Property, plant and equipment written off	10	-	-	-

24. Taxation

	Group		Company	
	2025	2024	2025	2024
	RM	RM	RM	RM
Tax expenses recognised in profit or loss:				
Current tax				
- Current financial year	709,805	578,758	665,531	440,429
- (Over)/Under provision in prior years	(9,131)	1,806,984	14,373	1,807,442
	700,674	2,385,742	679,904	2,247,871
Deferred tax				
- Origination and reversal of temporary differences	1,072,013	1,185,764	1,128,694	1,185,764
- (Over)/Under provision in prior years	(321,080)	663,735	(321,080)	663,735
	750,933	1,849,499	807,614	1,849,499
	1,451,607	4,235,241	1,487,518	4,097,370

24. Taxation (Cont'd)

A reconciliation of income tax expenses applicable to (loss)/profit before tax at the statutory tax rate to income tax expenses at the effective income tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
(Loss)/Profit before tax	(3,103,862)	3,521,628	7,509,838	4,527,357
At Malaysian statutory tax rate of 24% (2024: 24%)	(744,927)	845,191	1,802,361	1,086,566
Expenses not deductible for tax purposes	2,141,503	1,335,187	1,021,897	1,010,685
Income not subject to tax	(269,128)	(37,069)	(39,953)	(37,069)
Investment tax allowance	(990,080)	(433,989)	(990,080)	(433,989)
Deferred tax assets not recognised	1,644,450	55,202	-	-
(Over)/Under provision of income tax expense in prior years	(9,131)	1,806,984	14,373	1,807,442
(Over)/Under provision of deferred tax in prior years	(321,080)	663,735	(321,080)	663,735
Tax expenses for the financial year	1,451,607	4,235,241	1,487,518	4,097,370

Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated assessable profits for the financial year.

24. Taxation (Cont'd)

The Group and the Company have estimated unutilised tax losses and unabsorbed capital allowances available for offset against future taxable profit as follows:

	Group	
	2025	**2024**
	RM	**RM**
Unutilised tax losses	16,940,174	544,274
Unabsorbed capital allowances	10,760,705	-
	27,700,879	544,274

With effects from year assessment 2019, unutilised tax losses are allowed to be carried forward up to a maximum of ten (10) years of assessment under the current tax legislation in Malaysia. The other temporary difference does not expire under tax legislation.

Pursuant to Section 44(5F) of the Income Tax Act 1967 in Malaysia, the unutilised tax losses can only be carried forward until the following years of assessment.

	Group	
	2025	**2024**
	RM	**RM**
Unutilised tax losses, expiring on:		
- year assesment 2028	2,958,230	-
- year assesment 2030	237,067	-
- year assesment 2032	175,509	1,038
- year assesment 2033	4,705,189	307,602
- year assesment 2034	2,863,650	235,634
- year assesment 2035	6,000,529	-
	16,940,174	544,274

25. Loss Per Share

(a) Loss earnings per share

The basic loss earnings per share are calculated based on the consolidated loss for the financial year attributable to the owners of the parent and the weighted average number of ordinary shares in issue during the financial year as follows:

	Group	
	2025	**2024**
	RM	**RM**
Loss attributable to owners of the parent	(4,546,522)	(711,329)
Weighted average number of ordinary shares in issue		
Issued ordinary shares as at 1 January	1,200,000,000	1,000,000,000
Effect of ordinary shares issued during the financial year	-	126,575,342
Weighted average number of ordinary shares as at 31 December	1,200,000,000	1,126,575,342
Basic loss per ordinary share (in sen)	(0.38)	(0.06)

(b) Diluted loss per share

The Group has no dilution in their loss per ordinary share as there are no dilutive potential ordinary shares. There have been no other transactions involving ordinary shares or potential ordinary shares since the end of the financial year and before the authorisation of these financial statements.

26. Staff Costs

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Salaries, wages and other emoluments	16,905,266	15,620,342	11,219,521	9,831,771
Defined contribution plans	1,758,992	1,300,498	1,179,383	1,056,009
Social security contributions	206,106	141,189	120,989	105,086
	18,870,364	17,062,029	12,519,893	10,992,866

Included in staff costs is aggregate amount of remuneration received and receivable by the Executive Directors of the Group and of the Company as below:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Executive Directors				
Salaries and other emoluments	1,832,740	1,791,400	1,766,000	1,729,000
Defined contribution plans	237,926	232,882	229,580	224,770
Social security contribution	5,325	4,763	4,178	3,651
	2,075,991	2,029,045	1,999,758	1,957,421
Estimated value of benefit-in-kind	60,800	59,600	60,800	59,600
	2,136,791	2,088,645	2,060,558	2,017,021

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27. Commitments

(a) Capital expenditure

	Group and Company	
	2025	2024
	RM	RM
Authorised and contracted for:		
Freehold land and building	10,140,000	30,420,000
Motor/Commercial vehicles	-	270,000
A subsidiary company	-	18,630,000
Authorised but not contracted for:		
Motor/Commercial vehicles	1,780,000	2,944,820
	11,920,000	52,264,820

(b) Investment in subsidiary company

In the Articles of Association of Shanghai Shuntong International Freight Forwarding Co. Ltd., Sin-Kung Logistics (HK) Limited, an indirect wholly-owned subsidiary company of the Company, has committed to contribute RMB3,000,000 (equivalent to HKD3,340,937; which also equivalent to RM1,741,500) as the registered capital into Shanghai Shuntong International Freight Forwarding Co. Ltd. within 30 years from the date of incorporation on 16 November 2017, i.e. not later than 15 November 2047. No contribution has been made up to the date of this report.

28. Reconciliation of Liabilities Arising from Financing Activities

The table below show the details changes in the liabilities of the Group and of the Company arising from financing activities, including both cash and non-cash changes:

				Non-cash changes			
	Note	**At 1 January RM**	**Financing cash flows (i) RM**	**Modification of lease terms (Note 16) RM**	**New lease (Note 16) RM**	**Other changes (ii) RM**	**At At 31 December RM**
Group							
2025							
Lease liabilities	16	16,744,856	(9,920,018)	-	40,065,769	(1,081,582)	45,809,025
Term loans	17	69,156,831	(1,753,177)	-	-	41,563,341	108,966,995
Revolving credit	17	-	11,000,000	-	-	-	11,000,000
		85,901,687	(673,195)	-	40,065,769	40,481,759	165,776,020
2024							
Lease liabilities	16	17,781,032	(5,968,915)	(47,455)	4,980,194	-	16,744,856
Term loans	17	54,848,519	(12,887,900)	-	-	27,196,212	69,156,831
		72,629,551	(18,856,815)	(47,455)	4,980,194	27,196,212	85,901,687

28. Reconciliation of Liabilities Arising from Financing Activities (Cont'd)

The table below show the details changes in the liabilities of the Group and of the Company arising from financing activities, including both cash and non-cash changes: (Cont'd)

				Non-cash changes			
	Note	At 1 January RM	Financing cash flows (i) RM	Modification of lease terms (Note 16) RM	New lease (Note 16) RM	Other changes (ii) RM	At 31 December RM
Company							
2025							
Lease liabilities	16	16,744,856	(6,859,059)	-	7,340,010	(55,047)	17,170,760
Term loans	17	69,156,831	(1,753,177)	-	-	41,563,341	108,966,995
Revolving credit	17	-	11,000,000	-	-	-	11,000,000
		85,901,687	2,387,764	-	7,340,010	41,508,294	137,137,755
2024							
Lease liabilities	16	17,781,032	(5,968,915)	(47,455)	4,980,194	-	16,744,856
Term loans	17	48,707,516	(6,786,426)	-	-	27,235,741	69,156,831
		66,488,548	(12,755,341)	(47,455)	4,980,194	27,235,741	85,901,687

28. Reconciliation of Liabilities Arising from Financing Activities (Cont'd)

(i) The financing cash flows include payment of lease liabilities, net amount of proceeds from/repayment of bank borrowings in the statements of cash flows.

(ii) Other changes include interest payable, loan financing for acquisition of subsidiary company, property, plant and equipment and right-of-use assets, disposal of lease liabilities and unrealised foreign exchange gain on lease liabilities.

29. Related Party Disclosures

(a) Identifying related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or joint control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly. The key management personnel comprise the Directors and management personnel of the Group, having authority and responsibility for planning, directing and controlling the activities of the Group entities directly or indirectly.

(b) Significant related party transactions

In addition to the related party balances disclosed elsewhere in the financial statements, the significant related party transactions of the Company are as follows:

	Company	
	2025	**2024**
	RM	**RM**
Transactions with subsidiary companies		
- Courier services paid and payable	5,965	813
- Dividend income	-	140,000
- Hiring of trucks paid and payable	18,000	18,000
- Hiring of trucks received and receivable	61,600	101,600
- Interest income	800,990	677,417
- Manpower supply paid and payable	7,819,788	6,910,543

29. Related Party Disclosures (Cont'd)

(c) Compensation of key management personnel

The total compensation of the Group's and of the Company's Executive Directors and other key management personnel compensation for the financial year are as follow:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	RM	**RM**	**RM**	**RM**
Executive Directors				
- Salaries and other emoluments	1,832,740	1,791,400	1,766,000	1,729,000
- Defined contribution plans	237,926	232,882	229,580	224,770
- Social security contributions	5,325	4,763	4,178	3,651
	2,075,991	2,029,045	1,999,758	1,957,421
Estimated value of benefit-in-kind	60,800	59,600	60,800	59,600
	2,136,791	2,088,645	2,060,558	2,017,021
Non-Executive Directors				
- Fees	207,000	188,000	207,000	188,000
- Other emoluments	84,513	93,900	84,513	93,900
	291,513	281,900	291,513	281,900

30. Segmental Information

Segmental information is presented based on the Group's business activities. During the financial year, the Group expanded its operations to include aviation services, which have grown to a level that warrants separate presentation.

The Group is organised into the following business segments:

(a) Business segment

(i) Logistics segment

This segment comprises land transportation services, warehousing and distribution services and other logistics-related services.

(ii) Aviation segment

This segment relates to the provision of aviation-related services.

The results of these segments are regularly reviewed by management for the purpose of assessing performance and allocating resources. Segment performance is evaluated based on revenue and operating results.

In the previous year, the principal businesses of the Group are carrying on the business of providing lorry transport services, hiring of trucks and warehousing/maintenance services which are substantially within a single business segment. As such, segmental reporting by business segment is deemed not necessary.

30. Segmental Information (Cont'd)

(a) Business segment (Cont'd)

	Logistic services RM	Aviation services RM	Total segments RM	Elimination RM	Consolidated RM
2025					
Revenue					
External customers	60,566,041	2,182,456	62,748,497	-	62,748,497
Inter-segment	7,997,698	-	7,997,698	(7,997,698)	-
Total revenue	68,563,739	2,182,456	70,746,195	(7,997,698)	62,748,497
Results					
Segment results	9,843,094	(9,871,520)	(28,426)	(257,985)	(286,411)
Other income	1,774,789	1,228,056	3,002,845	(792,983)	2,209,862
Finance costs	(5,050,097)	(778,209)	(5,828,306)	800,993	(5,027,313)
Profit/(Loss) before tax	6,567,786	(9,421,673)	(2,853,887)	(249,975)	(3,103,862)
Taxation	(1,508,238)	(50)	(1,508,288)	56,681	(1,451,607)
Profit/(Loss) for the financial year	5,059,548	(9,421,723)	(4,362,175)	(193,294)	(4,555,469)

30. Segmental Information (Cont'd)

(a) Business segment (Cont'd)

	Logistics services RM	Aviation services RM	Total segments RM	Elimination RM	Consolidated RM
2025					
Other non-cash items					
Depreciation of property, plant and equipment	2,101,620	574,487	2,676,107	236,372	2,912,479
Depreciation of right-of-use assets	4,331,322	3,401,202	7,732,524	-	7,732,524
Property, plant and equipment written off	-	10	10		10
Gain on unrealised foreign exchange	(135,598)	(1,152,519)	(1,288,117)	-	(1,288,117)
Gain on disposal of property, plant and equipment	(132,671)	-	(132,671)	-	(132,671)
Gain on disposal of right-of-use assets	(83,063)	-	(83,063)	-	(83,063)
Loss on expiration of lease terms	4	-	4	-	4
Loss on modification of lease terms	1	-	1	-	1

30. Segmental Information (Cont'd)

(b) Geographical segment

The Group's operations are principally carried out in Malaysia. In determining the geographical segment of the Group, services rendered are based on the country in which the customer is located.

The Group's revenue by geographical market is as follows:

	Group	
	2025	**2024**
	RM	**RM**
Malaysia	30,425,122	28,723,435
Overseas		
- Asia	128,346	145,070
- Europe	3,398,543	4,043,471
- Middle East	4,409,893	4,088,166
- People's Republic of China ("PRC")	4,521,051	2,813,882
- Singapore	19,164,362	14,016,585
- Others	701,180	328,538
	32,323,375	25,435,712
	62,748,497	54,159,147

(c) Major customers

Revenue from major customers with revenue equal or more than 10% of the Group's revenue are as follows:

	Group	
	2025	**2024**
	RM	**RM**
Customer A	12,436,348	8,363,715
Customer B	6,241,969	6,681,353
	18,678,317	15,045,068

31. Financial Instruments

(a) Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost. The principal accounting policies in Note 3 describe how the classes of financial instruments are measured, and how income and expense, including fair value gains and losses, are recognised.

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	Financial assets at FVTPL RM	Financial assets at amortised cost RM	Financial liabilities at amortised cost RM	Total RM
Group				
2025				
Financial assets				
Other investments	5,000	-	-	5,000
Trade receivables	-	6,647,328	-	6,647,328
Other receivables	-	3,173,360	-	3,173,360
Cash and bank balances	-	20,087,319	-	20,087,319
	5,000	29,908,007	-	29,913,007
Financial liabilities				
Lease liabilities	-	-	45,809,025	45,809,025
Loans and borrowings	-	-	119,966,995	119,966,995
Trade payables	-	-	651,693	651,693
Other payables	-	-	5,976,087	5,976,087
	-	-	172,403,800	172,403,800

31. Financial Instruments (Cont'd)

(a) Classification of financial instruments (Cont'd)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis: (Cont'd)

	Financial assets at FVTPL RM	Financial assets at amortised cost RM	Financial liabilities at amortised cost RM	Total RM
Group				
2024				
Other investments	5,000	-	-	5,000
Trade receivables	-	6,612,232	-	6,612,232
Other receivables	-	3,484,822	-	3,484,822
Cash and bank balances	-	21,904,324	-	21,904,324
	5,000	32,001,378	-	32,006,378
Financial liabilities				
Lease liabilities	-	-	16,744,856	16,744,856
Loans and borrowings	-	-	69,156,831	69,156,831
Trade payables	-	-	219,341	219,341
Other payables	-	-	7,257,081	7,257,081
	-	-	93,378,109	93,378,109

31. Financial Instruments (Cont'd)

(a) Classification of financial instruments (Cont'd)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis: (Cont'd)

	Financial assets at FVTPL RM	Financial assets at amortised cost RM	Financial liabilities at amortised cost RM	Total RM
Company				
2025				
Financial assets				
Other investments	5,000	-	-	5,000
Trade receivables	-	6,387,699	-	6,387,699
Other receivables	-	1,317,389	-	1,317,389
Amount due from subsidiary companies	-	33,311,572	-	33,311,572
Cash and bank balances	-	16,493,268	-	16,493,268
	5,000	57,509,928	-	57,514,928
Financial liabilities				
Lease liabilities	-	-	17,170,760	17,170,760
Loans and borrowings	-	-	119,966,995	119,966,995
Trade payables	-	-	434,499	434,499
Other payables	-	-	3,975,811	3,975,811
Amount due to subsidiary companies	-	-	647,521	647,521
	-	-	142,195,586	142,195,586

31. Financial Instruments (Cont'd)

(a) Classification of financial instruments (Cont'd)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis: (Cont'd)

	Financial assets at FVTPL RM	Financial assets at amortised cost RM	Financial liabilities at amortised cost RM	Total RM
Company				
2024				
Other investments	5,000	-	-	5,000
Trade receivables	-	6,508,785	-	6,508,785
Other receivables	-	3,297,783	-	3,297,783
Amount due from subsidiary companies	-	26,349,203	-	26,349,203
Cash and bank balances	-	20,562,709	-	20,562,709
	5,000	56,718,480	-	56,723,480
Financial liabilities				
Lease liabilities	-	-	16,744,856	16,744,856
Loans and borrowings	-	-	69,156,831	69,156,831
Trade payables	-	-	219,341	219,341
Other payables	-	-	6,958,162	6,958,162
Amount due to subsidiary companies	-	-	318,327	318,327
	-	-	93,397,517	93,397,517

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies

The Group's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's operations whilst managing its credit, liquidity, foreign currency and interest rate risks. The Group operates within clearly defined guidelines that are approved by the Board and the Group's policy is not to engage in speculative transactions.

The following sections provide details regarding the Group's exposure to the abovementioned financial risks and the objectives, policies and processes for the management of these risks.

(i) Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables from customers, other receivables and deposits with banks and financial institutions. The Company's exposure to credit risk arises principally from its receivables from customers, other receivables, advances to subsidiary companies and deposits with banks and financial institutions. There are no significant changes as compared to prior periods.

The Group and the Company have adopted a policy of only dealing with creditworthy counterparties. Management has a credit policy in place to control credit risk by dealing with creditworthy counterparties and deposit with banks and financial institutions with good credit rating. The exposure to credit risk is monitored on an ongoing basis and action will be taken for long outstanding debts.

The Company provides unsecured loans and advances to subsidiary companies. The Company monitors on an ongoing basis the results of the subsidiary companies and repayments made by the subsidiary companies.

At each reporting date, the Group and the Company assess whether any of the receivables are credit impaired.

The gross carrying amounts of credit impaired trade receivables are written off (either partial or full) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables that are written off could still be subject to enforcement activities.

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(i) Credit risk (Cont'd)

The carrying amounts of the financial assets recorded on the statements of financial position at the end of the financial year represent the Group's and the Company's maximum exposure to credit risk in relation to financial assets.

The Group's and the Company's major concentration of credit risk related to the amount owing by 1 customer (2024: 1 customer) and 1 customer (2024: 1 customer) which constituted approximately 19% (2024: 19%) and 20% (2024: 20%) of its trade receivables as at the end of reporting date respectively.

(ii) Liquidity risk

Liquidity risk refers to the risk that the Group or the Company will encounter difficulty in meeting its financial obligations as they fall due. 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's and the Company's funding requirements and liquidity risk are managed with the objective of meeting business obligations on a timely basis. The Group and the Company finance its liquidity through internally generated cash flows and minimise liquidity risk by keeping committed credit lines available.

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay.

	On demand or within 1 year RM	1 - 2 years RM	2 - 5 years RM	After 5 years RM	Total contractual cash flows RM	Total carrying amount RM
Group						
2025						
Financial liabilities						
Lease liabilities	15,090,013	13,222,614	23,209,514	-	51,522,141	45,809,025
Loans and borrowings	18,449,159	7,836,038	20,897,885	82,079,034	129,262,116	119,966,995
Trade payables	651,693	-	-	-	651,693	651,693
Other payables	5,976,087	-	-	-	5,976,087	5,976,087
	40,166,952	21,058,652	44,107,399	82,079,034	187,412,037	172,403,800

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (Cont'd)

	On demand or within 1 year RM	1 - 2 years RM	2 - 5 years RM	After 5 years RM	Total contractual cash flows RM	Total carrying amount RM
Group (Cont'd)						
2024						
Financial liabilities						
Lease liabilities	6,688,283	5,406,525	6,506,807	-	18,601,615	16,744,856
Loans and borrowings	5,618,556	5,437,658	11,892,675	57,643,848	80,592,737	69,156,831
Trade payables	219,341	-	-	-	219,341	219,341
Other payables	7,257,081	-	-	-	7,257,081	7,257,081
	19,783,261	10,844,183	18,399,482	57,643,848	106,670,774	93,378,109

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (Cont'd)

	On demand or within 1 year RM	1 - 2 years RM	2 - 5 years RM	After 5 years RM	Total contractual cash flows RM	Total carrying amount RM
Company						
2025						
Financial liabilities						
Lease liabilities	7,141,657	5,488,758	6,542,542	-	19,172,957	17,170,760
Loans and borrowings	18,449,159	7,836,038	20,897,885	82,079,034	129,262,116	119,966,995
Trade payables	434,499	-	-	-	434,499	434,499
Other payables	3,975,811	-	-	-	3,975,811	3,975,811
Amount due to subsidiary companies	647,521	-	-	-	647,521	647,521
	30,648,647	13,324,796	27,440,427	82,079,034	153,492,904	142,195,586

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. (Cont'd)

	On demand or within 1 year RM	1 - 2 years RM	2 - 5 years RM	After 5 years RM	Total contractual cash flows RM	Total carrying amount RM
Company (Cont'd)						
2024						
Financial liabilities						
Lease liabilities	6,688,283	5,406,525	6,506,807	-	18,601,615	16,744,856
Loans and borrowings	5,618,556	5,437,658	11,892,675	57,643,848	80,592,737	69,156,831
Trade payables	219,341	-	-	-	219,341	219,341
Other payables	6,958,162	-	-	-	6,958,162	6,958,162
Amount due to subsidiary companies	318,327	-	-	-	318,327	318,327
	19,802,669	10,844,183	18,399,482	57,643,848	106,690,182	93,397,517

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks

(b) Foreign currency risk

The Group and the Company are exposed to foreign currency risk on transactions that are denominated in currencies other than the respective functional currencies of Group entities. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Singapore Dollar ("SGD"), Renminbi ("RMB"), Hong Kong Dollar ("HKD"), Euro ("EUR") and Thai Baht ("THB").

The Group and the Company have not entered into any derivative instruments for hedging or trading purposes. Where possible, the Group and the Company will apply natural hedging by selling and purchasing in the same currency. However, the exposure to foreign currency risk is monitored from time to time by management.

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(a) Foreign currency risk (Cont'd)

The carrying amounts of the Group's and the Company's foreign currency denominated financial assets and financial liabilities at the end of the reporting period are as follows:

	Denominated in						
	USD RM	**SGD RM**	**RMB RM**	**HKD RM**	**EUR RM**	**THB RM**	**Total RM**
Group							
2025							
Trade receivables	4,011	31,753	-	-	116,154	-	151,918
Cash and bank balances	1,229,005	100,930	2,412	4,476	154,630	1,858	1,493,311
Trade payables	7,761	26,477	-	-	-	-	34,238
	1,240,777	159,160	2,412	4,476	270,784	1,858	1,679,467
2024							
Trade receivables	64,583	36,548	-	-	12,466	-	113,597
Cash and bank balances	423,558	155,509	2,302	4,720	32,972	1,976	621,037
	488,141	192,057	2,302	4,720	45,438	1,976	734,634

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(a) Foreign currency risk (Cont'd)

The carrying amounts of the Group's and the Company's foreign currency denominated financial assets and financial liabilities at the end of the reporting period are as follows: (Cont'd)

	Denominated in						
	USD	**SGD**	**RMB**	**HKD**	**EUR**	**THB**	**Total**
	RM	**RM**	**RM**	**RM**	**RM**	**RM**	**RM**
Company							
2025							
Trade receivables	3,869	31,753	-	-	116,154	-	151,776
Cash and bank balances	7,062	100,930	2,412	4,476	154,630	1,858	271,368
Trade payables	-	26,477	-	-	-	-	26,477
	10,931	159,160	2,412	4,476	270,784	1,858	449,621
2024							
Trade receivables	67,101	37,239	-	-	12,299	-	116,639
Cash and bank balances	438,236	155,424	2,300	4,714	32,902	1,974	635,551
	505,337	192,663	2,300	4,714	45,201	1,974	752,190

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(a) Foreign currency risk (Cont'd)

Foreign currency risk arises from the Group entities which have a RM functional currency. The exposure to currency risk of the Group entities which do not have a RM functional currency is not material and hence, sensitivity analysis is not presented.

The following table demonstrates the sensitivity of the Group's (loss)/profit before tax and the Company's (loss)/profit before tax to a reasonably possible change in the USD, SGD, RMB, HKD, EUR and THB exchange rates against RM, with all other variables held constant.

	Change in currency rate	2025 Effect on loss before tax RM		2024 Effect on profit before tax RM
Group				
USD	Strengthened 10%	124,078	Strengthened 10%	48,814
	Weakened 10%	(124,078)	Weakened 10%	(48,814)
SGD	Strengthened 10%	15,916	Strengthened 10%	19,206
	Weakened 10%	(15,916)	Weakened 10%	(19,206)
RMB	Strengthened 10%	241	Strengthened 10%	230
	Weakened 10%	(241)	Weakened 10%	(230)
HKD	Strengthened 10%	448	Strengthened 10%	472
	Weakened 10%	(448)	Weakened 10%	(472)
EUR	Strengthened 10%	27,078	Strengthened 10%	4,544
	Weakened 10%	(27,078)	Weakened 10%	(4,544)
THB	Strengthened 10%	186	Strengthened 10%	198
	Weakened 10%	(186)	Weakened 10%	(198)

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(a) Foreign currency risk (Cont'd)

The following table demonstrates the sensitivity of the Group's and the Company's profit before tax to a reasonably possible change in the USD, SGD, RMB, HKD, EUR and THB exchange rates against RM, with all other variables held constant. (Cont'd)

	Change in currency rate	2025 Effect on profit before tax RM		2024 Effect on profit before tax RM
Company				
USD	Strengthened 10%	1,093	Strengthened 10%	50,534
	Weakened 10%	(1,093)	Weakened 10%	(50,534)
SGD	Strengthened 10%	15,916	Strengthened 10%	19,266
	Weakened 10%	(15,916)	Weakened 10%	(19,266)
RMB	Strengthened 10%	241	Strengthened 10%	230
	Weakened 10%	(241)	Weakened 10%	(230)
HKD	Strengthened 10%	448	Strengthened 10%	471
	Weakened 10%	(448)	Weakened 10%	(471)
EUR	Strengthened 10%	27,078	Strengthened 10%	4,520
	Weakened 10%	(27,078)	Weakened 10%	(4,520)
THB	Strengthened 10%	186	Strengthened 10%	197
	Weakened 10%	(186)	Weakened 10%	(197)

(b) Interest rate risk

The Group's and the Company's fixed rate borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's and the Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

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31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market riskss (Cont'd)

(b) Interest rate risk (Cont'd)

The Group and the Company manage its interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group and the Company constantly monitor its interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained. The Group and the Company do not utilise interest swap contracts or other derivative instruments for trading or speculative purposes.

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	2025 RM	2024 RM
Group		
Fixed rate instruments		
Financial liability		
Lease liabilities	45,809,025	16,744,856
Floating rate instrument		
Financial liability		
Loan and borrowings	119,966,995	69,156,831
Company		
Fixed rate instruments		
Financial asset		
Amount due from subsidiary companies	33,282,572	26,316,203
Financial liability		
Lease liabilities	17,170,760	16,744,856
Floating rate instrument		
Financial liability		
Loan and borrowings	119,966,995	69,156,831

31. Financial Instruments (Cont'd)

(b) Financial risk management objectives and policies (Cont'd)

(iii) Market risks (Cont'd)

(b) Interest rate risk (Cont'd)

Interest rate risk sensitivity analysis

Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for floating rate instruments

A change in 1% interest rate at the end of the reporting period would have (decreased)/increased Group's loss before tax by RM1,199,670 and increased/(decreased) Company's profit before tax by RM1,199,670 (2024:increased/(decreased) Group's and Company's profit before tax by RM691,568) respectively, arising mainly as a result of lower/higher interest expense on floating rate loans and borrowings. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(c) Fair values of financial instruments

The carrying amounts of short-term receivables and payables, cash and cash equivalents and short-term borrowings approximate their fair value due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

The carrying amounts of the long-term borrowings at the reporting date reasonably approximate their fair values.

31. Financial Instruments (Cont'd)

(c) Fair values of financial instruments (Cont'd)

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statements of financial position.

	Fair value of financial instruments carried at fair value			Carrying amount
	Level 1 RM	Level 2 RM	Level 3 RM	RM
Group and Company				
2025				
Financial assets				
Other investments	5,000	-	-	5,000
2024				
Financial assets				
Other investments	5,000	-	-	5,000

(i) Policy on transfer between levels

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

There were no transfers between levels during current and previous financial years.

(ii) Level 1 fair value

Level 1 fair value is derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

31. Financial Instruments (Cont'd)

(c) Fair values of financial instruments (Cont'd)

(iii) 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 asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Non-derivative financial instruments

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the end of the reporting period.

(iv) Level 3 fair value

Level 3 fair values for the financial assets and liabilities are estimated using unobservable inputs.

32. Capital Management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividend paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

32. Capital Management (Cont'd)

The Group monitors capital using a gearing ratio. The Group's policy is to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements. The gearing ratios at end of the reporting period are as follows: (Cont'd)

	Group		Company	
	2025 RM	2024 RM	2025 RM	2024 RM
Lease liabilities (Note 16)	45,809,025	16,744,856	17,170,760	16,744,856
Loans and borrowings (Note 17)	119,966,995	69,156,831	119,966,995	69,156,831
	165,776,020	85,901,687	137,137,755	85,901,687
Less: Cash and bank balances	(20,087,319)	(21,904,324)	(16,493,268)	(20,562,709)
Total debts	145,688,701	63,997,363	120,644,487	65,338,978
Total equity	79,777,300	84,310,603	93,575,411	87,553,091
Gearing ratio (times)	1.83	0.76	1.29	0.75

There were no changes in the Group's and the Company's approach to capital management during the financial year.

33. Date of Authorisation for Issue of Financial Statements

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 20 April 2026.

LIST OF PROPERTIES

Properties owned by our Group

Postal address	Description of property / Existing use	Land area / Built-up area sq ft	Approximately Age of the Buidling/ Tenure	Date of purchase	Audited NBV as at 31 December 2025 RM'000
Lot 1928, Jalan Bukit Kemuning, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia.	Single storey workshop and 2-storey office with 1 unit of guard house / Office and workshop	41,182.7 / 16,468.2	21 years / Freehold	28 May 2004	3,153
Lot 1928, Jalan Bukit Kemuning, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia.	5-storey office and single storey warehouse / Headquarter office and warehouse	128,628.7 / 86,136.7	22 years / Freehold	16 October 2003	15,950
No.1498, Jalan Bukit Tengah, Kawasan Perusahaan Bukit Tengah, 14000 Bukit Mertajam, Penang.	2-storey office and single storey warehouse / Bukit Mertajam branch office and warehouse	122,202.7 / 60,667.2	6 years / Freehold	19 December 2019	14,415
Lot 183096, Jalan Sungai Chandong 22/KS 11, Taman Perindustrian Pulau Indah Fasa 3A, 42920 Pelabuhan Klang, Selangor.	A single storey warehouse and 2-storey office with 1 unit of guard house / Port Klang branch office and warehouse	72,237.1 / 43,066.4	2 year / Leasehold expiring on 30 October 2116	6 January 2023	18,004
H.S.(D) 40167, Lot No. 5948, Mukim 11, Daerah Seberang Perai Tengah, Negeri Pulau Pinang / No. 1498, Jalan Bukit Tengah, Kawasan Perusahaan Bukit Tengah, 14000 Bukit Mertajam, Pulau Pinang.	Vacant land / Vacant	177,163.2 / Not applicable	Not applicable / Freehold	19 December 2019	9,363
No. Hakmilik GRN 342233, Lot 41897, Mukim Labu, Daerah Sepang, Negeri Selangor (previously held under H.S.(D) 35787, PT 5351, Mukim Labu, Daerah Sepang, Negeri Selangor)	Oil palm plantation / Cultivation of oil palm	315,490.0 / Not applicable	Not applicable / Freehold	28 December 2018	7,503
No. Hakmilik GRN 342234, Lot 41898, Mukim Labu, Daerah Sepang, Negeri Selangor (previously held under H.S.(D) 35788, PT 5352, Mukim Labu, Daerah Sepang, Negeri Selangor)	Oil palm plantation / Cultivation of oil palm	209,896.0 / Not applicable	Not applicable / Freehold	16 July 2019	5,122
No Lot 629, 398, 414, 418, Mukim 12, Daerah Seberang Perai Selatan, Negeri Pulau Pinang held under Geran No Hakmilik 134497, 40431, 384 & 375.	Single storey detached factory with a double storey office building industrial (Building work-in-progress)	251,341.2 / 143,000	Not applicable / Freehold	26 June 2023	60,724

ADDITIONAL COMPLIANCE INFORMATION

UTILISATION OF PROCEEDS

The Company was listed on the ACE Market Bursa Malaysia Securities Berhad on 15 May 2024. In conjunction with the listing, the Company undertook a public issue of 200,000,000 new ordinary shares at an issue price of RM0.13 per share, raising gross proceeds of RM26.00 million. The status of the utilisation of the gross proceeds as at 31 December 2025 is as follows:

Purpose	Estimated Timeframe for Utilisation	Amount (RM'000)	Utilisation Amount (RM'000)	Unutilised Balance (RM'000)
Expenses of warehousing and distribution services	Within 36 months	10,020	-	10,020
Repayment of bank borrowings	Within 12 months	9,630	9,630	-
Purchase of commercial vehicles	Within 24 months	2,000	2,000	-
Working capital	Within 12 months	1,050	1,050	-
Estimated listing expenses	Within 1 month	3,300	3,300	-
Total		26,000	15,980	10,020

MATERIAL CONTRACTS

There were no material contracts entered into by the Group during the financial year ended 31 December 2025 ("**FYE2025**") involving the interests of the Directors and major shareholders.

CONTRACT RELATED TO LOANS

There were no material contracts relating to loans entered into by the Group during FYE2025 involving Directors and major shareholders.

RECURRENT RELATED PARTY TRANSACTIONS

The details of the recurrent related party transactions are disclosed in the notes of the financial statements and the Circular in relation to the same.

ADDITIONAL COMPLIANCE INFORMATION

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Rule 9.25A of the ACE Market Listing Requirements, below are the financial data that are relevant for 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	Remarks	Group 2025 (RM)	Group 2024 (RM)
Revenue		62,748,497	54,159,147
Other income		1,706,075	248,625
Interest income		427,378	388,965
Others	Insurance compensation	76,409	500
Total		**64,958,359**	**54,797,227**
Total Assets		**259,293,426**	**183,368,075**

b) Business Activities

Shariah Non-compliant Activities	Group 2025 (RM)	Group 2024 (RM)
Insurance income	76,409	500
Interest income	75,598	37,593
Total	152,007	38,093

c) Component of Financial Position

i) Cash Component

Islamic Account/ Instruments	Group 2025 (RM)	Group 2024 (RM)
Cash at bank	11,725,831	14,777,321
Total	11,725,831	14,777,321

Conventional Account/ Instruments	Group 2025 (RM)	Group 2024 (RM)
Cash at bank	8,361,488	7,127,003
Total	8,361,488	7,127,003

c) Component of Financial Position (Cont'd)

ii) Debtor Component

Islamic Financing	Group 2025 (RM)	Group 2024 (RM)
Current		
Term loans	1,978,149	49,700
Revolving credit and loans	4,000,000	-
Non-current		
Term loans	70,124,225	33,922,063
Total Financing	76,102,374	33,971,763

Conventional Borrowing	Group 2025 (RM)	Group 2024 (RM)
Current		
Hire purchase payables	5,678,567	5,022,969
Revolving credit and loans	7,000,000	-
Term loans	4,192,356	3,732,121
Non-current		
Hire purchase payables	10,632,892	10,858,076
Term loans	32,672,265	31,452,947
Total Debt	60,176,079	51,066,113

ANALYSIS OF SHAREHOLDINGS
AS AT 1 APRIL 2026

Issued Share Capital	:	1,200,000,000
Class of Shares	:	Ordinary Shares
Voting Rights	:	One Vote Per Ordinary Share
No. of Shareholders	:	1981

DISTRIBUTION OF SHAREHOLDINGS AS AT 1 APRIL 2026

Category	No. of Shareholders	No. of Shares	% of Shareholding
Less than 100	0	0	0.00
100 - 1,000	369	136,300	0.01
1,001 - 10,000	625	3,997,300	0.33
10,001 - 100,000	739	29,962,000	2.50
100,001 to less than 5% of issued shares	245	271,904,400	22.66
5% and above of issued shares	3	894,000,000	74.50
Total	**1,981**	**1,200,000,000**	**100.00**

LIST OF SUBSTANTIAL SHAREHOLDERS AS AT 1 APRIL 2026

		Direct		Indirect	
No.	Names	No. of Shares	%	No. of Shares	%
1	Alan Ong Lay Wooi	357,600,000	29.80	-	-
2	Lille Management Sdn. Bhd.	357,600,000	29.80	-	-
3	Angeline Ong Lay Shee	178,800,000	14.90	357,600,000[(a)]	29.80
4	Adeline Ong Lay Suen	-	-	357,600,000[(a)]	29.80
5	Ameline Ong Lay Ling	-	-	357,600,000[(a)]	29.80
6	Alex Ong Lay Ming	-	-	357,600,000[(a)]	29.80

(a) Deemed interested by virtue of Section 8(4)(c) of the Companies Act 2016 via his/her interest in Lille Management Sdn. Bhd.

DIRECTORS' INTERESTS IN SHARES AS 1 APRIL 2026

		Direct		Indirect	
No.	Names	No. of Shares	%	No. of Shares	%
1	Dato' Haji Abdul Wahabi Bin Abdullah	50,000	0.00	-	-
2	Adam Muralidharan Bin Abdullah	500,000	0.04	-	-
3	Adeline Ong Lay Suen	-	-	357,600,000[(a)]	29.80
4	Alan Ong Lay Wooi	357,600,000	29.80	-	-
5	Angeline Ong Lay Shee	178,800,000	14.90	357,600,000[(a)]	29.80
6	Lee Lean Suan	2,490,000	0.21	-	-
7	Datuk Md Hassim Bin Pardi	2,500,000	0.21	-	-
8	Dato' Ir. Haji Mohamad Bin Dalib	50,000	0.00	-	-
9	Tan Soo Mooi	400,000	0.03	-	-

Note:
(a) Deemed interested by virtue of Section 8(4)(c) of the Companies Act 2016 via his/her interest in Lille Management Sdn. Bhd.

ANALYSIS OF SHAREHOLDINGS
AS AT 1 APRIL 2026

30 LARGEST SHAREHOLDERS AS AT 1 APRIL 2026

NO.	SHAREHOLDERS	NO. OF SHARES	%
1	ALAN ONG LAY WOOI	357,600,000	29.80
2	LILLE MANAGEMENT SDN. BHD.	357,600,000	29.80
3	ANGELINE ONG LAY SHEE	178,800,000	14.90
4	KEJAYA KAYA SDN. BHD.	32,027,400	2.67
5	KEJAYA KAYA SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LER PEI FEN	26,703,400	2.23
6	KEJAYA KAYA SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR JEFFERY DING CHOON YONG	26,028,200	2.17
7	KEJAYA KAYA SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM YUET CHOON	8,813,300	0.73
8	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEOH HAI HIN (M01)	8,633,900	0.72
9	CITY EXOTIC SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEE SOD HWA	7,514,600	0.63
10	LIM OOI YUNG	5,924,500	0.49
11	KEJAYA KAYA SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YAYASAN CENDEKIAWAN MELAYU BARU	5,887,500	0.49
12	SUCHDAV A/L JOTISROOP	5,800,400	0.48
13	KEJAYA KAYA SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR ER KIAN HONG	5,505,600	0.46
14	CITY EXOTIC SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR YONG SIEW YEE	4,964,500	0.41
15	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WONG SUE CHUAN	4,311,100	0.36
16	LIM LENG CHOO	3,971,900	0.33
17	KENANGA NOMINEES (TEMPATAN) SDN BHD RAKUTEN TRADE SDN BHD FOR KAU YONG MING	3,846,200	0.32
18	JAN KEVIN VAN DORT	3,723,000	0.31
19	TEH CHUAN HOCK	3,140,700	0.26
20	CITY EXOTIC SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LEE BOON SZE	3,105,000	0.26
21	ONG YIT HWA	3,069,200	0.26
22	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LIM GAIK ENG (LIM4779C)	2,671,600	0.22
23	MD HASSIM BIN PARDI	2,500,000	0.21
24	LEE LEAN SUAN	2,490,000	0.21
25	HO KIM FONG	2,300,000	0.19
26	TAN SOW CHAN	2,128,000	0.18
27	NGOK CHIN CHYE	2,065,500	0.17
28	NG CHIN HOE	1,910,000	0.16
29	CHEN JIAN CHENG	1,835,700	0.15
30	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR DOH TEE LEONG	1,726,000	0.14
	TOTAL	**1,076,597,200**	**89.72**

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty Seventh Annual General Meeting ("**27th AGM**") of Sin-Kung Logistics Berhad ("**SKL**" or "**Company**") will be held at 1st Floor, Permai Ballroom, Kota Permai Golf & Country Club, No. 1, Jalan 31/100A, Kota Kemuning, Section 31, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia on Friday, 12 June 2026 at 10.00 a.m., or at any adjournment thereof, for the purpose of considering and if thought fit, passing with or without modifications the following resolutions:

AGENDA

AS ORDINARY BUSINESS

1.	To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with Reports of the Directors' and the Auditors' thereon.	**Please refer to Explanatory Note 1**
2.	To approve the Directors' Fees and Benefits Payable to the Non-Executive Directors of the Company and its subsidiaries amounting to RM400,000.00 until the next Annual General Meeting of the Company.	**Ordinary Resolution 1**
3.	To re-elect the following Directors, who are retiring pursuant to Clause 95 of the Constitution of the Company and being eligible, offer themselves for re-election:	
	i. Lee Lean Suan	**Ordinary Resolution 2**
	ii. Dato' Ir. Haji Mohamad bin Dalib	**Ordinary Resolution 3**
	iii. Tan Soo Mooi	**Ordinary Resolution 4**
4.	To re-appoint Messrs UHY Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.	**Ordinary Resolution 5**

AS SPECIAL BUSINESS

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

5. **AUTHORITY TO ALLOT AND ISSUE SHARES BY THE DIRECTORS AND WAIVER OF PRE-EMPTIVE RIGHTS PURSUANT TO THE COMPANIES ACT 2016** — **Ordinary Resolution 6**

"THAT pursuant to Section 75 and Section 76 of the Companies Act 2016, the Directors be and are hereby empowered to allot and issue shares in the Company, at any time, at such price, upon such terms and conditions, for such purpose and to such person or persons whomsoever as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total issued shares/total number of voting shares of the Company (excluding treasury shares) at the time of issue.

THAT pursuant to Section 85 of the Companies Act 2016 approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued Company's shares arising from any issuance of new Company's shares pursuant to Section 75 and Section 76 of the Companies Act 2016.

THAT the Directors be and are hereby also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on the Bursa Malaysia Securities Berhad and THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company."

NOTICE OF ANNUAL GENERAL MEETING

6. **PROPOSED NEW SHAREHOLDERS' MANDATE AND RENEWAL OF EXISTING SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED SHAREHOLDERS' MANDATE")** **Ordinary Resolution 7**

"THAT subject to the provision of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given to the Company and its subsidiaries (collectively referred to as "**the Group**") to enter into any of the transactions falling within the types of recurrent related party transactions of a revenue or trading nature with specified classes of related parties ("**Recurrent Related Party Transactions**") which are necessary for the day to day operations and are in the ordinary course of business and are carried out at arms' length basis on normal commercial terms of the Group on terms not more favourable to the related parties than those generally available to the public and are not, in the Company's opinion, detrimental to minority shareholders of the Company and that such approval shall continue to be in force until:-

(i) the conclusion of the next Annual General Meeting ("AGM") of the Company at which time it will lapse, unless by a resolution passed at the next AGM, the authority is renewed;

(ii) the expiration of the period within which the next AGM after the date it is required to be held pursuant to Section 340(2) of the Companies Act 2016 (but must not extend to such extensions as may be allowed pursuant to Section 340(4) of the Companies Act 2016); or

(iii) revoked or varied by resolution passed by the shareholders in general meeting,

whichever is the earlier.

AND THAT the Directors of the Company be and are hereby authorised to do all acts, deeds, things and execute all necessary documents as they may consider necessary or expedient in the best interest of the Company with full powers to assent to any conditions, variations, modifications and/or amendments in any manner as may be required or permitted under relevant authorities to give full effect to the Proposed Shareholders' Mandate."

7. To transact any other business that may be transacted at the 27th AGM of which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

BY ORDER OF THE BOARD

ANG CHEE HWAI (MAICSA 7030659) (SSM PC NO. 201908000009)
CHIN WAI YI (MAICSA 7069783) (SSM PC NO. 202008004409)
Company Secretaries

Kuala Lumpur
Dated: 30 April 2026

Explanatory Notes:

1. Item 1 of the Agenda

This item is meant for discussion only as the provisions of Section 340 of the Companies Act 2016, it does not require a formal approval of shareholders for the Audited Financial Statements. Hence, this item on the Agenda is not put forward for voting.

NOTICE OF ANNUAL GENERAL MEETING

2. **Items 3(i), 3(ii) and 3(iii) of the Agenda**

The Nominating and Remuneration Committee ("**NRC**") have considered the performance and contribution of each of the retiring Directors. Based on the results of the Board Evaluation conducted for the financial year ended 31 December 2025, the performance of each of the retiring Directors was found to be satisfactory. In addition, each of the retiring Directors had provided their annual declaration/ confirmation on their fitness and propriety as well as independence, where applicable.

Based on the recommendation of the NRC, the Board supports the re-election of the Directors based on the following justifications:

Lee Lean Suan	:	Lee Lean Suan fulfils the requirements of independence set out in Listing Requirements of Bursa Securities. She remains objective and independent in expressing her view and participating in Board's deliberations and decision-making process. Lee Lean Suan has exercised her due care and carried out her professional duties proficiently during her tenure as Independent Non-Executive Director of the Company.
Dato' Ir. Haji Mohamad Bin Dalib	:	Dato' Ir. Haji Mohamad bin Dalib fulfils the requirements of independence set out in Listing Requirements of Bursa Securities. He remains objective and independent in expressing his view and participating in Board's deliberations and decision-making process. Dato' Ir. Haji Mohamad bin Dalib has exercised his due care and carried out his professional duties proficiently during his tenure as Independent Non-Executive Director of the Company.
Tan Soo Mooi	:	Tan Soo Mooi fulfils the requirements of independence set out in Listing Requirements of Bursa Securities. She remains objective and independent in expressing her view and participating in Board's deliberations and decision-making process. Tan Soo Mooi has exercised her due care and carried out her professional duties proficiently during her tenure as Independent Non-Executive Director of the Company.

3. **Item 5 of the Agenda**

The Company had, during its Twenty Sixth Annual General Meeting held on 16 June 2025, obtained its shareholders' approval for the general mandate for issuance of shares pursuant to Section 75 and Section 76 of the Companies Act 2016. The Company did not issue any shares pursuant to this mandate obtained.

The Ordinary Resolution 6 proposed under item 5 of the Agenda is a renewal of the general mandate for issuance of shares by the Company under Section 75 and 76 of the Companies Act 2016. The mandate, if passed, will provide flexibility for the Company and empower the Directors to allot and issue new shares speedily in the Company up to an amount not exceeding in total ten per centum (10%) of the total issued shares/ total number of voting shares of the Company (excluding treasury shares) capital for such purpose as the Directors consider would be in the interest of the Company. This would eliminate any delay arising from and cost involved in convening a general meeting to obtain approval of the shareholders for such issuance of shares. This authority, unless revoked or varied by the Company at a general meeting, will expire at the next AGM. The authority will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for purpose of funding investment project(s) and/or working capital.

The waiver of pre-emptive rights pursuant to Section 85 of the Companies Act 2016 will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer new shares to all the existing shareholders of the Company prior to issuance of new shares in the Company under the general mandate.

NOTICE OF ANNUAL GENERAL MEETING

4. Item 6 of the Agenda

The proposed Ordinary Resolution 7, if passed, will enable Company and its subsidiaries to enter into recurrent transactions involving interests of Related Parties, which are necessary for its day-to-day operations and undertaken at arm's length, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company.

Please refer to the Circular to Shareholders dated 30 April 2026 for further information.

Notes:

1. *A member of the Company who is entitled to attend, speak and vote at this 27th AGM may appoint proxy(ies) to attend, speak and vote on his(her) behalf. A proxy may but need not be a member of the Company, and a member may appoint any person to be his(her) proxy without limitation.*

2. *Where a member appoints more than one (1) proxy to attend and vote at the same 27th AGM, the appointment shall be invalid unless he(she) specifies the proportion of his(her) holdings to be represented by each proxy.*

3. *Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depository) Act, 1991 ("**SICDA**"), he(she) may appoint one (1) proxy in respect of each security account it holds with ordinary shares of the Company standing to the credit of the said security account.*

4. *Where a member of the Company is an exempt authorised nominee holding 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.*

   An exempt authorised nominee refers to an authorised nominee defined under the SICDA who is exempted from compliance with the provisions of subsection 25A(1) of SICDA.

5. *The instrument appointing a proxy shall be in writing by the appointer or an attorney duly authorised in writing or, if the appointer is a corporation, whether under its seal or by an officer or attorney duly authorised.*

6. *The appointment of proxy may be made in a hard copy form or by electronic means, not less than forty-eight (48) hours before the time for holding the 27th AGM or at any adjournment thereof, as follows:*

   (a) In hard copy form

   *The original instrument appointing a proxy ("**Proxy Form**") must be deposited at Tricor Investor & Issuing House Services Sdn. Bhd. at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia or alternatively, to be deposited in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, W.P. Kuala Lumpur, Malaysia.*

   (b) By electronic means

   The Proxy Form can also be lodged electronically via online lodgement facility, please login to the link website at https://srmy.vistra.com and select "e-Services" to login.

7. *The right of foreigners to vote in respect of deposited securities is subject to Sections 41(1)(e) and 41(2) of the Securities Industry (Central Depositories) Act, 1991; the Securities Industry (Central Depositories) (Foreign Ownership) Regulations 1996 and the Constitution of the Company.*

8. *In respect of deposited securities, only members whose names appear in the Record of Depositors on 5 June 2026 (General Meeting Record of Depositors) shall be eligible to attend, speak and vote at this 27th AGM.*

9. *Any alteration in the Proxy Form must be initialed.*

10. *Pursuant to Rule 8.31A(1) of the ACE Market Listing Requirements of Bursa Securities, all the resolution set out in the Notice of 27th AGM will be put to the vote by poll.*

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the 27th AGM and/ or any adjournment thereof, a member of the Company:

(i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the 27th AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the 27th AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes");

(ii) warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies), and/or representative(s) for the Purposes; and

(iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.

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SINKUNG
World Without Boundaries

SIN-KUNG LOGISTICS BERHAD
Registration No.: 199401035432 (321115-P)

PROXY FORM

Number of Shares Held	
CDS Account No.	

I/We, ______________________________ NRIC/Passport No. ______________
(FULL NAME IN BLOCK LETTERS)

of ____
(FULL ADDRESS)

contact no. ______________ email address ______________ being a member / members of **Sin-Kung Logistics Berhad** ("**Company**") hereby appoint the person(s) below as my/our proxy(ies) to vote for me/us and on my/our behalf at the Twenty Seventh Annual General Meeting of the Company ("**27th AGM**") which will held at 1st Floor, Permai Ballroom, Kota Permai Golf & Country Club, No. 1, Jalan 31/100A, Kota Kemuning, Section 31, 40460 Shah Alam, Selangor Darul Ehsan, Malaysia on Friday, 12 June 2026 at 10.00 a.m., or at any adjournment thereof.

IMPORTANT NOTE:
Please (i) tick [√] either **ONE** of the option (a) or (b) for the number of proxy which you wish to appoint, (ii) complete the details of your proxy/proxies and the proportion of your shareholding to be represented (if applicable), (iii) please tick [√] option (c) if you would like to appoint the Chairman of the 27th AGM as the proxy or failing the proxy to vote on your behalf and (iv) sign or execute this form.

Option		Name of proxy(ies)	NRIC/ Passport No.	Email Address & Phone Number	Proportion of shareholding to be represented
(a)		**Appoint ONE proxy only** *(Please complete details of proxy below)*			
					100%
(b)		**Appoint MORE THAN ONE proxy** *(Please complete details of proxies below)*			
Proxy 1					%
Proxy 2					%
					100%
(c)		**The Chairman of the 27th AGM as my/our proxy and/or failing the above proxy to vote for me/us on my/our behalf**			

*My/our *proxy/proxies shall vote as follows :-

Please indicate with an "X" in the space provided below how you wish your votes to be casted. If no specific direction as to voting is given, the *proxy/proxies will vote or abstain forvoting at his(her) discretion.

NO.	RESOLUTIONS	FOR		AGAINST	
	Ordinary Business	**PROXY 1**	**PROXY 2**	**PROXY 1**	**PROXY 2**
Ordinary Resolution 1	To approve the Directors' Fees and Benefits Payable to the Non-Executive Directors of the Company and its subsidiaries amounting to RM400,000.00 until the next Annual General Meeting of the Company.				
Ordinary Resolution 2	To re-elect Lee Lean Suan as Director in accordance with Clause 95 of the Constitution of the Company.				
Ordinary Resolution 3	To re-elect Dato' Ir. Haji Mohamad bin Dalib as Director in accordance with Clause 95 of the Constitution of the Company.				
Ordinary Resolution 4	To re-elect Tan Soo Mooi as Director in accordance with Clause 95 of the Constitution of the Company.				
Ordinary Resolution 5	To re-appoint Messrs UHY Malaysia PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.				
	Special Business				
Ordinary Resolution 6	Authority to allot and issue shares by the Directors and waiver of pre-emptive rights pursuant to the Companies Act 2016.				
Ordinary Resolution 7	To approve the proposed new Shareholders' mandate and renewal of existing Shareholders' mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature.				

Dated this ______ day of ____________ 2026

____
Signature / Common Seal of Shareholder

Contact No: ______________________

Notes:

1. *A member of the Company who is entitled to attend, speak and vote at this 27th AGM may appoint proxy(ies) to attend, speak and vote on his(her) behalf. A proxy may but need not be a member of the Company, and a member may appoint any person to be his(her) proxy without limitation.*

2. *Where a member appoints more than one (1) proxy to attend and vote at the same 27th AGM, the appointment shall be invalid unless he(she) specifies the proportion of his(her) holdings to be represented by each proxy.*

3. *Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depository) Act, 1991 ("**SICDA**"), he(she) may appoint one (1) proxy in respect of each security account it holds with ordinary shares of the Company standing to the credit of the said security account.*

4. *Where a member of the Company is an exempt authorised nominee holding 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.*

   An exempt authorised nominee refers to an authorised nominee defined under the SICDA who is exempted from compliance with the provisions of subsection 25A(1) of SICDA.

5. *The instrument appointing a proxy shall be in writing by the appointer or an attorney duly authorised in writing or, if the appointer is a corporation, whether under its seal or by an officer or attorney duly authorised.*

6. *The appointment of proxy may be made in a hard copy form or by electronic means, not less than forty-eight (48) hours before the time for holding the 27th AGM or at any adjournment thereof, as follows:*

   (a) In hard copy form

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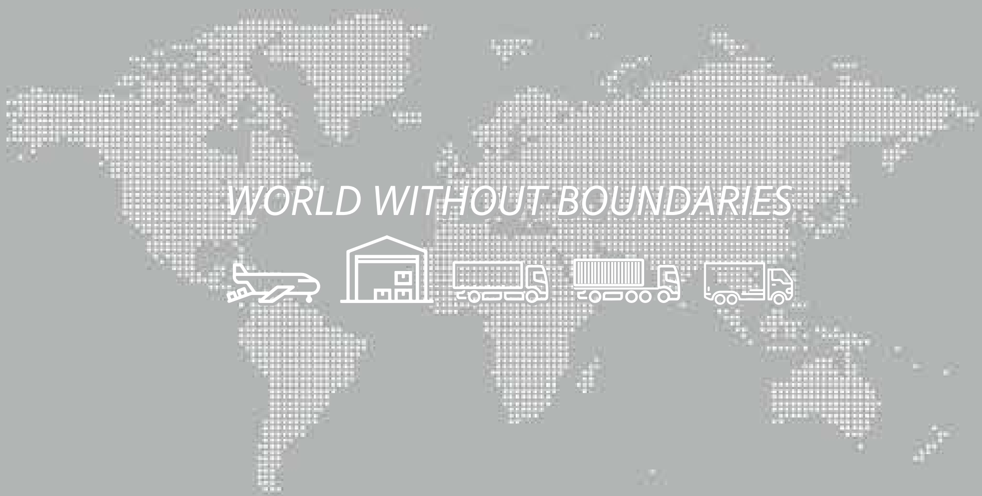
(ii) warrants that the member has obtained the prior consent of such proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies), and/or representative(s) for the Purposes; and
(iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses, and damages as a result of the member's breach of warranty.



SINKUNG
SIN-KUNG LOGISTICS BERHAD
[Registration No. 199401035432 (321115-P)]
(Incorporated in Malaysia)

Lot 1928, Jalan Bukit Kemuning,
40460 Shah Alam, Selangor, Malaysia

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Email : sklkl@sinkung.com.my