WELLCHIP® 大元
GROUP BHD

WELL CHIP GROUP BERHAD
(Registration No. 202301014119 (1508041-A))

ANNUAL REPORT

2025

Advancing with Trust

growing with purpose

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ONLINE ANNUAL REPORT

Read the online version of Well Chip Group Annual Report 2025 at **https://www.wellchip.com.my/investor-relations/**

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Independent Non-Executive Chairman

Yeah Hiang Nam
Non-Independent Non-Executive Director

Yeah Chia Kai
Non-Independent Non-Executive Director

Ng Hooi Lang
Executive Director and Chief Executive Officer

Tang Soo Yen
Executive Director and Director of Retail and Merchandising

Chan Kam Chiew
Independent Non-Executive Director

Wong Chin Chin
Independent Non-Executive Director

Hsu, Kuan-Hua
Independent Non-Executive Director

Lew Chern Yong
Independent Non-Executive Director

AUDIT AND RISK MANAGEMENT COMMITTEE

Chan Kam Chiew
Chairman
(Independent Non-Executive Director)

Wong Chin Chin
Member
(Independent Non-Executive Director)

Lew Chern Yong
Member
(Independent Non-Executive Director)

Yeah Chia Kai
Member
(Non-Independent Non-Executive Director)

Hsu, Kuan-Hua
Member
(Independent Non-Executive Director)

NOMINATION COMMITTEE

Wong Chin Chin
Chairperson
(Independent Non-Executive Director)

Chan Kam Chiew
Member
(Independent Non-Executive Director)

Hsu, Kuan-Hua
Member
(Independent Non-Executive Director)

Yeah Chia Kai
Member
(Non-Independent Non-Executive Director)

Lew Chern Yong
Member
(Independent Non-Executive Director)

REMUNERATION COMMITTEE

Lew Chern Yong
Chairman
(Independent Non-Executive Director)

Chan Kam Chiew
Member
(Independent Non-Executive Director)

Wong Chin Chin
Member
(Independent Non-Executive Director)

Yeah Chia Kai
Member
(Non-Independent Non-Executive Director)

Hsu, Kuan-Hua
Member
(Independent Non-Executive Director)

CORPORATE INFORMATION

COMPANY SECRETARIES

Tan Ai Ning
(MAICSA 7015852)
(SSM PC No. 202008000067)

Queck Wai Fong
(MAICSA 7023051)
(SSM PC No. 202208000287)

REGISTERED OFFICE

12th Floor, Menara Symphony,
No. 5, Jalan Professor Khoo Kay Kim,
Seksyen 13, 46200 Petaling Jaya,
Selangor Darul Ehsan, Malaysia.
Tel: +603 - 7890 4800
Fax: +603 - 7890 4650
Email: boardroom-kl@boardroomlimited.com

HEAD/MANAGEMENT OFFICE

No. 23-01 & 23-02,
Jalan Harmonium 35/3,
Taman Desa Tebrau,
81100 Johor Bahru, Johor.
Tel. No: +607 - 354 4621
Email: ir@wellchip.com.my

SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony,
No. 5, Jalan Professor Khoo Kay Kim,
Seksyen 13, 46200 Petaling Jaya,
Selangor Darul Ehsan, Malaysia.
Tel: +603 - 7890 4700
Fax: +603 - 7890 4670
Email: bsr.helpdesk@boardroomlimited.com

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
("Bursa Malaysia")
Stock Name : WELLCHIP
Stock Code : 5325

AUDITORS

RSM Malaysia PLT *(Chartered Accountants)*
202206000002 (LLP0030276-LCA) & AF 0768
Suite 16-02, Level 16, Menara Landmark
No. 12, Jalan Ngee Heng,
80888 Ibrahim International Business District
Johor, Malaysia

PRINCIPAL BANKERS

OCBC Bank (Malaysia) Berhad
(Registration No. 199401009721 (295400-W))

United Overseas Bank (Malaysia) Berhad
(Registration No.199301017069 (271809-K))

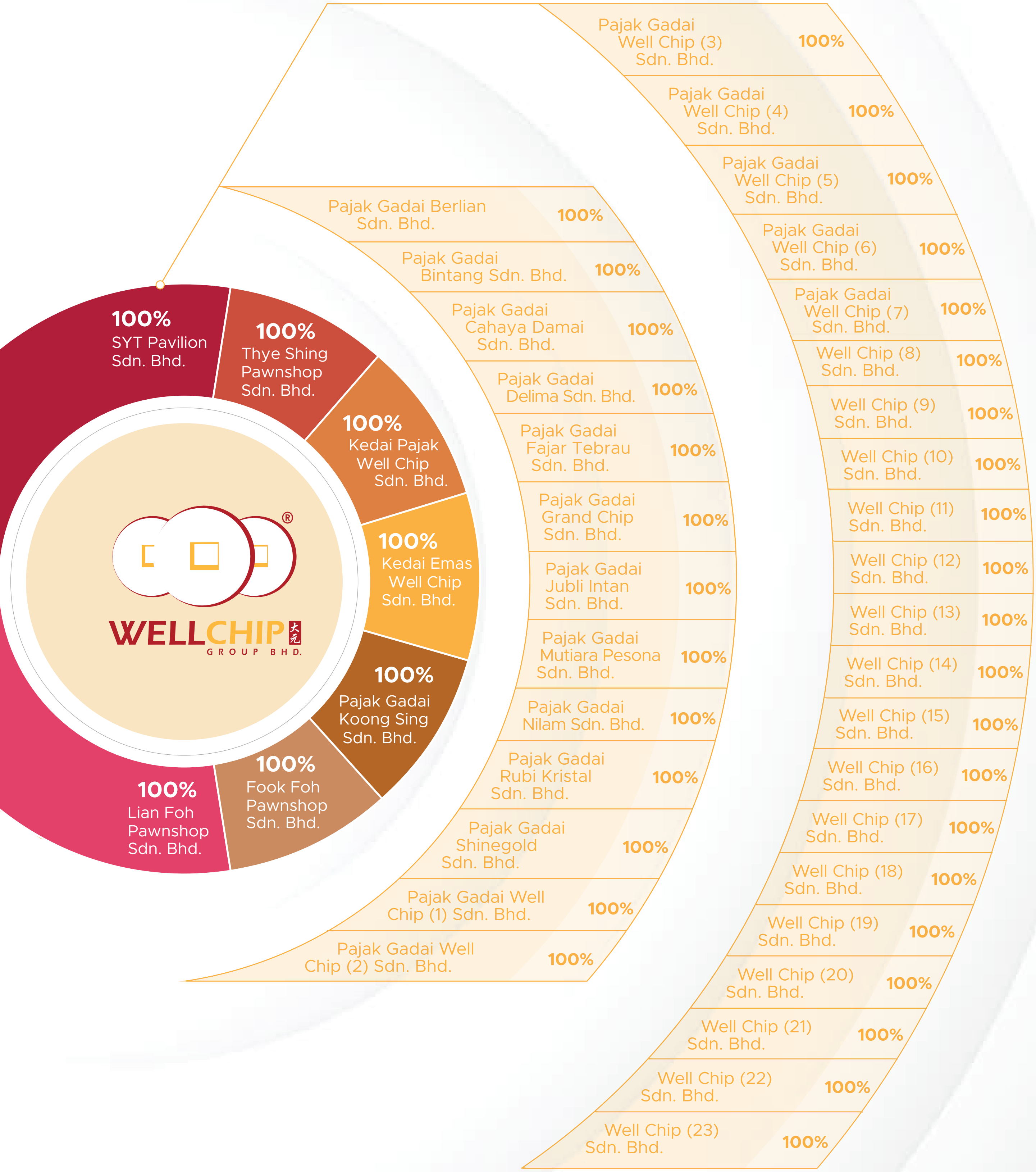
CIMB Bank Berhad
(Registration No. 197201001799 (13491-P))

Malayan Banking Berhad
(Registration No. 196001000142 (3813-K))

WEBSITE

www.wellchip.com.my

CORPORATE STRUCTURE



PROFILE OF DIRECTORS

MAK LYE MUN

Independent Non-Executive Chairman

Nationality	Age	Gender	Appointed	Board Meetings
Malaysian	**68**	**Male**	**8/9/2023**	**6/6 attended**

Mr. Mak Lye Mun was appointed as an Independent Non-Executive Director of Well Chip Group Berhad on 28 June 2023 and was subsequently redesignated as the Independent Non-Executive Chairman on 8 September 2023. He holds a Master of Business Administration from the University of Texas, United States, and graduated with a First-Class Honours Bachelor's Degree in Civil Engineering from the University of Malaya, Malaysia.

He has over thirty (30) years of banking experience. He started his career at Citicorp Investment Bank (Singapore) Limited in 1989 and left in 1994 as Director of the Corporate Finance Division. Between 1994 and 2001, he held various senior positions in the Oversea-Chinese Banking Corporation, Ernst & Young, Vickers Ballas & Co. Pte. Ltd., and DBS Bank Ltd. In 2002, he joined GK Goh Securities Pte. Ltd. as the Head of Corporate Finance and following the acquisition by CIMB, he served as CEO of CIMB Bank Singapore in 2008 and Country Head, Singapore in 2009 until his retirement in December 2019. He later served as an Advisor to the CEO of CIMB Group from 2020 to 2021.

He serves as a governing board member of Duke-NUS Medical School and he was part of the inaugural SGX Listings Advisory Committee and the ADDX (ICHX Tech) Listing Committee. Mr. Mak currently also holds directorships in Boustead Singapore Limited and Intraco Limited.

Mr. Mak does not have any family relationships with any director or major shareholder of the Company. He also does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He has no conviction of any offences within the past five (5) years (other than traffic offences, if any), and no public sanction or penalty was imposed by the relevant regulatory authority during the financial year.

During the financial year ended 31 December 2025, Mr. Mak attended six (6) out of six (6) Board meetings.

PROFILE OF DIRECTORS

YEAH HIANG NAM

Non-Independent Non-Executive Director

Nationality	Age	Gender	Appointed	Board Meetings
Singaporean	**78**	**Male**	**8/9/2023**	**6/6 attended**

Mr. Yeah Hiang Nam was appointed as Non-Independent Non-Executive Chairman of Well Chip Group Berhad on 28 June 2023 and was subsequently redesignated as the Non-Independent Non-Executive Director on 8 September 2023.

Mr. Yeah brings with him over five decades of experience in the managing and handling of valuables, coupled with more than thirty-five (35) years of specialised expertise in the pawnbroking and gold jewellery industries.

He completed his secondary education up to Secondary 2 at Wei Nan Secondary School in Nibong Tebal, Malaysia. Mr. Yeah commenced his career in 1965 as a sales assistant in a Chinese medicine store before transitioning into the jewellery trade. In 1979, he established Golden Goldsmith Jewellers in Singapore, marking his entry into the gold jewellery wholesale and trading sector. His entrepreneurial journey continued with his foray into the pawnbroking industry in 1988 as a co-founder of Ban Soon Pawnshop Pte. Ltd. The following year, he expanded his business portfolio by founding Goldjew Sdn. Bhd. in 1989, a company specialising in the manufacturing of gold jewellery for export markets.

In 1999, Mr. Yeah founded ValueMax Pawnshop (BD) Pte. Ltd., which subsequently became a key subsidiary of ValueMax Group Limited, a company listed on the Singapore Exchange (SGX). Over the years, he has played a pivotal role in the growth and strategic direction of the ValueMax Group. From 2013 to 2022, he served as the Managing Director and Chief Executive Officer of ValueMax Group Limited, prior to assuming his current role as Executive Chairman. Aside from his positions within the ValueMax Group, he does not hold any directorships in other public companies and listed issuers.

Mr. Yeah is the spouse of Ms. Tan Hong Yee, a substantial shareholder of the Company, and the father of Mr. Yeah Chia Kai, who serves as a Non-Independent Non-Executive Director of the Company. He also sits on the board of the holding company, Yeah Holdings Pte. Ltd. Additionally, he has familial relationships with other Executive Directors of the Group.

Save as disclosed in the Note 29 to the audited financial statements for the financial year ended 31 December 2025 and the Circular to Shareholders dated 30 April 2026, he does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He has no convictions for any offences (other than traffic offences, if any) within the past five (5) years, and no public sanction or penalty has been imposed by any regulatory authority for the financial year ended 31 December 2025.

During the financial year ended 31 December 2025, Mr. Yeah attended six (6) out of six (6) Board meetings.

PROFILE OF DIRECTORS

YEAH CHIA KAI (STEVEN)

Non-Independent Non-Executive Director

Nationality	Age	Gender	Appointed	Board Meetings
Singaporean	**47**	**Male**	**28/8/2023**	**6/6 attended**

Mr. Steven Yeah was appointed as Alternate Director to Mr. Yeah Hiang Nam on 28 June 2023 and was subsequently redesignated as the Non-Independent Non-Executive Director of Well Chip Group Berhad on 28 August 2023. He was appointed as a member of the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee of the Company on 24 November 2025.

He holds a Bachelor of Commerce in Marketing from Curtin University of Technology in Australia, as well as two Master of Business Administration degrees, one from Columbia University in the United States and another from London Business School in the United Kingdom. Mr. Steven Yeah also holds a Certified Diamond Grader Diploma from HRD Antwerp Institute of Gemmology and a Foundation Certificate in Gemmology from the Gemmological Association of Great Britain.

Mr. Steven Yeah has over twenty (20) years of experience in pawnbroking and jewellery retail. He began his career in 2004 at ValueMax Group Limited as an Operations Executive. In 2006, he left the company to found Mischief Studios Pte. Ltd., where he served as Executive Producer and oversaw software development projects until 2007. He then returned to ValueMax Group Limited in December 2007 as General Manager, taking on responsibility for the company's overall management, including its corporatisation and the expansion of its pawnbroking business in Singapore. In 2013, he was appointed Executive Director, and in 2022, he became Chief Executive Officer, broadening his leadership to guide the company’s strategic direction. Apart from his role at ValueMax Group Limited, he does not hold any directorships in other public companies or listed issuers.

Mr. Steven Yeah is the son of Yeah Hiang Nam, a Non-Independent Non-Executive Director and substantial shareholder of the Company, and Ms. Tan Hong Yee, also a substantial shareholder of the Company. He also serves on the board of the holding company, namely ValueMax Group Limited and VMM Holdings Sdn. Bhd. Additionally, he has family relationships with other Executive Directors of the Company.

Save as disclosed in the Note 29 to the audited financial statements for the financial year ended 31 December 2025 and the Circular to Shareholders dated 30 April 2026, he does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He has no convictions for any offences (other than traffic offences, if any) within the past five (5) years, and no public sanction or penalty have been imposed by any regulatory authority for the financial year ended 31 December 2025.

During the financial year ended 31 December 2025, Mr. Steven Yeah attended six (6) out of six (6) Board meetings.

PROFILE OF DIRECTORS

NG HOOI LANG

Executive Director and Chief Executive Officer

Nationality	Age	Gender	Appointed	Board Meetings
Malaysian	**60**	**Female**	**12/4/2023**	**6/6 attended**

Ms. Ng Hooi Lang was appointed as Chief Executive Officer of Well Chip Group Berhad on 1 September 2022 and was appointed as Executive Director and Chief Executive Officer on 12 April 2023, where she is primarily responsible for overseeing the day-to-day business operations and charting the business direction and strategies of our Group.

Ms. Ng has more than forty (40) years of experience in handling gold and jewellery. In 1981, she obtained her Lower Secondary Assessment from Sekolah Kebangsaan Tunku Abd. Rahman, Penang, and thereafter in 1983 she began her career as a gold craftswoman at Chin Yee Goldsmith where she was trained in jewellery design and crafting for more than twenty (20) years. Between May 2007 and September 2007, she joined ValueMax Group Pte. Ltd., Singapore, as a management trainee, where she was responsible for appraising gold jewellery.

In September 2007, she was appointed as the director of Kedai Pajak Well Chip Sdn. Bhd. where she was primarily responsible for overseeing the day-to-day operations and management of the pawnbroking company, including amongst others, appraisal of gold jewellery, supervision of staff and customer service, as well as management of periodic auction of pawn items. Subsequently, she was appointed as a director of Kedai Emas Well Chip Sdn. Bhd. in September 2009, Thye Shing Pawnshop in February 2010 and SYT Pavilion in August 2013. Since then and over the years, she has overseen the expansion of pawnbroking business and has been pivotal in the establishment of new pawnbroking shop for our Group.

Ms. Ng serves on the boards of certain subsidiary companies and of the substantial shareholder of the holding company. She does not hold any directorships in other public companies and listed issuers. Additionally, she has family relationships with other Directors of the Company.

Save as disclosed in the Note 29 to the audited financial statements for the financial year ended 31 December 2025 and the Circular to Shareholders dated 30 April 2026, she does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She has no convictions for any offences (other than traffic offences, if any) within the past five (5) years, and no public sanction or penalty have been imposed by any regulatory authority for the financial year ended 31 December 2025.

During the financial year ended 31 December 2025, Ms. Ng attended six (6) out of six (6) Board meetings.

PROFILE OF DIRECTORS

TANG SOO YEN

Executive Director and Director of Retail and Merchandising

Nationality	Age	Gender	Appointed	Board Meetings
Malaysian	**46**	**Female**	**28/6/2023**	**6/6 attended**

Ms. Tang Soo Yen was appointed as the Executive Director and Director of Retail and Merchandising of Well Chip Group Berhad on 28 June 2023 where she is responsible for overseeing and managing the procurement of gold and jewellery products for our Group and managing the post auction processes for defaulted pawn items, human resources and other general administrative matters of our Group.

Ms. Tang has more than twenty-five (25) years of experience in handling gold and jewellery. In 1997, she obtained her Malaysian Certificate of Education from Sekolah Menengah Tun Syed Sheh Barakbah, Sg. Jawi, Pulau Pinang and thereafter in 1998, she began her career as a gold craftswoman with Zai Chen Goldsmith. In April 2007, she joined ValueMax Group Pte. Ltd. as a management trainee and ventured into the pawnbroking industry. In September 2007, she started her journey at Kedai Pajak Well Chip Sdn. Bhd. as a pawnshop admin and subsequently promoted to executive director in January 2021 where she oversees and manages procurement, human resources and other general administrative matters. Ms. Tang was also appointed with multiple directorships within our Group and has been contributing to the expansion of our Group's pawnbroking business in Malaysia over the period of more than fifteen (15) years.

Ms. Tang serves on the boards of certain subsidiary companies and of the substantial shareholder of the holding company. She does not hold any directorships in other public companies and listed issuers. Additionally, she has family relationships with other Directors of the Company.

Save as disclosed in the Note 29 to the audited financial statements for the financial year ended 31 December 2025 and the Circular to Shareholders dated 30 April 2026, she does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She has no convictions for any offences (other than traffic offences, if any) within the past five (5) years, and no public sanction or penalty have been imposed by any regulatory authority for the financial year ended 31 December 2025.

During the financial year ended 31 December 2025, Ms. Tang attended six (6) out of six (6) Board meetings.

PROFILE OF DIRECTORS

CHAN KAM CHIEW

Independent Non-Executive Director

Nationality	Age	Gender	Appointed	Board Meetings
Malaysian	**61**	**Male**	**28/6/2023**	**6/6 attended**

Mr. Chan Kam Chiew was appointed as an Independent Non-Executive Director of Well Chip Group Berhad on 28 June 2023. He was subsequently appointed as Chairman of the Audit and Risk Management Committee, and a member of the Nomination Committee and Remuneration Committee of the Company on 8 September 2023.

Mr. Chan is a member of the Malaysian Institute of Accountants (“MIA”), Malaysian Institute of Certified Public Accountants (“MICPA”) and Institute of Corporate Directors Malaysia (“ICDM”).

He joined Peat Marwick (now known as KPMG) in Malaysia in December 1984. Between September 1991 and April 1993, he was seconded to KPMG in San Francisco. In October 1998, he was admitted as a Partner of KPMG Malaysia and served until his retirement at the end of December 2020. He has served as a member of Malaysia Accounting Standards Board (“MASB”) for two (2) terms from 2012 to 2018. He also served as a member and chaired a few working groups of MASB and was an examiner for the Regulatory and Financial Reporting Framework examination for the MICPA. In 2023, he was appointed as a member of the Malaysia Financial Reporting Standards Application and Implementation Committee of the MASB.

During his thirty-six (36) years in KPMG, Mr. Chan garnered his experience in providing audit and business advisory services to a wide range of public listed companies and multinational corporations in various industries including those in automotive, real estate investments trust, property development and construction, oil and gas, electronics and information technology, freight and shipping, industrial manufacturing, food and beverages, retail and consumer and banking and financial services.

He is currently the Group Finance Director of Can-One Berhad and Box-Pak (Malaysia) Berhad, both of which are listed on the Main Market of Bursa Securities. He is an Independent Non-Executive Director of Kerjaya Prospek Group Berhad and LGMS Berhad, both of which are listed on the Main Market of Bursa Securities as well as an Independent Non-Executive Director of Panda Eco System Berhad, which is listed on the ACE Market of Bursa Securities.

Mr. Chan does not have any family relationships with any director or major shareholder of the Company. He also does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He has no conviction of any offences within the past five (5) years (other than traffic offences, if any), and no public sanction or penalty was imposed by the relevant regulatory authority during the financial year.

During the financial year ended 31 December 2025, Mr. Chan attended six (6) out of six (6) Board meetings.

PROFILE OF DIRECTORS

WONG CHIN CHIN

Independent Non-Executive Director

Nationality	Age	Gender	Appointed	Board Meetings
Malaysian	**60**	**Female**	**28/8/2023**	**6/6 attended**

Ms. Wong Chin Chin was appointed as an Independent Non-Executive Director of Well Chip Group Berhad on 28 August 2023. She was subsequently appointed as Chairperson of the Nomination Committee, and member of the Audit and Risk Management Committee, and Remuneration Committee of the Company on 8 September 2023.

Ms. Wong holds a Bachelor of Laws (LL.B.) from the University of Sydney, Australia and was admitted as a Barrister of the Supreme Court of New South Wales and subsequently as an Advocate and Solicitor of the High Court of Malaya.

She is a partner in Adnan Sundra & Low and has over thirty (30) years of experience as a practitioner in mergers and acquisitions, take-overs, equity capital markets, corporate real estate, joint ventures, commercial contracts and general corporate advisory.

Ms. Wong has been involved in a broad range of corporate work and has, amongst others, advised financial institutions, life and general insurance companies, manufacturers, wholesalers, retailers and speciality traders, logistics, aviation, travel and leisure operators and renewable energies companies on their mergers and acquisitions transactions. She has also advised on matters pertaining to the privatisation of companies via selective capital reduction, take-overs, acquisition of assets and transfer of listing status. Further, she has advised in the debt restructuring of corporations via schemes of arrangements. In the equity capital markets space, she has acted for both issuers and underwriters in several initial public offerings (including the listing of special purpose acquisition company and stapled securities) on the Main Market of Bursa Securities, and in the rights issue of shares and/or warrants of public listed companies. She has also advised various corporate real estate transactions with varying degrees of complexities.

She has been recognised as distinguished practitioner, Corporate and M&A, by Asialaw Leading Lawyers, a highly regarded practitioner by the IFLR1000, recognised as one of Malaysia's top 100 lawyers by Asia Business Law Journal and a ranked practitioner by Chambers & Partners.

She does not hold any directorships in other public companies and listed issuers. Ms. Wong does not have any family relationships with any director or major shareholder of the Company. She also does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. She has no conviction of any offences within the past five (5) years (other than traffic offences, if any), and no public sanction or penalty was imposed by the relevant regulatory authority during the financial year.

During the financial year ended 31 December 2025, Ms. Wong attended six (6) out of six (6) Board meetings.

PROFILE OF DIRECTORS

LEW CHERN YONG

Independent Non-Executive Director

Nationality	Age	Gender	Appointed	Board Meetings
Malaysian	**52**	**Male**	**19/9/2025**	**1/6 attended**

Mr. Lew Chern Yong was appointed as an Independent Non-Executive Director, Chairman of the Remuneration Committee, and a member of Audit and Risk Management Committee of Well Chip Group Berhad on 19 September 2025. He was subsequently appointed as a member of the Nomination Committee of the Company on 18 March 2026.

He holds a Bachelor's Degree in Accountancy with a minor in Banking and Finance from Nanyang Technological University, Singapore, obtained in 1997.

Mr. Lew commenced his career as an auditor with KPMG LLP, where he was engaged in a number of external audit assignments from July 1997 to April 2000.

He subsequently joined Wong Fong Industries Limited, a company listed on the Catalist Board of the Singapore Exchange Securities Trading Limited ("SGX-ST"), as Business Development Manager in September 2003. He was appointed as Executive Director of the said company in January 2015 and was re-designated as Non-Executive Non-Independent Director in March 2019.

From March 2019 to July 2022, he held the positions of Executive Chairman and Director of Y Ventures Group Ltd, a company listed on the Catalist Board of SGX-ST.

He has been serving as an Independent Non-Executive Director of Euda Health Limited, a company listed on NASDAQ, since March 2023, and of Hygieia Group Limited, a company listed on the Main Board of The Stock Exchange of Hong Kong Limited, since September 2023.

Additionally, he serves on the Alumni Advisory Board of Nanyang Business School (NTU NBS) and the Board of Directors of Northlight School.

Mr. Lew does not have any family relationships with any director or major shareholder of the Company. He also does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries.

He has no conviction of any offences within the past five (5) years (other than traffic offences, if any), and no public sanction or penalty was imposed by the relevant regulatory authority during the financial year.

During the financial year ended 31 December 2025, one (1) Board meeting was held after his appointment, which he attended.

PROFILE OF DIRECTORS

HSU, KUAN-HUA

Independent Non-Executive Director

Nationality	Age	Gender	Appointed	Board Meetings
Taiwanese	**50**	**Male**	**19/9/2025**	**1/6 attended**

Mr. Hsu, Kuan-Hua was appointed as an Independent Non-Executive Director and a member of the Nomination Committee of Well Chip Group Berhad on 19 September 2025. He was subsequently appointed as a member of the Audit and Risk Management Committee, and Remuneration Committee of the Company on 18 March 2026.

He holds a Bachelor of Science in Engineering (Industrial Engineering) and a Master of Science in Engineering (Dual Major in Financial Engineering and Industrial Engineering) from the University of Michigan. Additionally, he holds a Master of Business Administration (MBA) and a Master of International Studies from the University of Pennsylvania. He is currently enrolled in the Executive MBA Program at the PBC School of Finance, Tsinghua University.

Mr. Hsu began his career in 1999 as a Business Analyst at McKinsey & Company, where he gained foundational experience in management consulting. In 2001, he joined Solectron Corporation as Senior Global Materials Manager and Acting Office Manager, based in the US and in China, leading strategic sourcing initiatives across multiple Asian countries.

In 2006, Mr. Hsu transitioned to Goldman Sachs & Co as an Associate in the Investment Banking division (Technology, Media, and Telecom Group). In this role, he assisted in the evaluation and execution of principal investment and corporate finance transactions, including mergers and acquisitions, capital structure optimization, debt and equity offerings, and leveraged buyouts.

From 2008 to 2011, he served as Associate Director at Temasek Holdings in the Investment (Financial Institutions Group) team, where he identified, evaluated, executed, and monitored investments and divestments across the asset management, banking, insurance, and consumer finance sectors.

Subsequently, Mr. Hsu served as Head of Southeast Asia at GREE Ventures, the corporate venture capital arm of GREE, Inc. Japan, where he oversaw fund operations in Southeast Asia, including asset acquisition, divestment, and portfolio management.

Since 2015, Mr. Hsu has served as a General Partner at KK Fund, a venture capital fund that invests in early-stage technology startups across diverse sectors—including Blockchain, Internet of Things (IoT), EntertainmentTech, FinTech, EdTech, HRTech, Mobility, HealthcareTech, and PropTech—with a primary focus on Southeast Asia, South Korea, Hong Kong and Taiwan. In this role, he oversees all aspects of the fund's operations and supports its limited partners by identifying partnership, investment, and acquisition opportunities across Southeast Asia.

Most recently, Mr. Hsu serves as Managing Director of Synexia Ventures, a strategic investment vehicle jointly established by NTT Group (through NTT DOCOMO Ventures and NTT Finance), where he leads the firm's on-the-ground operations in Southeast Asia.

Mr. Hsu brings extensive expertise in venture capital and fund management, corporate finance, governance and risk oversight, operational efficiency, cross-border transactions, and strategic advisory across Asia, the United States, and emerging markets.

Mr. Hsu does not hold any directorships in other public companies and listed issuers. He does not have any family relationships with any director or major shareholder of the Company. He also does not have any conflict of interest or potential conflict of interest, including interest in any competing business with the Company or its subsidiaries. He has no conviction of any offences within the past five (5) years (other than traffic offences, if any), and no public sanction or penalty was imposed by the relevant regulatory authority during the financial year.

During the financial year ended 31 December 2025, one (1) Board meeting was held after his appointment, which he attended.

PROFILE OF KEY SENIOR MANAGEMENT

TAN KWEE SHENG
Head of Corporate Services

Nationality **Malaysian**	Age **46**
Gender **Male**	Appointed **February 2023**

Mr. Tan Kwee Sheng was appointed as the Head of Corporate Services of Well Chip Group Berhad in February 2023. He oversees several departments, including information technology, digital marketing, human resources and operations of our Group. He graduated with a Bachelor's Degree in Technology Management from Universiti Teknologi Malaysia (UTM) in 2003.

Mr. Tan has over twenty (20) years of experience managing teams, projects, and operations across various industries. He began his career at Chung Hwa Picture Tube Sdn. Bhd. as Section Head of Production Control in 2003. In 2007, he joined Ajiya Safety Glass Sdn. Bhd. as a Senior Production Executive and was promoted to Manufacturing Manager. During his employment, he oversees the production, purchasing, quality control, and human resources functions.

In May 2014, he joined Nam Heng Safety Glass (J) Sdn. Bhd., as Factory Manager cum Director where he was primarily responsible for overall business operations. In 2021, he joined Seng Hiap Safety Glass as Factory Manager and was responsible for operational productivity and efficiency as well as assisting the CEO with strategic assignments and projects.

Mr. Tan does not hold any directorships in public companies or listed issuers. He does not have any family relationships with any director or major shareholder of the Company. He also does not have any conflict of interest or potential conflict of interest, including any interest in a business competing with Well Chip Group Berhad or its subsidiaries.

He has no conviction for any offences within the past five (5) years (other than traffic offences, if any), and no public sanction or penalty was imposed by any relevant regulatory authority during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT

SOON WEI
Compliance Officer

Nationality
Malaysian

Age
35

Gender
Female

Appointed
December 2024

Ms. Soon Wei was appointed as the Compliance Officer of Well Chip Group Berhad in December 2024. She is responsible for strengthening the Group's compliance framework through the implementation of robust internal controls and policies, as well as ensuring compliance with applicable laws, regulations and regulatory requirements. Her role focuses on enhancing processes to mitigate operational and compliance risks, including the prevention of fraud and compliance breaches.

She graduated with a Bachelor's Degree in Business (Accounting) from Victoria University, Australia, in 2014. She is a Chartered Accountant and is a member of the Association of Chartered Certified Accountants (ACCA) as well as the Malaysian Institute of Accountants (MIA).

She began her career in 2014 with Ernst & Young as an Audit Associate and was subsequently promoted to Audit Manager in 2019. She served in this capacity until 2022, during which time she gained extensive experience in audit and assurance engagements across various industries. From November 2022 to December 2023, she was with PricewaterhouseCoopers Singapore as an Audit Manager, where she led teams providing financial reporting, compliance and advisory services.

In October 2024, she joined Kedai Pajak Well Chip Sdn. Bhd. as Senior Compliance and Audit Manager and was subsequently redesignated as the Compliance Officer of the Group in December 2024.

Ms. Soon does not hold any directorships in public companies or listed issuers. She does not have any family relationships with any director or major shareholder of the Company. She also does not have any conflict of interest or potential conflict of interest, including any interest in a business competing with Well Chip Group Berhad or its subsidiaries.

She has no conviction for any offences within the past five (5) years (other than traffic offences, if any), and no public sanction or penalty was imposed by any relevant regulatory authority during the financial year.

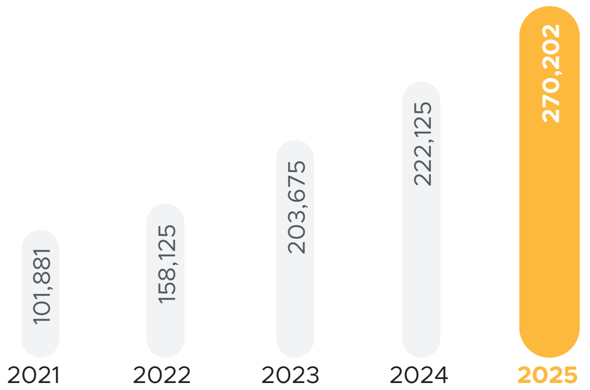
FINANCIAL HIGHLIGHTS

	FY2021	FY2022	FY2023	FY2024	FY2025
INCOME STATEMENT (RM'000)					
Revenue	101,881	158,125	203,675	222,125	**270,202**
Gross Profit	52,491	62,533	77,432	105,160	**157,854**
Profit Before Tax	32,746	36,778	49,993	71,070	**120,266**
Net profit attributable to owners of the Company	23,965	26,352	36,430	49,984	**86,146**
FINANCIAL POSITION (RM'000)					
Total Assets	334,221	434,568	495,826	685,540	**960,813**
Net Current Assets	145,007	163,781	192,376	409,851	**446,475**
Total Borrowings	89,084	146,934	192,496	182,007	**395,858**
Shareholder Equity	150,540	171,795	203,377	421,147	**483,293**
STATISTICS AND RATIO					
Basic EPS (sen)	5.30	5.60	7.80	9.70	**14.36**
Gross Profit Margin (%)	51.52%	39.55%	38.02%	47.34%	**58.42%**
Net Profit Margin (%)	23.52%	16.67%	17.89%	22.50%	**31.88%**
Return on Assets (%)	7.17%	6.06%	7.35%	7.29%	**8.97%**
Current Ratio (x)	1.80	1.66	1.70	2.69	**1.98**
Net Gearing Ratio (x)	1.16	1.41	1.32	0.56	**0.92**

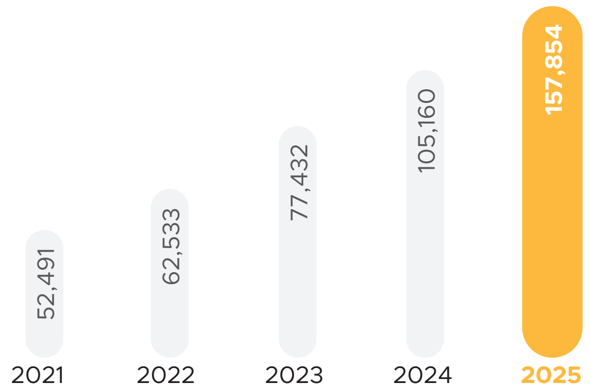
1) Basic EPS in FY2021 to FY2023 are computed based on profit attributable to owners divided by the weighted average number of ordinary shares in issue of 450,000,000 shares on the assumption these shares has been issued pursuant to the Pre-IPO restructuring as disclosed in the Prospectus of Well Chip Group Berhad dated 26 June 2024 but before the completion of the IPO of the company.
2) Basic EPS in FY2024 is computed based on profit attributable to owners divided by the weighted average number of ordinary shares in issue of 516,575,342, after the completion of the Initial Public Offering ("IPO") of the Company on 23 July 2024.
3) Basic EPS in FY2025 is computed based on profit attributable to owners of Well Chip Group Berhad divided by our enlarged total number of 600,000,000 Shares after IPO on 23 July 2024.

FINANCIAL HIGHLIGHTS

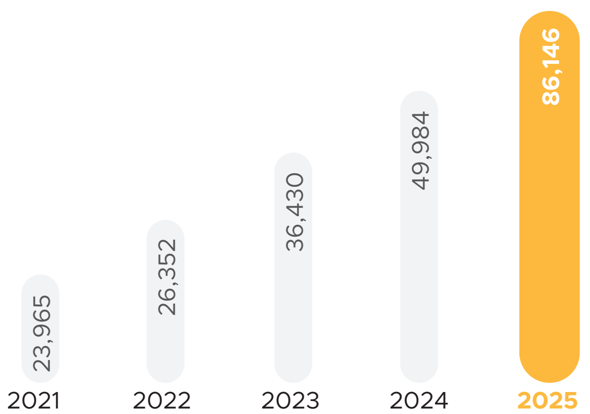
REVENUE
(RM'000)



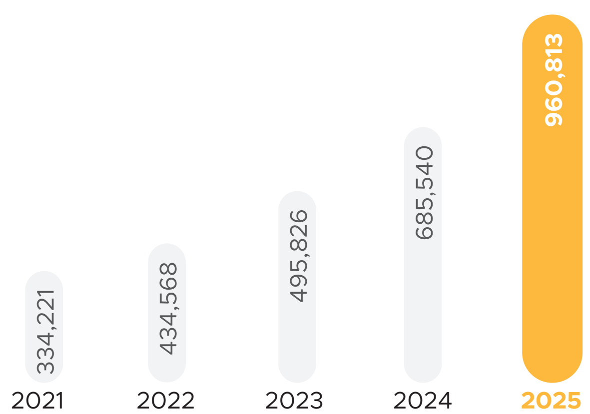
GROSS PROFIT
(RM'000)



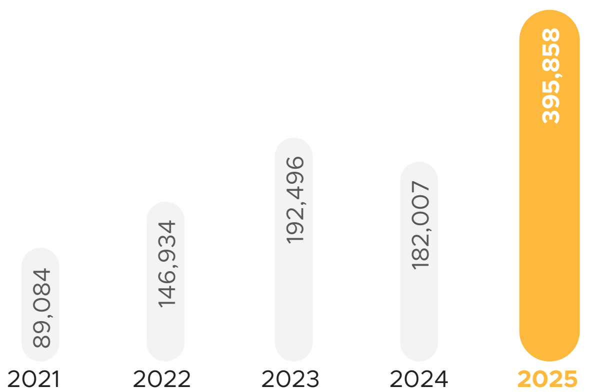
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY (RM'000)



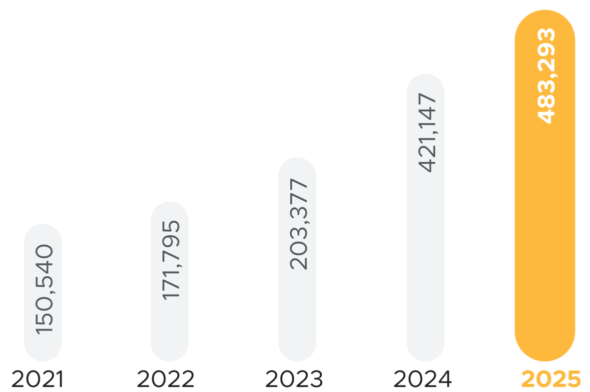
TOTAL ASSETS
(RM'000)



TOTAL BORROWINGS
(RM'000)



SHAREHOLDER EQUITY
(RM'000)



EVENT HIGHLIGHTS

On 23 June 2025, Well Chip Group Berhad held its first Annual General Meeting ("AGM") since listing on Bursa Malaysia. The meeting provided an opportunity for direct engagement with shareholders and strengthened the Company's commitment to strong corporate governance.

As part of its Corporate Social Responsibility ("CSR") efforts, the Group visited Pertubuhan Kebajikan Shan De Johor Bahru. A non-profit organisation engaged by the Group conducted fire safety training for the children, and essential items were donated to support the home's daily needs. The visit was meaningful and rewarding, reflecting the Group's commitment to giving back to the community.

EVENT HIGHLIGHTS

On 28 October 2025, the Group collaborated with its insurance partner, AIA, to organise the Wellness Day at Work programme. The initiative included a health talk and basic health screenings conducted by Columbia Asia Hospital Tebrau, covering body mass index, blood pressure, and blood glucose assessments, as well as an AIA help desk to support employee enquiries on health and financial wellness. The programme supports the Group's human capital development initiatives by promoting preventive healthcare, early risk identification and overall employee well-being.

Our annual team building event, held under the theme "One Earth, One Mission", featured an environmental awareness session, a tree planting activity, and team engagement programmes, reinforcing the Group's commitment to sustainability and teamwork.

CHAIRMAN'S STATEMENT

Dear shareholders,

On behalf of the Board of Directors, we are pleased to present Well Chip Group Berhad's annual report for the financial year ended 31 December 2025. FY2025 registered a strong operational and financial performance which mark your company hitting a record revenue and net earnings in the group's history.

Gross profit
RM157.85 million
(+50.0% increase)

Profit after Tax
RM86.15 million
(+72.3% increase)

Gross profit margin
increase 58.4%
(47.3% in FY2024)

Number of outlets
27 pawnshops
5 retail outlets

MACROECONOMIC AND INDUSTRY OVERVIEW

For the financial year ended 31 December 2025, the pawnbroking and gold and jewellery retail industry in Malaysia continued to be influenced by global economic uncertainties, persistent inflationary pressures, and fluctuations in gold prices. Gold maintained its position as a resilient safe-haven asset, sustaining trading and investment demand. Domestically, the pawnbroking sector remained an important source of accessible short-term financing, particularly to the underserved segment where households and small businesses seek to fill the gap of near-term financing. At the same time, consumer demand for jewellery was supported by festive and cultural occasions, as well as a growing preference for gold as an investment-linked product. Nevertheless, the pawnbroking landscape remains competitive, driven by established industry players who are growing their presence geographically. The price increase of gold has enabled customers to pawn their gold items at a higher value and is one of the factors driving our revenue growth and pawn loans disbursed.

FINANCIAL RESULTS

In FY2025, Well Chip Group Berhad delivered a strong financial performance. Gross profit increased by 50% to RM157.85 million, achieving a robust gross profit margin of 58.4% compared to 47.3% in FY2024, mainly driven by improved profitability in our core pawnbroking segment. Profit after tax rose by 72.3% to RM86.15 million. These results reflect our operational resilience and disciplined execution, providing a solid foundation for sustainable growth and long-term value creation. The group's growth was in part driven by the addition of 4 new outlets in 2025, higher gold prices as well as the support from our banking partners providing adequate cash capital that enable us to grow our pledged receivables.

CHAIRMAN'S STATEMENT

FY2026 OUTLOOK

As we look ahead to 2026 and beyond, the Group remains mindful of ongoing global economic uncertainties and fluctuations in gold prices which may impact market conditions. Nevertheless, we are encouraged by the sustained demand for our core pawnbroking services and the retail sales and trading of jewellery and gold. Following the successful commencement of our Pekan Nanas outlet in June 2025 and the acquisition of 3 pawnbroking outlets in the Northern region, the Group will focus on operationalising the remaining approved outlets in Johor and Melaka, subject to regulatory approvals and completion of renovation works in accordance with Kementerian Perumahan dan Kerajaan Tempatan (Ministry of Housing and Local Government) ("KPKT") requirements. Having grown to 27 pawnbroking and 5 retail outlets, the Group will continue to pursue measured organic expansion and selective strategic acquisitions within Peninsular Malaysia, while enhancing our digital marketing initiatives to support the growth of our gold retail segment. These initiatives underscore our disciplined and sustainable growth strategy amidst evolving market conditions.

APPRECIATION

On behalf of the Board, I wish to sincerely thank our management team, employees, bankers, and business associates for their dedication, hard work, and unwavering commitment to Well Chip's continued success.

I would also like to extend my heartfelt gratitude to my fellow Board members for their valuable guidance and contributions, and to our shareholders for their trust, confidence, and continued support, which inspire us to strive for sustainable growth and long-term value creation.

Sincerely,

Mak Lye Mun
Independent Non-Executive Chairman

MANAGEMENT DISCUSSION AND ANALYSIS

Business Overview

Well Chip Group Berhad is an investment holding company and through its subsidiaries, are principally involved in the provision of pawnbroking services and business of retail and trading of jewellery and gold.

PAWNBROKING SERVICES

We provide pawnbroking services where we offer pledge-backed pawn loans with a short repayment period to our pawnbroking customers. Pawnbroking services are a form of micro-financing extended by pawnbrokers in the form of pawn loans, which are short-term collateralised loans provided against pledges such as gold, jewellery and luxury watches. Customers are individuals seeking loans that are part of the financially unserved or underserved population or are unable to obtain loans from banks or other financial institutions.

Pawnbroking services in Malaysia is regulated by the Kementerian Perumahan dan Kerajaan Tempatan (Ministry of Housing and Local Government) ("KPKT") under the Pawnbrokers Act 1972 ("PA 1972"). As a licensed business, we are committed to adhering to the regulations under the PA 1972.

Our revenue is derived from the following:

(a) Monthly interest charges earned from the pawn loans are recognised over time basis using the effective interest method. We recognise interest income based on the outstanding pawn loans receivable at the end of each month. We charge a monthly interest rate which ranges between 1.00% to 2.00% of the pawn loan amount; and

(b) One-off administrative fees for our pawnbroking services are recognised at a point in time when the performance obligation is satisfied upon issuance of pawn ticket. We charged a maximum one-off administrative fee of RM0.50 for the issuance of pawn tickets for any pawn loans of more than RM10.00.

RETAIL AND TRADING OF JEWELLERY AND GOLD

Apart from pawnbroking services, we are also involved in the business of retail and trading of jewellery and gold.

We sell and trade jewellery and gold through the following channels:

- our retail outlets which are adjacent to our pawnshops
- our website (**https://www.shop.wellchip.com.my**) and e-commerce platforms such as Shopee, Lazada and Facebook Live
- scrap gold traders

Our revenue is derived from the following:

- Sale of new as well as pre-owned jewellery and gold, and watches
- Sale of scrap gold to scrap gold traders.

Revenue from our retail and trading of jewellery and gold segment is recognised at the point when the control of goods is passed to the customers, which is at the point of transfer of significant risk and rewards of ownership of our products to the customers. Revenue recognised usually is based on the invoice price, net of returns and allowances, trade discounts and volume rebates given to customers.

As at 31 December 2025, we have 27 (31 December 2024: 23) pawnshops and 5 (31 December 2024 : 4) retail outlets across Johor and Perak.

No. of pawnshops
27 pawnshops
(23 in FY2024)

No of retail outlets
5 outlets
(4 in FY2024)

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE

Summary of the financial performance of Well Chip Group Berhad ("the Company") and its subsidiaries (collectively, "the Group") for financial year ended 31 December 2025 ("FY2025") as compared to the financial year ended 31 December 2024 ("FY2024") are as follows:

	FY2025	FY2024	Increase	
Revenue (RM' million)	270.20	222.13	48.07	21.6%
Gross profit ("GP") (RM' million)	157.85	105.16	52.69	50.1%
Profit before taxation ("PBT") (RM' million)	120.27	71.07	49.20	69.2%
Profit after taxation ("PAT") (RM' million	86.15	49.98	36.17	72.4%
Earnings Before Interest, Tax, Depreciation and Amortisation (RM' million)	125.17	74.64	50.53	67.7%
	%	%	%	
GP margin (%)	58.4	47.3	11.1	
PBT margin (%)	44.5	32.0	12.5	
PAT margin (%)	31.9	22.5	9.4	
Basic / Diluted earnings per ordinary share (sen)(1)	14.4	9.7	4.7	

Notes:

(1) Basic / Diluted earnings per ordinary share ("EPS") for FY2025 and preceding year ended 31 December 2024 are computed based on profit attributable to owners of Well Chip Group Berhad divided by the weighted average number of ordinary shares in issue of 600,000,000 and 516,575,342 respectively, after the completion of the Initial Public Offering ("IPO") of the Company on 23 July 2024.

Our financial performance based on segment are as follows

	FY2025	FY2024	Increase	
	RM' Million	RM' Million	RM' Million	%
Revenue				
Pawnbroking services	136.42	90.76	45.66	50.3
Retail and trading of jewellery and gold	133.78	131.37	2.41	1.8
TOTAL	**270.20**	**222.13**	**48.07**	**21.6**
Gross profit				
Pawnbroking services	119.51	76.18	43.33	56.9
Retail and trading of jewellery and gold	38.35	28.98	9.37	32.3
TOTAL	**157.86**	**105.16**	**52.70**	**50.1**

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE (Cont'd)

	FY2025	FY2024	Increase
	%	%	Increase %
Gross profit margin			
Pawnbroking services	87.6	83.9	3.7
Retail and trading of jewellery and gold	28.7	22.1	6.6
TOTAL	**58.4**	**47.3**	**11.1**

Our revenue increased by RM48.07 million or approximately 21.6% from RM222.13 million in FY2024 to RM270.20 million in FY2025, mainly attributed to increase in revenue from pawnbroking services segment.

The revenue from pawnbroking segment increased by RM45.66 million or approximately 50.3%, mainly driven by an increase in pawn loans disbursed in FY2025 by RM946.93 million or approximately 69.5%, to RM2,308.86 million (FY2024: RM1,361.93 million).

The revenue from retail and trading of jewellery and gold segment increased by RM2.41 million or 1.8% mainly due to higher sales of scrap gold to scrap gold traders and increase in market value of gold price.

In FY2025, we also recorded a higher gross profit at RM157.86 million, reflecting a 50.1% increase from FY2024, which was in tandem with the increase in our revenue mainly attributable to the increase in gross profit from pawnbroking service segment.

As a result, the overall gross profit margin increased to 58.4% in FY2025, as compared to 47.3% in FY2024.

Our Group also recorded a higher profit before tax of RM120.27 million in FY2025 as compared to RM71.07 million in FY2024, marking a 69.2% increase over the previous fiscal year. The growth was partially offset by increase in administrative expenses of RM3.79 million mainly attributed to higher operational staff costs due to increase in the headcount in line with the increase of 4 new pawnshops and 1 new retail outlet. The expansion of office staff, professional and legal fee as well as increase in depreciation of property, plant and equipment and right-of-use assets further contributed to increase in administrative expenses.

FINANCIAL POSITION REVIEW

	FY2025	FY2024	Increase/(Decrease)	
	RM' Million	RM' Million	RM' Million	%
Total non-current assets	56.58	32.97	23.61	71.6
Total current assets	904.24	652.57	251.67	38.6
Total assets	**960.82**	**685.54**	**275.28**	**40.2**
Total equity	**483.29**	**421.15**	**62.14**	**14.8**
Total non-current liabilities	19.76	21.67	(1.91)	(8.8)
Total current liabilities	457.76	242.72	215.04	88.6
Total liabilities	**477.52**	**264.39**	**213.13**	**80.6**

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL PERFORMANCE (Cont'd)

	FY2025 RM' Million	FY2024 RM' Million
Key financial ratio		
Trade receivables collection period (days)	101	119
Inventory holding (days)	107	106
Return on equity (%)	17.8	11.9
Current ratio (times)	1.98	2.69
Gearing ratio (times)	0.92	0.56

As at 31 December 2025, the total assets of the Group increased to RM960.82 million, representing a 40.2% increase. This primarily resulted from the increase in the trade receivables that arose from additional pawn loans disbursed and cash and bank balances.

As at 31 December 2025, the Group recorded a cash and bank balances of RM15.88 million (31 December 2024 : RM69.84 million).

The total liabilities of the Group increased by RM213.13 million or 80.6% mainly due to the increased drawdown of loans and borrowings to support the continuous growth in pawn loans.

CASH FLOWS REVIEW

As at 31 December 2025, the cash and cash equivalent of the Group decreased by RM66.94 million to RM10.48 million (31 December 2024 : RM77.42 million).

The Group has recorded a cash used in operating activities of RM165.10 million mainly due to increase in pawn loans disbursed during the year. Net cash used in investing activities was RM55.91 million mainly due to acquisition of subsidiaries, partially offset by withdrawal of fixed deposits with maturity period of more than 3 months. Net cash generated from financing activities was RM154.08 million primarily attributable to drawdown of loans and borrowings, partially offset by payment of dividend.

KNOWN TRENDS AND EVENT

The Group is currently not aware of any trends and events that are likely to have a material effect on the operations, performance, financial condition, and liquidity of the Group.

ANTICIPATED OR KNOWN RISKS

Our Group is dedicated to a robust risk management framework in managing regulatory, operational, financial, economic, security risks that we are facing. The management also monitor risk management framework and address the risk with appropriate mitigating actions to reduce the risk to an acceptable level. The Group actively explores new possibilities and goals while keeping focus on successful growth tactics.

1. **Our business is exposed to unlawful and suspicious pawn transactions**
   We are subject to the risk of people using our pawnbroking services and retail trading of jewellery and gold for money laundering or terrorists financing purpose. Even though there has been no incidence of breaches against the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 ("AMLA 2001"), there can be no assurance that the measures taken by us to prevent the use of our pawnbroking services and retail and trading of jewellery and gold for money laundering or terrorists financing purpose are sufficient to fully eliminate unlawful and suspicious transactions. If we are convicted, we may be subject to fines, penalties and/or imprisonment, and our reputation and business may be adversely affected.

MANAGEMENT DISCUSSION AND ANALYSIS

ANTICIPATED OR KNOWN RISKS (Cont'd)

1. Our business is exposed to unlawful and suspicious pawn transactions (Cont'd)

The measures taken by our Group to prevent such risks are to conduct customer due diligence by verifying the customer's identity through National Registration Identity Cards ("NRIC") or passport, recording the relevant information into our pawnbroking system and conducting internal assessment as well as ensuring that the pledges received are directly from the rightful owners. However, there is no assurance that the measures taken can fully eliminate transactions of stolen gold, jewellery or watches. We are exposed to the risk of losing the pledges or items purchased if such items are subsequently confiscated by the police. As a result, we may not be able to recover the pawn loans disbursed for such confiscated pledges.

2. We require substantial Cash Capital to fund and/or grow our pawnbroking business

Our pawnbroking business requires cash capital for the disbursement of pawn loans to our pawnbroking customers. Such cash capital requirements will increase as we grow our number of pawnshops and/or disburse more pawn loans. As such, our growth as well as our profitability, in a large part, is dependent upon our access to, and the costs associated with, securing additional funding for our cash capital.

In the event that we are unable to meet the cash capital needs, we may not be able to implement our business strategies and subsequently would adversely affect our business growth and financial performance.

The Group continuously monitors its financial position and cash flow to ensure sufficient funding to meet its working capital requirements, particularly for the disbursement of pawn loans to customers. To support the ongoing growth of its pawn loan portfolio, the Group intends to continue expanding its funding sources by engaging with additional banking partners and exploring suitable financing instruments to raise funds when necessary.

3. We are subject to regulatory requirements for our pawnbroking business

Our pawnbroking business is governed under the PA 1972. Each pawnshop is required to hold a valid pawnbroking license issued by the KPKT in order to operate, whereby such license is valid for 2 years and is subject to renewal provided that the pawnshop adheres to the regulations enforced by KPKT.

Our ability to maintain and renew our pawnbroking licenses is subject to our continued compliance with the PA 1972. In the event of non-compliance with the PA 1972, the affected pawnshop's pawnbroking licenses may be suspended, revoked or may not be renewed upon expiry. As a result, the affected pawnshop would not be allowed to process new pawn transactions until the validity of the pawnbroking license is extended. In such circumstances, our business would be adversely affected.

We have implemented measures to ensure that we adhere to all the regulations under the PA 1972 in order to ensure successful renewal of pawnbroking license. In the past, we have not experienced any instances of failure in obtaining, maintaining or renewing our pawnbroking licenses.

4. We are dependent on skilled, reliable and trustworthy pawnshop and outlet personnel

We believe that the continuous growth and success of our business largely stem from the extensive expertise and experience of our skilled pawnshop and outlet personnel. Their proficiency in providing pawnbroking services, as well as handling the retail and trading of jewellery and gold, plays a crucial role, particularly their skills in assessing the value and authenticity of the pledges/pre-owned jewellery brought in by walk-in individuals. Further, our ability to provide quality customer service is also largely dependent on the performance of our pawnshop and outlet personnel.

Given the nature of our business, which involves cash and valuable items, we rely on reliable and trustworthy personnel for our operations.

Our pawnshop and outlet personnel are guided by our experienced and knowledgeable Executive Directors and Key Management as well as branch manager for each outlet. All new employees undergo comprehensive training upon joining, as well as continuous on-the-job training. Furthermore, we conduct background checks during the hiring process to mitigate potential risks associated with the role.

MANAGEMENT DISCUSSION AND ANALYSIS

ANTICIPATED OR KNOWN RISKS (Cont'd)

5. We are subject to gold price volatility

Due to the nature of our business which is highly dependent to the gold price, the Group is exposed to volatility in global gold price. Gold is a globally traded commodity and hence, its market price fluctuates and is affected by various factors.

Whilst the gold price has generally been on an uptrend, there is no assurance that this uptrend will continue in the future. In the event there is a sudden or prolonged downward movement, the profitability of our trading in gold and jewellery business will decline.

FORWARDING-LOOKING STATEMENT

Growth in the pawnbroking industry is expected to be driven by demand for quick and accessible financing. Unlike banks, pawnbrokers provide loans without requiring credit checks or income verification, allowing individuals to secure financing more easily. Additionally, pawn loans can be disbursed on immediate basis upon verification or within the same day, making pawnbrokers a fast and convenient financing option. As a result, demand for pawnbroking services is likely to remain strong.

Furthermore, the industry is expected to see increased demand from underserved individuals who lack bank accounts, proof of income, or a credit score – factors that typically hinder their ability to obtain traditional bank loans. These individuals are likely to turn to pawnbrokers for their financial needs.

Our Group is actively expanding our pawnshop network by opening new outlets and pursuing acquisition of existing pawnshops when opportunities arise. By acquiring established pawnshops, we can quickly enter new markets with instant brand recognition and existing customer base. Our expansion strategy positions us to meet the growing demand for alternative financing solutions, strengthen our market presence and solidifying our role as a key player in the pawnbroking industry.

During the financial year, the Group continued to execute its expansion strategy in line with its growth plans. The pawnshop located in Pekan Nanas, Johor commenced operations in June 2025 following the issuance of a pawnbroking licence by Kementerian Perumahan dan Kerajaan Tempatan (“KPKT”). In December 2025, the Group also obtained conditional approvals for the remaining four pawnshops in Johor and two pawnshops in Melaka. Renovation works for these outlets will be carried out in accordance with KPKT requirements prior to applying for final approvals to commence operations. In addition, the Group expanded its presence in the Northern region through the acquisition of three pawnbroking outlets during the financial year. These newly acquired outlets have contributed positively to the Group’s financial performance and strengthened the Group’s market presence, bringing the total number of outlets to 27.

Moving forward, the Group remains committed to strengthening its market position through a balanced strategy of organic expansion and strategic acquisitions, while continuing to enhance brand visibility and customer reach through digital marketing initiatives.

Overall, the Malaysian pawnbroking sector is poised for continued growth, supported by strong demand for accessible financial services and strategic expansions by key industry players.

DIVIDEND POLICY

Our Board intends to recommend and distribute dividends of at least 35.0% of our consolidated profit after tax attributable to our shareholders for the first 3 financial years after our IPO Listing, (i.e. in respect of the financial years ended/ending 31 December 2024, 31 December 2025 and 31 December 2026).

The Board has proposed a final single-tier dividend of RM0.051 per ordinary shares, a total of RM30.6 million, for the financial year ended 31 December 2025, subject to the approval of shareholders at the forthcoming Annual General Meeting.

SUSTAINABILITY STATEMENT

ABOUT THIS SUSTAINABILITY STATEMENT

This Sustainability Statement outlines how Well Chip Group Berhad and its subsidiaries ("Well Chip", "the Group", "we" or "our") identify, manage and respond to key sustainability-related risks and opportunities for the financial year ended 31 December 2025 ("FY2025").

SUSTAINABILITY STATEMENT

ABOUT THIS SUSTAINABILITY STATEMENT (CONT'D)

Reporting Framework

This Sustainability Statement has been prepared with reference to the sustainability reporting requirements set out under Bursa Malaysia Securities Berhad's Main Market Listing Requirements ("MMLR").

In addition, our disclosures draw on the principles of the IFRS Sustainability Disclosure Standards, namely IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures), applied on a proportionate and best-effort basis appropriate to the Group's current stage of sustainability reporting maturity. Where relevant, transitional reliefs and proportionality considerations have been applied in line with the intent of the IFRS Sustainability Disclosure Standards.

Our sustainability disclosures are further informed by selected elements of the Global Reporting Initiative ("GRI") Standards, where relevant to our business model and risk profile.

A dedicated Climate Report, prepared with reference to IFRS S2, is appended to this Sustainability Statement.

Reporting Scope and Boundary

This Sustainability Statement covers the same reporting entity as the Group's consolidated financial statements and comprises Well Chip Group Berhad and its subsidiaries for FY2025. The reporting period is aligned with the Group's financial reporting cycle.

Linkage to Other Reports

This Sustainability Statement should be read together with the Group's Management Discussion & Analysis ("MD&A"), Corporate Governance Overview Statement, and Statement on Risk Management and Internal Control ("SORMIC"), which provide complementary disclosures on strategy, governance, risk management and performance.

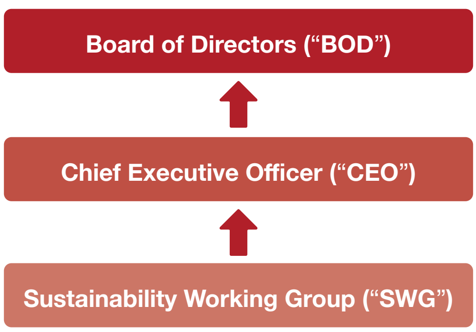
Where relevant, comparative information from prior reporting periods has been included to provide context and illustrate progress over time.

Assurance Statement

The information presented in this Sustainability Statement has not been reviewed by Internal Audit and has not been subject to independent external assurance.

Sustainability Governance

Well Chip's sustainability governance structure ensures that there is accountability and oversight in implementing strategic initiatives.



SUSTAINABILITY STATEMENT

Sustainability Governance (Cont'd)

Board of Directors ("BOD")

The Board of Directors is ultimately responsible for overseeing Well Chip's sustainability and climate-related strategies and initiatives. This oversight includes the review of the Group's material sustainability topics, encompassing governance and integrity, workplace health and safety, climate, energy and emissions, resource efficiency and circularity, supply chain practices, and customer-related considerations.

The Board reviews sustainability-related risks and opportunities as part of its broader risk management and strategic oversight responsibilities, including matters that may affect operational resilience, regulatory compliance, cost management, and reputation. Management is responsible for implementing relevant sustainability initiatives and controls, and for reporting material developments to the Board where appropriate.

Chief Executive Officer ("CEO")

The CEO is responsible for reviewing, evaluating, and recommending to the Board overall risk management matters, including sustainability- and climate-related risks and opportunities. The CEO oversees day-to-day management, working closely with the SWG to ensure the Group's strategic direction is aligned with the execution of sustainability initiatives, and reports regularly to the Board on sustainability-related developments.

Sustainability Working Group ("SWG")

The SWG comprises key management personnel across key business functions. The SWG is responsible for implementing Well Chip's commitments at the operational level, including:

a. Coordinating and implementing Well Chip's sustainability initiatives across business units;
b. Monitoring the day-to-day implementation of the Group's sustainable and climate-related practices; and
c. Reporting progress on sustainability targets to the CEO.

Integration of Sustainability Risks and Opportunities

Well Chip integrates sustainability and climate-related risks into the Group's overall risk management framework. These risks are identified, assessed, prioritised, and monitored alongside financial and operational risks. Details of our risk management framework is available in our SORMIC Statement.

Materiality and Stakeholder Linkage

The identification and prioritisation of sustainability risks and opportunities are informed by ongoing engagement with key stakeholder groups and management's understanding of the Group's business model, operating environment, and regulatory obligations.

SUSTAINABILITY STATEMENT

Materiality and Stakeholder Linkage (Cont'd)

The table below outlines Well Chip's principal stakeholders, the primary channels of engagement, and the key topics commonly discussed in the course of these interactions.

KEY STAKEHOLDERS	HOW WE ENGAGE THEM	KEY TOPICS
Our Customers	• Direct engagement by outlet staff front officers, and outlet branch management. • Informal feedback sessions.	• Product features. • Customer feedback.
Shareholders	• General Meeting(s). • Direct engagement between board members and key senior top management. • Emails with (potential) investors.	• Financial results. • Key business developments such as new acquisitions, opening of new outlets, entering new related businesses, etc. • Investor relations.
Employees	• Performance appraisals. • Team bonding and company events. • Internal communication through face-to-face meetings, telephone calls, emails, WhatsApp, and social media. • Review and update of Enterprise Risk Management ("ERM").	• Compliance risks to key regulations and laws. • Environmental footprint of our business. • Health, safety and workplace practices. • Cybersecurity and responsible system usage.
Government and Regulatory Agencies	• Media statements and disclosure of policy.	• Regulatory and industry standards and guidelines.
Local Community	• Community outreach activities. • Partnering with local not-for-profit organisations to identify beneficiaries.	• Partner with local not-for-profit charitable organisations to identify target beneficiaries. • Community investment and social contribution. • Responsible business conduct at outlet level.

SUSTAINABILITY STATEMENT

Materiality and Stakeholder Linkage (Cont'd)

KEY STAKEHOLDERS	HOW WE ENGAGE THEM	KEY TOPICS
Trade Associations	• Regular communication through meetings, emails, telephone calls, and online meetings.	• Initiatives for industry and businesses. • Feedback and updates on regulations and government guidelines. • Emerging sustainability and compliance expectations within the pawnbroking sector.
Suppliers	• Regular communication through meetings, emails, telephone calls, and online meetings.	• Product/service quality. • Pricing. • Basic expectations on ethical conduct and compliance with applicable laws.

Materiality Assessment & Topics

The Sustainability Statement has been refined during the reporting period to better reflect Well Chip's material sustainability topics, with particular emphasis on strengthening environmental and climate-related disclosures, enhancing focus on responsible financing, and improving the overall structure and readability of the report.

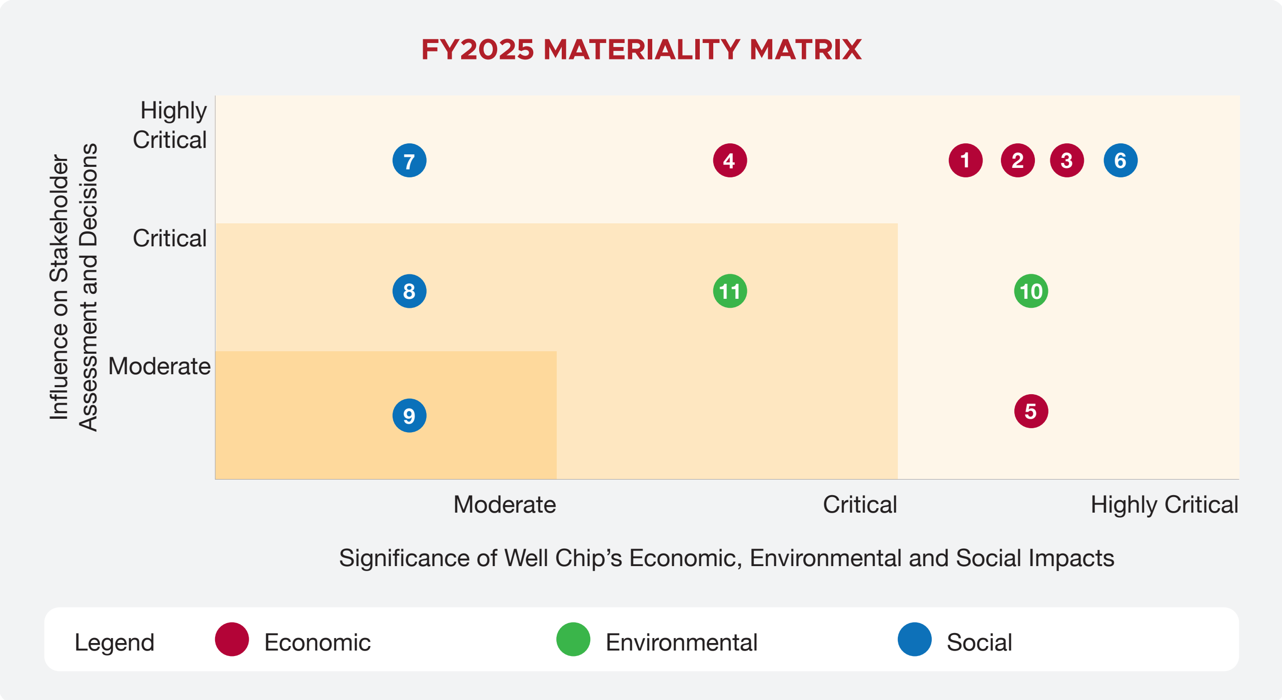
These refinements are informed by materiality assessment process that considers peer practices, reference to relevant reporting frameworks (including IFRS Sustainability Disclosure Standards), and engagement with key internal stakeholders, with the outcomes reviewed and endorsed by the Board.

Key sustainability risks and opportunities are organised into a materiality matrix, reflecting their relative significance to Well Chip's economic, social, and environmental impacts, as well as their influence on stakeholder assessment and decision-making, consistent with prior reporting practice.

SUSTAINABILITY STATEMENT

Materiality and Stakeholder Linkage (Cont'd)

Materiality Assessment & Topics (Cont'd)



Summary of Sustainability Performance and Targets

The table below summarises Well Chip's key sustainability-related performance outcomes for FY2025 and the corresponding objectives, aligned with the material sustainability topics identified through its materiality assessment.

Number	Material Topic	FY2025 Key Performance	Target / Objective
1	Economic Performance	• Economic value distributed: RM213.5 million.	Generate sustainable economic value and retain sufficient earnings to support reinvestment, liquidity and long-term business resilience.
2	Responsible Financing	• 100% of substantiated customer complaints resolved within established timelines. • Nil regulatory non-compliance incidents under the Pawnbrokers Act 1972.	Ensure full compliance with the Pawnbrokers Act 1972 and related regulations and resolve 100% of substantiated customer complaints within established timelines.
3	Anti-Corruption	• 100% of operations assessed for corruption-related risks. • 100% employee coverage for anti-corruption training. • Nil confirmed incidents of corruption.	Maintain zero confirmed incidents of corruption and ensure continuous compliance with applicable anti-corruption laws through risk assessment, training and whistleblowing mechanisms.

SUSTAINABILITY STATEMENT

Summary of Sustainability Performance and Targets (Cont'd)

Number	Material Topic	FY2025 Key Performance	Target / Objective
4	Cybersecurity & Data Security	• Nil substantiated complaints concerning breaches of customer data and privacy.	Comply with the Personal Data Protection Act 2010 and maintain zero substantiated breaches of customer data and privacy.
5	Supply Chain Management	• 100% of procurement spend sourced from local suppliers. • Nil material supply chain incidents identified.	Ensure suppliers comply with applicable laws and regulations, including labour, health and safety and environmental requirements, and maintain zero material supply chain incidents.
6	Health, Safety & Security	• Nil work-related fatalities. • 3 work-related injuries (LTIR: 0.92).	Achieve zero work-related fatalities and prevent serious injuries to employees and customers.
7	Human Capital Management	• Total employee turnover: 14.2%.	Comply with Malaysian labour laws and maintain a stable and capable workforce through training, fair remuneration and employee engagement.
8	Human Rights and Labour Standards	• Nil substantiated complaints relating to human rights or labour standards violations.	Maintain zero substantiated human rights violations.
9	Community Investment	• Total community investment: RM9,689 to 3 beneficiary organisations.	Conduct community contributions in a transparent and responsible manner, subject to internal approval processes and budgetary controls.
10	Climate, Energy & Emissions	• Nil climate-related business or operational disruptions. • Total energy consumption: 1,184 MWh. • Total GHG emissions: 1,588 tCO_{2e} (Scopes 1, 2 and limited Scope 3).	Prevent and minimise climate-related business and operational disruptions through ongoing monitoring, preparedness and risk management, while complying with applicable disclosure requirements under Bursa Malaysia.
11	Resource Efficiency & Circularity	• Core pawnbroking activities support reuse of pre-owned gold and jewellery. • Total waste generated: 3.5 tonnes, primarily paper. • Total water consumption: 5.7 ML.	Promote resource efficiency through inherent circularity of the pawnbroking business model, prudent management of paper and water use, and compliance with applicable environmental requirements.

SUSTAINABILITY STATEMENT

ECONOMIC

Economic Performance

Why Is It Important

In light of the challenging market conditions to which we are exposed, our economic performance remains a central concern amongst our stakeholders, customers, employees, investors, and government. The table below summarises the economic value which was generated and distributed to our stakeholders.

Our Approach

We focus on creating and distributing sustainable economic value to our stakeholders, ensuring that the benefits of our business extend across society. Our approach includes:

- Generating stable revenue streams through our core business activities;
- Distributing value fairly across employees, providers of capital, government, and vendors; and
- Retaining sufficient earnings to reinvest in the business for future resilience.

Our Performance

The table below summarises the economic value generated, distributed, and retained.

RM million	FY2025	FY2024	FY2023
Economic Value Generated	**270.2**	**222.1**	**203.7**
Economic Value Distributed, which includes:	**213.5**	**163.2**	**167.3**
• Payment to Employee	22.6	16.6	13.9
• Payment to Providers of Capital	41.1	14.8	20.0
• Payment to Government	32.3	18.7	14.0
• Payments to Vendors	117.5	113.1	119.4
Economic Value Retained	**56.7**	**58.9**	**36.4**

For more information on our economic performance, please refer to the Management Discussion & Analysis section of this Annual Report.

Responsible Financing

Why Is It Important

Responsible financing is fundamental to Well Chip's pawnbroking business model and long-term sustainability. As a provider of short-term, collateral-backed financing, we serve customers who may not have access to traditional banking facilities, including individuals and micro and small business owners requiring timely liquidity.

Clear, transparent, and fair pawnbroking practices support customer confidence and repeat patronage, while reducing disputes, credit losses, and reputational risk. Operating responsibly within a regulated framework also ensures Well Chip can continue to meet its social and economic role in a sustainable manner.

Our Approach

Our approach to responsible financing is anchored in compliance with applicable legislation, including the Pawnbrokers Act 1972, and in meeting customer expectations for fair, transparent, and consistent lending practices.

SUSTAINABILITY STATEMENT

ECONOMIC (CONT'D)

Responsible Financing (Cont'd)

Our Approach (Cont'd)

Key elements of our approach.

Focus Area	Description
Transparent Lending Terms	Customers are provided with plain-language disclosures on interest rates, fees, redemption timelines, and customer rights at the point of transaction, supporting informed decision-making.
Collateral-Based Lending Discipline	All pawn loans are fully secured against pledged items such as gold jewellery, watches, or other valuables, eliminating residual debt obligations for customers beyond the pledged asset.
Discretionary Grace Period	Where customers are unable to redeem or renew their pawn loans upon expiry, a discretionary grace period of up to four months may be granted to avoid unnecessary forfeiture.
Safekeeping of Pledged Assets	Pledged items are safeguarded through established custody, storage, and handling practices, with responsibility for loss or damage managed in accordance with applicable regulations.

Ethical Customer Engagement

Customer engagement plays an important role in how we deliver responsible financing and financial services. Frontline staff are guided to provide clear explanations of relevant terms and conditions, conduct appropriate customer verification, and engage customers in a fair and respectful manner. Customer identification procedures are carried out in line with Anti-Money Laundering and Counter-Financing of Terrorism ("AMLA") requirements applicable to our operations.

Staffs are supported through internal procedures and periodic training to ensure that relevant terms, conditions and obligations are communicated clearly and responsibly at the point of engagement.

Given that nature of our operations, customer transactions are typically conducted through direct interaction with customers rather than through mass marketing channels. Responsible customer engagement is therefore supported through staff guidance, operational procedures, and compliance training.

This approach supports customers in making informed decisions while enabling the Group to manage credit and operational risks prudently.

Our Performance

We monitor the effectiveness of our responsible financing practices using selected operational and customer-related indicators that reflect customer trust, service quality, and portfolio sustainability.

These indicators are assessed collectively and primarily on a trend basis, taking into account the collateral-based nature of our pawnbroking business, the application of a discretionary grace period, and prevailing market conditions such as gold price movements. Targets represent management's intended outcomes, rather than fixed quantitative thresholds.

SUSTAINABILITY STATEMENT

ECONOMIC (CONT'D)

Responsible Financing (Cont'd)

Our Performance (Cont'd)

Performance Indicator	FY2025 Performance	Target
Percentage of customer complaints resolved[1] (%)	100	100% resolution of substantiated complaints within established timelines.
Default rate after discretionary grace period[2] (%)	5	Maintain manageable default levels in line with historical trends.
Regulatory non-compliance incidents under the Pawnbrokers Act[3]	Nil	Zero regulatory breaches or enforcement actions.

1. Percentage of customer complaints resolved (%) refers to substantiated customer complaints received through formal channels and resolved within internally established timelines during the reporting period.
2. Default rate after discretionary grace period (%) represents pawned items that remain unredeemed after the expiry of the discretionary grace period granted by management and is monitored using historical trends.
3. Regulatory non-compliance incidents under the Pawnbrokers Act refer to confirmed breaches or enforcement actions issued by relevant regulatory authorities during the reporting period.

Anti-Corruption

Why Is It Important

Ethical business conduct is critical to maintaining stakeholder trust and protecting the integrity of Well Chip's operations. As a regulated pawnbroking business operating in a cash-linked environment and dealing in precious metals, exposure to corruption or other financial crimes may result in regulatory sanctions, reputational harm, and loss of customer confidence, while also affecting customers and business partners.

Our Approach

The Board, through management, ensures that appropriate anti-corruption policies, controls and monitoring mechanisms are established, implemented and periodically reviewed to mitigate corruption-related risks within Well Chip's operations.

<u>Corruption Risk Assessment</u>

To support effective implementation of our anti-corruption framework, we conduct annual corruption risk assessments to identify areas of heightened exposure arising from our operations, customer interactions and third-party relationships. The outcomes of these assessments inform the scope and focus of our policies, due diligence measures and compliance monitoring activities, enabling resources and controls to be applied proportionately based on risk.

	FY2025 (%)	FY2024 (%)	FY2023 (%)
Percentage of operations assessed for corruption related risks	100	100	100

<u>Training and Awareness</u>

To ensure ongoing adherence to our anti-bribery and anti-corruption policies, we also conduct formal and comprehensive anti-corruption training for all employees at planned intervals, or when there is onboarding of key personnel.

The following table shows the percentage of employees who have received training on anti-corruption.

SUSTAINABILITY STATEMENT

ECONOMIC (CONT'D)

Anti-Corruption (Cont'd)

Our Approach (Cont'd)

Training and Awareness (Cont'd)

Percentage of employees who have received training on anti-corruption training, by employee category	FY2025 (%)	FY2024 (%)	FY2023 (%)
Senior Management	100	100	Nill
Middle Management	100	100	
Executive	100	100	
Non-Executive	100	100	

Whistleblowing Channel

A key element of Well Chip's anti-corruption framework is its Whistleblowing Policy, which is publicly available on the Group's website. The policy provides an independent, trusted and confidential channel for employees and relevant stakeholders to report concerns relating to misconduct, fraud, corruption or regulatory breaches.

Reports may be submitted directly to the Chairman of the Audit and Risk Committee and Compliance Officer, either through a strictly confidential marked envelope or via a dedicated whistleblowing email address (whistleblowing@wellchip.com.my). All reports are handled with appropriate independence, confidentiality and due care.

The Group is committed to protecting whistleblowers who raise concerns in good faith from retaliation or detrimental treatment.

Our Performance

During the reporting period, we are pleased to announce that no instances of confirmed corruption were identified among our employees or business partners with respect to their employment with us.

Number of confirmed incidents of corruption and action taken	FY2025	FY2024	FY2023
	Nil	Nil	Nil

Cybersecurity & Data Security

Why Is It Important

Cybersecurity and data protection are important to Well Chip due to the handling of customer information and the use of digital systems that support our outlet-based pawnbroking operations. Digital platforms, including eServices and the Well Chip mobile application, complement physical outlets by enabling customer convenience, payment processing, and access to transaction information.

SUSTAINABILITY STATEMENT

ECONOMIC (CONT'D)

Cybersecurity & Data Security (Cont'd)

Our Approach

Our approach to cybersecurity and data security emphasises prevention, monitoring, and operational resilience, taking into account the nature of our retail-based operations and the supporting role of digital systems. Key elements of our approach include:

- Baseline system security controls, such as firewalls, network segmentation, and secure access procedures to safeguard internal systems used;
- Data protection measures, including regular data backups, access controls, and segregation of sensitive customer information, to support data integrity and system recoverability;
- Regularly review and reassess the Windows updates, securities patches and setup patches to ensure that all systems remain protected against known vulnerabilities, malware, and unauthorised access. Regular patching strengthens the operating system's defences, maintains compliance with organisational and industry security standards, and reduces the risk of data breaches or system downtime. By implementing timely updates, we safeguard critical information, enhance system stability, and support the overall resilience of our IT infrastructure;
- IT Policies and Procedures ("P&P") will be reviewed regularly, and be communicated to all relevant personnel for their awareness and compliance;
- Third-party support, where external IT and cybersecurity specialists are engaged to conduct system reviews, vulnerability assessments, and penetration testing, and to provide recommendations for strengthening controls where necessary;
- Staff awareness, with basic guidance provided to employees on safe system usage, password management, and appropriate handling of data; and
- Compliance with Personal Data Protection Act 2010 ("PDPA") requirements, ensuring that personal data is collected, stored, and processed in accordance with applicable data protection laws and regulatory expectations.

Cybersecurity and data security matters are overseen by management as part of ongoing IT oversight and operational control processes.

Our Performance

During the reporting year, no substantiated complaints were received concerning breaches of customer data and privacy.

Performance Indicator	FY2025	FY2024	FY2023
Substantiated complaints concerning breaches of customer data and privacy [1,2]	Nil	Nil	Nil

1. Substantiated complaints refer to written statements by regulatory or similar official body addressed to the company that identifies breaches of customer privacy, or a complaint lodged with the company that has been recognised as legitimate by the company.
2. Customer privacy refers to the right of the customer to privacy and personal refuge.

Supply Chain Management

Why Is It Important

Effective supply chain management supports business continuity, product quality, and cost efficiency, while helping to mitigate operational and reputational risks associated with the sourcing and disposal of gold and jewellery. A reliable and well-managed supplier base is important to maintaining customer trust and ensuring the smooth operation of our pawnbroking activities.

SUSTAINABILITY STATEMENT

ECONOMIC (CONT'D)

Supply Chain Management (Cont'd)

Our Approach

Our approach to supply chain management focuses on reliability, quality, and operational resilience, while supporting the local economy where commercially and technically appropriate. Given the predominantly domestic and low-complexity nature of our supplier base, our approach emphasises clear expectations, legal compliance, and proportional oversight rather than extensive formal audits.

We manage our supply chain by:

- Prioritising local suppliers where feasible, subject to meeting commercial, technical, and quality requirements;
- Applying supplier and counterparty selection criteria that consider pricing, product quality, delivery reliability, performance history, and regulatory compliance;
- Managing counterparty and integrity risks associated with the disposal of unredeemed pledged items and dealings with scrap gold traders through established operational checks and documentation requirements; and
- Engaging suppliers and service providers on performance matters as part of ongoing operational management to support continuity of supply.

We expect suppliers to comply with applicable laws and regulations, including those relating to labour standards, workplace health and safety, and relevant environmental requirements such as waste handling, pollution prevention, and responsible disposal practices, where applicable to the goods or services provided.

Our supply chain practices are aligned with Malaysian regulatory requirements and internationally recognised labour principles, including those set out by the International Labour Organization ("ILO"), applied in a manner proportionate to our scale, supplier profile, and risk exposure.

Our Performance

We have consistently sourced goods and services from local suppliers, supporting supply chain continuity and contributing to the domestic economy. The predominance of local sourcing also supports closer supplier engagement and reduces exposure to complex or high-risk international supply chains.

Performance Indicator	FY2025	FY2024	FY2023
Proportion of spending on local suppliers (%)	100	100	100
Material supply chain incidents[1]	Nil	Nil	Nil

1. Material supply chain incidents refer to significant and substantiated cases of supplier non-compliance relating to labour standards, human rights, environmental compliance, or regulatory requirements that came to our attention during the reporting period and would reasonably be expected to result in regulatory action, material operational disruption, or significant adverse impacts.

SUSTAINABILITY STATEMENT

SOCIAL

Health, Safety & Security

Why is it important

Due to the nature of our pawnbroking business, security risks such as robbery and theft represent a key operational exposure, with potential implications for employee safety, asset protection, and business continuity. In addition, routine day-to-day activities may expose employees to general occupational health and safety risks.

Maintaining appropriate health, safety, and security measures is therefore important to safeguarding our employees and customers, protecting physical assets, and supporting the stable operation of our business. Accordingly, the Group is committed to managing health, safety, and security risks in a proportionate and continuous manner, aligned with the nature and scale of its operations.

Our Approach

Our approach to health, safety and security is security-led, supported by practical workplace safety measures that reflect the nature of our pawnbroking operations and our network of outlets. Given the retail-based and non-industrial nature of our activities, our focus is on prevention, preparedness, and continuous improvement, rather than on complex or highly prescriptive safety systems.

Security and Surveillance

Security and surveillance measures are implemented across all of the Group's pawnbroking outlets to deter and respond to potential incidents such as robbery, theft, and unauthorised access. These measures are an integral part of the Group's loss prevention framework and support the safety of employees and customers, as well as the protection of pledged items, cash, and other physical assets.

Closed-circuit television ("CCTV") systems form the core of the Group's surveillance arrangements. CCTV coverage is maintained at all outlets, with cameras deployed across key operational areas based on outlet size, layout, customer flow, and risk considerations. As the Group's outlet network expands, the total number of CCTVs increases correspondingly, while management continues to monitor overall coverage to ensure that surveillance remains commensurate with operational needs.

To maintain effective security oversight, CCTV systems are subject to routine inspection and maintenance to ensure they remain in good working order. Any identified malfunction or outage is addressed promptly to minimise disruption to surveillance coverage. In addition to CCTV systems, outlets are supported by other physical security measures, including controlled access arrangements and secured storage and vault facilities, to further mitigate security risks.

Security risks and controls, including surveillance coverage and incident trends, are monitored by management as part of the Group's overall risk management and internal control processes, with escalation to the Board where material issues arise.

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Health, Safety & Security (Cont'd)

Our Approach (Cont'd)

Security and Surveillance (Cont'd)

The table below summarises the scale of CCTV deployment across the Group's outlets for the financial year ended 31 December 2025.

Indicator	FY2025
Number of outlets[1]	32
Total number of CCTVs installed	982
Average number of CCTVs per outlet	31

1. The number of outlets includes all operating pawnbroking outlets as at 31 December 2025. CCTV counts comprise cameras installed within Kedai Pajak (pawnbroking operational areas) and, where applicable, Kedai Emas (gold retail areas). Not all outlets operate Kedai Emas sections, and the allocation of cameras varies depending on outlet size, layout, and operational requirements.

Emergency Preparedness

We have established procedures to manage and respond to emergency situations, including robbery-related incidents, fire, and other workplace hazards. Employees are briefed on emergency and security procedures relevant to their roles, with particular emphasis on outlet-based operations. Periodic reminders and communications are used to reinforce preparedness and consistent application of these procedures across our outlets.

Incident Management and Continuous Improvement

Incidents and near-miss events are reviewed by management in a manner proportionate to their nature and severity. This includes assessing the circumstances of the incident, identifying contributing factors, and determining appropriate follow-up actions to prevent recurrence.

Where relevant, corrective actions may include reinforcement of safety awareness, operational adjustments, or enhancements to procedures and controls. Insights from incidents are communicated to affected employees and, where appropriate, applied more broadly across the outlet network to support continuous improvement in health, safety, and security practices.

Given the Group's retail-based operations and low incidence rate, incident management focuses on practical learning and improvement rather than formalised investigative processes.

Workplace Health and Safety Awareness

We provide health and safety training and basic safety awareness communications to employees to support understanding of workplace safety practices and security procedures. Training is prioritised for relevant employees, including new outlet staff, and is complemented by ongoing communication to reinforce safe conduct during daily operations and work-related activities, including travel between outlets.

Employee engagement on health and safety matters is primarily facilitated through direct supervision, periodic briefings, and management communication, reflecting the Group's outlet-based operating model.

A summary of employee participation in health and safety training is set out below.

Number and percentage of employees trained on health and safety standards	FY2025		FY2024		FY2023	
	175	69%	67	33%	Nil	0%

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Health, Safety & Security (Cont'd)

Our Approach (Cont'd)

Risk Transfer and Financial Protection

As part of our overall approach to health, safety and security risk management, Well Chip maintains appropriate insurance coverage to mitigate potential financial losses arising from security-related incidents, physical damage to assets, and third-party liabilities. These arrangements complement our preventive and preparedness measures by providing financial protection and supporting business continuity in the event of unforeseen incidents.

Our insurance coverage includes protection against burglary and theft, fire insurance for properties owned and managed by Well Chip, and public liability insurance to cover legal liabilities arising from accidental bodily injury to third parties or accidental damage to third-party property occurring in connection with our business operations. Coverage levels are reviewed periodically to ensure they remain commensurate with the scale and nature of the Group's operations.

The table below summarises the insurance coverage maintained during the reporting period, by category.

Insurance Category	FY2025 RM million	FY2024 RM million	FY2023 RM million
Theft / Burglary	982.3	812.2	528.5
Fire[1]	28.3		
Public Liability[2]	29.0		

1. Fire insurance coverage is limited to properties owned and managed by Well Chip. While such coverage existed in prior years, disclosure of fire insurance coverage is presented from FY2025 onwards to enhance transparency in reporting.
2. Public liability insurance coverage relates to third-party risks arising from retail outlet operations and is disclosed from FY2025 onwards.

Our Performance

During the reporting period, there were no work-related fatalities involving employees or customers, and no incidents resulting in permanent disability or customer harm.

A small number of work-related incidents involving employees were recorded, comprising two minor injuries requiring outpatient treatment and one road traffic accident that occurred in the course of employment, which resulted in short-term hospitalisation. All affected employees have since recovered, with no lasting health impacts.

Each incident was reviewed by management in a manner proportionate to its nature and severity. Follow-up actions focused on reinforcing safety awareness, travel precautions, and relevant operational practices, where applicable.

Our safety objective is to achieve zero work-related fatalities and zero injuries involving both employees and customers. While we recognise that isolated minor incidents may still occur in the course of operations, our focus is on preventing serious harm, eliminating avoidable incidents, and continuously strengthening safety practices across our outlets and activities.

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Health, Safety & Security (Cont'd)

Our Performance (Cont'd)

	FY2025	FY2024	FY2023
Number of Work-Related Fatalities	Nil	Nil	Nil
Number of Work-Related Injuries	3	Nil	Nil
Loss Time Incident Rate (LTIR) [1,2]	0.92	Nil	Nil

1. LTIR is calculated as a rate, where the number of lost time incidents during the reporting period are expressed per the total number of hours worked as at the end of the reporting period. It is calculated using the formula: (Number of lost time incidents ÷ Total hours worked) × 200,000.
2. The standardised value used to compute the LTIR is 200,000, which represents the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 x 40 x 50 = 200,000).

Human Capital Management

Why is it important

Well Chip recognises that our employees are integral to the effective delivery of our business. We focus on attracting, developing and retaining suitable talent while fostering a conducive and inclusive workplace that supports employee well-being and performance.

Our Approach

Diversity and Inclusion

Well Chip practices merit-based employment and career progression, providing equal opportunities to employees regardless of gender, age, or ethnicity. We believe an inclusive workplace, supported by fair and consistent people practices, contributes positively to employee engagement and organisational effectiveness. Our approach is aligned with applicable Malaysian labour laws and reflects our commitment to non-discrimination and equal opportunity across all employment categories.

In line with our merit-based approach, we do not apply diversity-based targets for employee hiring or promotion decisions. Instead, workforce diversity is disclosed to provide transparency on employee composition.

The tables below summarise the gender and age distribution across all employment levels within Well Chip.

Gender Diversity by Employee Category	% for FY2025		% for FY2024		% for FY2023	
	Male	Female	Male	Female	Male	Female
Senior Management	25	75	20	80	Nil	100
Middle Management	49	51	50	50	49	51
Executive	48	52	53	47	46	54
Non-Executive	26	74	25	75	28	72
Overall Composition	**32**	**68**	**32**	**68**	**33**	**67**

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Human Capital Management (Cont'd)

Our Approach (Cont'd)

Diversity and Inclusion (Cont'd)

Age Diversity by Employee Category	% for FY2025			% for FY2024			% for FY2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior Management	Nil	75	25	Nil	80	20	Nil	67	33
Middle Management	7	56	37	2	61	37	6	52	42
Executive	30	65	5	29	65	6	29	71	Nil
Non-Executive	45	43	12	47	43	10	47	44	9
Overall Composition	**36**	**47**	**17**	**36**	**49**	**15**	**38**	**48**	**14**

Board Diversity

Well Chip recognises the importance of Board diversity in supporting effective oversight, balanced decision-making, and long-term value creation. Board composition and diversity considerations are guided by the Malaysian Code of Corporate Governance ("MCCG"), including the recommended minimum of 30% female representation. The Board meets this recommendation, as reflected in the table below. Board diversity is considered as part of overall governance effectiveness, taking into account skills, experience, independence, and continuity.

Gender diversity within board of directors	% for FY2025		% for FY2024		% for FY2023	
	Male	Female	Male	Female	Male	Female
	67	33	50	50	50	50

In terms of age diversity, the Board seeks to maintain an appropriate balance between experience, continuity, and renewal, ensuring that directors collectively bring relevant industry knowledge, governance experience, and long-term perspective, while supporting orderly succession and stability.

Age diversity within board of directors	% for FY2025			% for FY2024			% for FY2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
	Nil	33	67	Nil	25	75	Nil	25	75

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Human Capital Management (Cont'd)

Our Approach (Cont'd)

Training and Development

In a competitive labour market, employee development supports operational effectiveness and continuity. We provide training opportunities across employee categories to enhance skills relevant to our business operations and roles, as summarised below:

Total hours of training by employee category	FY2025 (Hours)	FY2024 (Hours)	FY2023 (Hours)
Senior Management	104	143	10
Middle Management	843	1,015	271
Executive	252	401	18
Non-Executive	3,114	2,070	1,163
Total	**4,313**	**3,629**	**1,462**

1. Prior year figures (FY2024 and FY2023) have been rounded for presentation purposes. As a result, minor differences may occur due to rounding.

Utilisation of Contract/Temporary Staff

We primarily employ employees on a permanent basis to support consistency in service delivery and operational continuity.

Percentage of employees that are contractors or temporary staff	% for FY2025	% for FY2024	% for FY2023
	Nil	Nil	Nil

Fair Wage and Employee Benefits

We remain committed to offering fair and competitive remuneration, with entry-level salaries above the National Minimum Wage. In addition, employees are provided with benefits designed to support their well-being.

Types of Benefits	Description
Medical Insurances	Hospitalisation and surgical plan, personal accident insurance, medical cost subsidy.
Healthcare	Coverage for medical expenses, hospitalisation expenses, and outpatient medical treatments.
Leaves	Annual leave, medical/sick leave, maternity and paternity leave, compassionate leave, marriage leave, leave encashment, compassionate leave, attendance incentive.
Allowances	Monthly food allowance, annual monetary allowances (for occasions such as birthdays, and staffs' newborns), travelling allowance (including mileage and subsistence allowance), and handphone allowance for certain staff, bereavement payment, compassionate benefit, marriage gift, referral fee, staff discount, long service award.

We periodically benchmark remuneration against market practices. A formal employee referral programme is also in place to support recruitment efforts, with incentives provided for successful hires.

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Human Capital Management (Cont'd)

Our Performance

Employee turnover is an inherent aspect of workforce dynamics, particularly in customer-facing and outlet-based roles that are critical to daily operations. Our focus is not on eliminating turnover entirely, but on maintaining a healthy and manageable level of workforce movement, while ensuring service continuity and sustained customer relationships at the outlet level.

As reflected in the table below, turnover during the reporting period was primarily concentrated among non-executive employees. This is consistent with the nature of frontline retail operations and the structurally competitive labour market in Johor (where we are mostly based), where proximity to Singapore may influence workforce mobility.

Workforce stability is primarily supported through competitive remuneration, employee benefits, a supportive work environment, ongoing engagement, and capability-building initiatives that enhance productivity without compromising customer service quality.

Where necessary, and as a supplementary measure, we may apply practical workforce flexibility by redeploying manpower across outlets on a limited and temporary basis to maintain service levels while replacement hires are undertaken.

During the reporting period, there were no reported incidents of labour standards non-compliance.

Overall, employee turnover during the reporting period remained within levels considered normal and manageable for our business.

The table below summarises the number and percentage of employee turnover by category for the reporting period:

Employee turnover by employee category	Number and Percentage of Employee Turnover [1,2]					
	FY2025		FY2024		FY2023	
Senior Management	1	25%	Nil	0%	Nil	0%
Middle Management	4	8.9%	Nil	0%	4	12.9%
Executive	5	21.7%	3	15.8%	8	47.1%
Non-Executive	26	14.4%	44	23.0%	32	23.2%
Total	**36**	**14.2%**	**47**	**18.6%**	**44**	**23.3%**

1. Employee turnover refers to employees who leave the company voluntarily or due to dismissal, retirement, or death in service.
2. Turnover rate (%) by employee category is calculated as the number of employees who left during the financial year within each category, divided by the total number of employees in that category as at 31 December of the corresponding financial year. Total turnover rate (%) is calculated based on the company's total permanent headcount as at 31 December of the corresponding financial year.

Human Rights and Labour Standards

Why is it important

Respecting human rights and fair labour practices is essential to responsible business. We uphold these standards across our operations and supply chain to protect worker welfare, ensure legal compliance, and maintain stakeholder trust. These principles underpin our employment practices and interactions with workers and business partners and support the sustainability and integrity of our operations.

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Human Rights and Labour Standards (Cont'd)

Our Approach

Policy Commitment

We strive to uphold labour rights and comply with applicable local employment laws across our operations. Compliance with Malaysian labour laws serves as the baseline for our human rights and labour practices, and these expectations extend to our supply chain, with the expectation that our main suppliers operate to comparable standards.

In addition to local legal requirements, our approach is guided by internationally recognised human rights principles, including the UN Guiding Principles on Business and Human Rights ("UNGPs"). These principles emphasise the responsibility of businesses to respect human rights, provide access to appropriate grievance mechanisms, and address adverse impacts where they occur. They are applied in a manner proportionate to the scale, nature, and risk profile of our pawnbroking and retail operations.

We also align our labour practices with the standards set by the International Labour Organization ("ILO"). An overview of our labour and human rights practices is set out below:

Areas	Description
Equal Benefits	• Ensure non-discriminatory benefit practices for all employees. i.e. Equal pay for equal work.
No Recruitment Fees Policy	• We support Malaysia's stance of "No recruitment fee". Malaysia as a member state of the ILO has adopted a "no recruitment fee" concept from its Fair Recruitment Initiative in 2014 whereby it has been implemented verbally to disclose the responsibilities of the employers in bearing the cost of recruitment.
Passport Handling	• As a business, we do not rely on foreign workers. • Notwithstanding, we ensure our practices are in line with local laws, which ensures passports or any other travel/identification documents are only held by their rightful owners, where it becomes relevant.
Employee Accommodation	• Ensure that housing facilities provided by our company are comfortable and meet the required standards. • We are aware on the importance of a comfortable and conducive living space on our employee's health and well-being, thus allowing them to be productive at the workplace.
Overtime, Leaves	• Our practices with respect to overtimes and leaves are compliant with requirements under local labour laws.
Child Labour	• Child labour is prohibited under Malaysian law and is not practised within our operations. Given the nature of our business and workforce requirements, the risk of child labour is low. • Nevertheless, age verification is embedded into our recruitment processes to ensure compliance with legal and ethical standards.

Human rights risk relevant to our operations, including fair treatment, non-discrimination, and labour law compliance, are managed as part of our day-to-day people management and internal control processes, rather than through standalone human rights assessments, reflecting our low-risk operating profile.

Grievance and Whistleblowing Mechanisms

Well Chip maintains a zero-tolerance policy toward discrimination, harassment, and labour rights violations. In line with the Malaysian Employment Act and industry good practices, we have established an independent whistleblowing channel that is accessible to employees and external stakeholders.

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Human Rights and Labour Standards (Cont'd)

Our Approach (Cont'd)

Grievance and Whistleblowing Mechanisms (Cont'd)

Well Chip maintains a zero-tolerance policy toward discrimination, harassment, and labour rights violations. In line with the Malaysian Employment Act and industry good practices, we have established an independent whistleblowing channel that is accessible to employees and external stakeholders.

Employees are encouraged to raise concerns through their supervisors or HR representatives. Contractors, vendors, and site workers are also expected to resolve grievances through their internal channels in the first instance. However, where internal avenues are ineffective or unavailable, the whistleblowing channel offers a secure and confidential platform for escalation, without fear of retaliation. Where grievances relate to human rights or labour matters, appropriate actions are taken to address the issue and prevent recurrence, in line with applicable laws and internal procedures.

Our Performance

During the reporting year, we are pleased to announce that no substantiated complaints were received from any regulatory or official bodies in relation to the violation of human rights of our workers. This outcome reflects the effectiveness of our existing employment practices, grievance mechanisms, and ongoing monitoring of labour standards across our operations.

	FY2025	FY2024	FY2023
Number of substantiated complaints concerning violation of human rights received	Nil	Nil	Nil

Community Investment

Why is it important

We recognise the importance of maintaining positive relationships with the communities in which we operate. Our community investment initiatives are intended to support local causes on a modest and responsible basis, consistent with our financial capacity and operational footprint.

As a locally focused pawnbroking business, our community presence is closely tied to the neighbourhoods in which our outlets operate. Community contributions therefore play a role in supporting social cohesion, trust, and goodwill in areas where we serve customers on a daily basis.

Our Approach

Our community investment activities are selective and needs-based, focusing on providing support to local community organisations and social welfare initiatives where such contributions are appropriate and feasible. Contributions are assessed on a case-by-case basis, taking into account:

- Alignment with identified community needs, particularly in areas where we operate;
- Relevance to social welfare, education, or vulnerable groups;
- Credibility and track record of the beneficiary organisation; and
- Our financial capacity and annual budget considerations.

Based on these considerations, community contributions are primarily directed toward:

- Social welfare and charitable organisations, including support for underprivileged groups;
- Education-related initiatives, including educational institutions and education funds; and
- Children’s welfare, particularly where contributions support basic needs or access to education.

SUSTAINABILITY STATEMENT

SOCIAL (CONT'D)

Community Investment (Cont'd)

Our Approach (Cont'd)

This approach reflects a pragmatic and flexible decision-making framework rather than a fixed annual programme, allowing us to respond to genuine community needs as they arise.

Governance of community contributions

Community contributions are not treated as a standalone strategic programme, but form part of our broader commitment to being a responsible corporate citizen. Decisions on community contributions are managed by management, with oversight applied through internal approval processes and budgetary controls to ensure that contributions remain appropriate, transparent, and aligned with business performance.

Employee involvement

At present, community contributions are primarily financial or in-kind in nature. Employee volunteering is not formalised through structured programmes or targets, given the operational demands of outlet-based roles. However, employees may support community initiatives on an ad-hoc basis, where appropriate, and such involvement is encouraged at a practical level.

Our Performance

The table below outlines the Group’s community engagement contributions and beneficiary reach over the past three financial years.

Community Engagement	FY2025	FY2024	FY2023
Total amount invested into the community where the target beneficiaries are external to Well Chip (RM)	9,689	55,800	9,813
Total number of beneficiaries of investment in the communities [1]	3	3	100

1. Given the nature of our contributions and the absence of direct programme-level monitoring, beneficiary figures are presented based on identifiable beneficiary organisations rather than individual recipients. For FY2025, we estimated 3 beneficiaries based on the number of legal beneficiaries – Pertubuhan Kebajikan Shan De, Persatuan Pesara Polis Negeri Johor, and Southern University College Education Fund.

The list of events and programmes we contributed to in FY2025 is as listed below:

Beneficiary	Purpose of Donation
Pertubuhan Kebajikan Shan De, Johor	Essential items valued at RM4,689 were donated to Pertubuhan Kebajikan Shan De, an orphanage in Johor. These contributions support the home’s daily operational needs and help improve the living environment for the children.
Persatuan Pesara Polis Negeri Johor	A contribution of RM1,500 was made to Persatuan Pesara Polis Negeri Johor. The donation was channelled to the Tabung Program Persatuan, which provides assistance to underprivileged former police personnel and their families, including individuals with disabilities requiring support tools, those in need of medical assistance, widowers, and support for children’s education.
Southern University College, Johor	A donation of RM3,500 was made to Southern University College in conjunction with its 50th anniversary. The contribution supports its Education Fund, which aims to enhance educational resources and foster an improved learning environment for students.

SUSTAINABILITY STATEMENT

ENVIRONMENTAL

Climate, Energy, & Emissions

Why is it important

Climate, energy, and emissions are relevant to Well Chip primarily due to their implications for outlet operations, energy security, and operating costs. As a retail-based pawnbroking business, reliable electricity supply is essential to support daily operations, security systems, and customer servicing, while energy consumption across outlets is managed mainly as a cost consideration.

Physical climate risks, such as heavy rainfall and flooding, may disrupt outlet accessibility and operations where a significant portion of our outlets are located. In parallel, Malaysia's reliance on non-renewable energy sources, including imported coal, exposes businesses to energy price volatility, which may affect operating costs over time.

In this context, emissions reporting is currently undertaken primarily to meet regulatory requirements, supporting transparency and regulatory readiness, while recognising that Well Chip's direct emissions profile remains modest in scale.

Our Approach

Climate Risk Integration

Climate risks are considered at management level as part of Well Chip's ongoing risk management and monitoring processes. This includes assessing potential physical risks, such as flooding and extreme weather, that may affect outlet operations, asset/personnel protection, and business continuity. Climate-related risks are integrated into our broader risk management framework rather than managed as a standalone risk category.

Where relevant, climate-related considerations also inform practical aspects of outlet planning and operations, including location selection for new outlets, enhancements to existing outlets, and safeguarding of pledged assets. These considerations are applied proportionately, in a measured manner, and are not treated as standalone decision drivers. For new outlets, location assessments include basic environmental and flood-related considerations based on available information and local conditions.

The identification, assessment, and management of climate-related risks are subject to several practical challenges, including:

Key Challenge	Description
Limited location-specific risk granularity	While broad flood-prone areas can be identified, detailed outlet-level climate risk data (e.g. local drainage performance or micro-catchment behaviour) is not readily available to support precise or predictive decision-making.
Reliance on external infrastructure and local conditions	The impact of heavy rainfall or flooding on outlet operations may be influenced by factors beyond Well Chip's direct control, including municipal drainage systems, surrounding land development, and community practices related to waste and water management.
Constraints on physical adaptation for existing outlets	For established retail outlets, climate adaptation measures are generally limited to practical enhancements such as maintenance, storage safeguards, and basic preparedness, rather than structural redesign, which may not always be feasible or proportionate.
Balancing climate considerations with commercial and operational needs	Decisions on outlet locations and enhancements must balance climate considerations alongside accessibility, customer demand, security requirements, and commercial viability, rather than being driven by climate factors alone.

SUSTAINABILITY STATEMENT

ENVIRONMENTAL (CONT'D)

Climate, Energy, & Emissions (Cont'd)

Our Approach (Cont'd)

Climate Risk Integration (Cont'd)

Key Challenge	Description
Gradual and evolving nature of climate risks	Climate impacts often develop progressively and may not present as immediate or clearly attributable events, requiring ongoing monitoring and judgement rather than definitive short-term conclusions.

Given the nature of our primarily outlet-based operations and pawn business model (reuse driven), climate-related risks have not been identified as having a material impact on our operations to date, based on available information and current understanding. We continue to monitor developments and reassess this position as part of our risk management processes.

No specific decarbonisation, or climate transition targets have been established at this stage, as climate risks are currently managed as part of broader operational and cost considerations. Additional discussion is set out in the Climate Report appended to this Sustainability Statement.

Energy Management

Well Chip manages energy use and related emissions through practical efficiency measures, compliance with applicable requirements, and continuous improvement where feasible. Our focus is on reducing avoidable energy consumption across outlets and offices, given that purchased electricity represents our primary source of operational energy use.

Key initiatives include:

- Installing energy-efficient lighting systems across our premises.
- Encouraging employees to adopt energy-saving habits such as switching off appliances, lights, and air-conditioning units when not in use.
- Monitoring energy consumption across outlets to identify opportunities for further reduction.

These measures represent practical, process-based actions to manage energy use and operating costs, rather than formal energy reduction targets.

Greenhouse Gas (GHG) Emissions

Greenhouse gas emissions are monitored and disclosed primarily to meet regulatory requirements, in a manner proportionate to Well Chip's operational footprint and emissions profile.

Scope 1 and 2 (Direct and Indirect):

We focus on fuel use from company vehicle (which we only have one) and purchased electricity consumed across our operations, which are managed through energy efficiency initiatives, routine equipment servicing, and the promotion of energy-saving behaviours. No material emissions-intensive activities within our organisation.

Scope 3 (Value Chain):

Well Chip's approach to Scope 3 emissions is guided by Bursa Malaysia's phased sustainability disclosure requirements for Group 2 issuers, under which mandatory Scope 3 reporting is expected by FY2028. Consistent with this timeline, our current focus is on progressively expanding disclosure quality and coverage, rather than premature or speculative quantification. At this stage, Scope 3 disclosures are limited to employee commuting and business travel, where data is reasonably available.

SUSTAINABILITY STATEMENT

ENVIRONMENTAL (CONT'D)

Climate, Energy, & Emissions (Cont'd)

Our Approach (Cont'd)

Greenhouse Gas (GHG) Emissions (Cont'd)

Looking ahead, our strategy to manage Scope 3 exposure is expected to leverage existing material sustainability themes within our business model, particularly:

- The inherent circularity of pawnbroking through the reuse of pre-owned gold and jewellery;
- Disciplined procurement and supplier engagement practices; and
- Operational measures that limit avoidable travel and resource consumption.

Our Performance

Climate

Climate-Related Performance Indicator	FY2025	FY2024	FY2023
Number of climate-related business and operational disruptions[1]	Nil	Nil	Nil

1. Climate-related disruptions refer to instances where extreme weather events (e.g. flooding, prolonged heavy rainfall, heatwaves) directly resulted in temporary outlet closure, restricted customer access, damage to pledged assets, or interruption to normal business operations.

Energy and Emission

During the reporting period, both energy consumption and greenhouse gas ("GHG") emissions increased compared to prior years. This was primarily driven by the expansion of the Group's outlet network, including the acquisition of three new outlets in Perak, which increased overall electricity consumption across a larger operational footprint.

In addition, Scope 1 fuel consumption increased due to higher use of company vehicles, mainly to support staff travel and operational activities related to the set-up, supervision, and ongoing oversight of new outlets. These operational drivers explain the corresponding increases observed in both energy use and emissions, noting that electricity remains the Group's primary source of energy consumption and emissions.

The table below illustrates the breakdown of Well Chip's energy consumption, by source:

Total Energy Consumed	FY2025 (Megawatt)	FY2024 (Megawatt)	FY2023 (Megawatt)
Purchased Electricity	1,140	1,048	951
Fuel Consumption[1]	44	9	Nil
Total Energy Consumed	**1,184**	**1,057**	**951**

1. Energy conversion factor used for company-owned vehicles is based on fuel litre consumption derived from UK Government GHG Conversion Factors for Company Reporting 2025, 2024, and 2023. For 2025, the conversion factors are 9.20 kWh/litre for petrol and 9.93 kWh/litre for diesel.

SUSTAINABILITY STATEMENT

ENVIRONMENTAL (CONT'D)

Climate, Energy, & Emissions (Cont'd)

Our Performance (Cont'd)

Emissions

The following table summarises GHG emissions arising from the Group's business operations:

Greenhouse Gas ("GHG") Emission		FY2025 (tCO_{2e})	FY2024 (tCO_{2e})	FY2023 (tCO_{2e})
Scope 1 - Direct GHG Emissions[1,2]		11	2	Nil
Scope 2 - Indirect GHG Emissions[3]		882	811	736
Scope 3 - Indirect GHG Emissions	Business Travel[4]	17	19	
	Employee Commuting[5]	678	547	
Total GHG Emissions		**1,588**	**1,380**	**736**

1. Scope 1 emissions are direct GHG emissions that occur from sources that are owned or controlled by the Group. The Emission Conversion factor for Scope 1 is derived from the UK Government GHG Conversion Factors for Company Reporting 2025, 2024, and 2023 based on petrol/diesel which are 100% mineral oil. For FY2025, the conversion factor is 2.66 kWh/litre for 100% mineral diesel and 2.34 kWh/litre for 100% mineral petrol.
2. Our disclosure of Scope 1 emissions is limited to the fuel consumption of our company vehicles only.
3. Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the Group. The emission conversion factor used for purchase electricity for Malaysia is derived from the Malaysia Energy Information Hub: Grid Emission Factor ("GEF") in Malaysia, 2017-2022, using the peninsular grid emission factor of 0.774 GgCO2e/GWh.
4. For business travel, distance travelled is estimated from total mileage claims (RM) and Well Chip's mileage claim policy. Subsequently, we estimated the emissions using an average petrol car size emissions factor of 0.00016272 tCO_2e/KM from UK Government GHG Conversion Factors for Company Reporting 2025. We excluded emissions from any overnight stays and any form of other travel.
5. Employee commuting emissions for FY2025 were estimated based on an employee commuting survey conducted in FY2024. The commuting patterns observed, including the use of personal vehicles and fuel types (e.g. petrol or diesel), were extrapolated to the FY2025 workforce, and emission factors based on the respective fuel types, consistent with the UK Government GHG Conversion Factors for Company Reporting 2025 based on fuel type, similar to Scope 1, were applied to calculate the Scope 3 emissions.

Resource Efficiency & Circularity

Why Is It Important

As a pawnbroking business, our core activities inherently support reuse by extending the lifecycle of pre-owned gold and jewellery, which reduces demand for newly mined materials and helps limit upstream environmental pressures. Beyond this inherent circularity, prudent management of operational resources such as paper, packaging, and utilities supports cost efficiency and responsible business practices. This reuse-driven business model inherently limits material intensity and waste generation compared to extractive or manufacturing activities.

SUSTAINABILITY STATEMENT

ENVIRONMENTAL (CONT'D)

Resource Efficiency & Circularity (Cont'd)

Our Approach

We focus on managing resource use within areas directly under our operational control, while recognising the inherent circular economy contribution of our pawnbroking activities. Well Chip manages pollution, waste, and resource use through compliance with applicable environmental requirements, operational controls, and practical efficiency measures aimed at reducing avoidable waste and resource consumption where practicable. Our approach prioritises practicality and continuous improvement and is implemented through process-based improvements rather than formal reduction targets, reflecting the scale and nature of our retail operations.

Key elements of our approach include:

Focus Area	Approach Description
Inherent Circularity through Reuse	Pawnbroking enables the continued circulation and reuse of pre-owned gold and jewellery, supporting resource efficiency and indirectly reducing reliance on newly extracted materials.
Paper Use Management	Paper remains the primary waste stream within our direct operational control. We promote digitalisation, including the use of digital renewal and payment services to reduce reliance on physical documentation. In addition, we encourage efficient printing practices (such as double-sided printing), prioritise recycled paper where appropriate, and reduce unnecessary paper usage across outlets and offices.
Customer-Facing Packaging Practices	Packaging is provided primarily for customer convenience and security and is not tracked as operational waste. Where appropriate, customers may be asked whether packaging is required, encouraging mindful use of packaging based on customer preference. Any future consideration of environmentally preferable packaging materials will be subject to feasibility, suitability for protecting valuables, customer expectations, and supply chain availability, while maintaining service and security standards.
Water Use Management	Water consumption is limited to treated water supplied by local authorities and is primarily used for washroom and basic outlet needs. While water usage is not material to our operations, we promote prudent use through routine maintenance, prompt repairs of leaks, and consideration of water-efficient fittings during outlet upgrades where feasible.

<u>Biodiversity Considerations</u>

Given that Well Chip's operations are limited to retail outlets in established urban and commercial areas, and do not involve land development or activities in environmentally sensitive or protected areas, biodiversity-related risks are considered to be low.

Basic location planning and regulatory compliance checks are applied when establishing new outlets, based on available information, to avoid environmentally sensitive areas where relevant. Given the limited nature of our biodiversity exposure, no standalone biodiversity risk assessments, action plans, audits, or biodiversity-specific certifications have been established.

Our Performance

During the reporting period, total waste generated increased compared to prior years. This reflects higher transaction volumes, driven by the addition of three new outlets in Perak and increased customer activity across existing outlets, particularly due to higher gold prices which resulted in more pawn ticket renewals and transactions. Paper remains the primary source of waste within our direct operational control.

SUSTAINABILITY STATEMENT

ENVIRONMENTAL (CONT'D)

Resource Efficiency & Circularity (Cont'd)

Our Performance (Cont'd)

Waste Category	FY2025 (Tonnes)	FY2024 (Tonnes)	FY2023 (Tonnes)
Waste directed to disposal[1]	3.5	2.7	2.7
Waste diverted from disposal	Nil	Nil	Nil
Total Waste Generated	**3.5**	**2.7**	**2.7**

1. Waste directed to disposal is based on management's estimate. The basis of this estimate is the amount spend on paper during the reporting year. We estimated quantity of paper purchased (2.18kg per ream) and estimated weight of pawn tickets used in the reporting year.

In addition to paper waste, we also monitor water consumption as part of our broader operational resource efficiency practices. Given the nature of our operations, water usage remains limited and is not considered material to our environmental footprint. Accordingly, no water reduction targets have been set, and water use is managed through routine operational controls and maintenance.

	FY2025	FY2024	FY2023
Total volume of water used (Megalitres/ ML)	5.7	5.1	4.9

CLIMATE REPORT

Our climate report is prepared with reference to the International Financial Reporting Standards Sustainability Disclosure Standards ("IFRS"), specifically IFRS S1 and IFRS S2, which are embedded within Bursa Malaysia's sustainability reporting requirements through the National Sustainability Reporting Framework ("NSRF").

Guided by the phased and developmental approach promoted under the NSRF, Well Chip is committed to progressively improving its internal capabilities, governance arrangements and reporting practices in line with evolving regulatory expectations and IFRS standards. In this context, the Group's climate-related disclosures and governance mechanisms are calibrated to its scale, operational profile and current risk exposure.

Accordingly, mechanisms such as internal carbon pricing, linkage of senior management remuneration to climate-related performance, and independent external assurance over energy or emissions data have not been prioritised at this stage, but will be considered progressively as data maturity, regulatory guidance and business relevance continue to evolve.

a) Governance:

Well Chip recognises that climate change intersects with key areas such as operational performance, health and safety, energy use, and emissions. As such, effective governance ensures that climate-related risks and opportunities are identified and addressed across the business.

The Board of Directors oversees climate-related risks and opportunities, ensuring that sustainability and climate considerations are embedded into strategic planning, risk management, and operational decisions.

Management, through the CEO and Sustainability Working Group, executes this direction and embeds initiatives such as energy efficiency, outlet preparedness, and emissions monitoring into day-to-day operations.

SUSTAINABILITY STATEMENT

CLIMATE REPORT (CONT'D)

b) Strategy:

We continue to assess how climate-related risks and opportunities may influence Well Chip's business strategy, operations, and financial planning. Guided by IFRS S2, our climate strategy considers actual and potential climate impacts across short, medium, and long-term horizons.

While we have not yet undertaken a detailed quantification of financial impacts, we acknowledge the material relevance of both physical and transition risks, along with the need to strengthen our resilience and align with evolving market expectations.

i. Climate-related risks and opportunities:

We categorise climate-related risks into two main types: physical risks and transition risks.

Physical Risks – Direct impacts of climate change on operations, customer access, safeguarding pledged assets, utilities/ connectivity.:

- Acute risks: Short-term, event-driven occurrences such as flash floods, heavy rainfall, or heatwaves may disrupt outlet operations, increase insurance costs, or damage pledged items stored in outlets.
- Chronic risks: Long-term changes like rising temperatures may increase cooling costs for outlets and office spaces, as well as affect long-term operational resilience.

Transition Risks – Arising from the global shift to a low-carbon and climate-resilient economy:

- Including growing stakeholder and regulator expectations for businesses, including pawnbroking, to demonstrate climate responsibility.

We define climate risk time horizons aligned with strategic planning:

- Short term: 0 - 12 months
- Medium term: 1 - 5 years
- Long term: Beyond 5 years

ii. Scenario Analysis:

Scenario analysis is applied as a qualitative assessment tool to understand how climate-related risks may evolve under different climate futures and to consider the adequacy of existing management responses.

Scenario analysis is exploratory and indicative, undertaken to enhance management's understanding of potential climate-related risks. It does not constitute forecasts or quantified financial projections.

The insights from scenario analysis are used to inform practical preparedness and risk monitoring, rather than to prescribe detailed or standalone adaptation plans.

Scenario Analysis for Physical Risks

Our consideration focuses on a high-emissions scenario (SSP5-8.5), which assumes continued fossil fuel reliance and limited global climate action. This scenario reflects severe physical hazards such as intense flooding and heatwaves, enabling us to test our resilience under worst-case conditions and identify long-term exposure. We have considered our risk exposures across short, medium and long-term horizon.

SUSTAINABILITY STATEMENT

CLIMATE REPORT (CONT'D)

b) Strategy: (Cont'd)

ii. Scenario Analysis: (Cont'd)

Scenario Analysis for Physical Risks (Cont'd)

Type	Physical Risk	Potential Financial Impact	Our Adaptation Measures
Acute Physical Risk	**Safety, Security and Business Continuity** Severe weather events such as heavy rainfall, flash floods, or storms may temporarily disrupt outlet accessibility, affect staff and customer movement, and interrupt utilities or connectivity, with potential implications for the safeguarding of pledged assets and continuity of operations.	• Short-term revenue impact due to reduced customer access or operating hours. • Incremental costs relating to cleaning, minor repairs, or reinstatement of outlets. • Temporary service disruption affecting transactions and customer servicing.	• Routine inspection and maintenance of outlets, fixtures, and storage areas. • Consideration of surrounding conditions and flood history as one of several factors in outlet opening and enhancement planning. • Operational judgment applied to manage temporary disruptions, including directing customers to nearby outlets where practicable.
Chronic Physical Risk	**Rising Average Temperature** Sustained increases in temperature raise cooling and electricity demand across outlets, impacting operating costs and employee comfort.	• Incremental increase in electricity consumption and operating costs. • Routine maintenance costs for cooling systems.	• Regular servicing and upkeep of air-conditioning systems. • Application of basic workplace guidance to manage heat-related comfort and safety.

Scenario Analysis for Transition Risks

Our transition risk assessment considers how rising climate ambition, driven by intensifying physical risks, may lead to stricter regulations, evolving stakeholder expectations, and market shifts in energy pricing, regulatory expectations, and stakeholder expectations for credible disclosures.

We reference the IEA Net Zero Emissions by year 2050 (“NZE2050”) scenario, which assumes rapid decarbonisation, stricter building codes, and high carbon pricing. This helps us assess long-term risks and opportunities in a low-carbon economy, across short-, medium- and long-term horizon.

SUSTAINABILITY STATEMENT

CLIMATE REPORT (CONT'D)

b) Strategy: (Cont'd)

ii. Scenario Analysis: (Cont'd)

Scenario Analysis for Transition Risks (Cont'd)

Risk/ Opportunity	Description	Potential Financial Impact	Our Mitigation Measures
Energy Cost Risk	Changes in electricity tariffs or fuel prices may affect operating costs across retail outlets, particularly where energy prices fluctuate.	Modest impact on operating expenses, given that our outlets are not energy intensive.	• Monitor and manage energy as a cost consideration. • Apply basic energy saving practice at our outlets.
Stakeholder Engagement and Financing Opportunity	Clear and credible sustainability disclosures may support engagement with lenders and other stakeholders, particularly as ESG considerations become more embedded in financing assessments.	Potential opportunity to access competitive financing terms or sustainability-linked products, subject to market conditions and eligibility.	• Maintain transparent and factual sustainability disclosures. • Assess sustainability-related opportunities, such as ESG-linked financing or index inclusion, where relevant and appropriate.
Evolving Sustainability Disclosure Requirements	Sustainability and climate-related disclosure expectations under Bursa Malaysia and the NSRF are developing progressively, with greater emphasis on consistency, clarity, and governance over time.	Modest administrative and compliance cost associated with data collation and reporting.	• Monitor regulatory guidance and reporting expectations. • Provide climate-related disclosures on a proportionate, best-effort basis, aligned to business relevance and data availability.

c) Risk Management:

Climate-related risks are integrated into Well Chip's broader risk management framework and monitored through existing processes. This includes:

- Monitoring weather-related disruptions affecting outlet operations;
- Reviewing business continuity and asset protection measures;
- Monitoring energy cost trends and regulatory developments; and
- Periodic updates to management and, where relevant, the Board.

Climate risks are not managed as a standalone risk category but are considered alongside other operational and financial risks in a proportionate manner.

d) Metrics and Targets:

To support effective monitoring, Well Chip has established a baseline set of climate-related metrics focusing on energy consumption, Greenhouse gas emissions and Operational disruption indicators.

Further details on energy and emissions performance are disclosed in the Climate, Energy and Emissions section of this Sustainability Statement.

SUSTAINABILITY STATEMENT

CLIMATE REPORT (CONT'D)

d) Metrics and Targets: (Cont'd)

Area	Metrics	Performance and Target
Health and Safety	Loss Time Injury Rate and Number of Fatalities, which are directly attributed to climate related factors.	No fatalities or lost-time injuries were recorded, and no heat-related incidents were identified.
Greenhouse Gas (GHG) Emissions	Scope 1, Scope 2 and Scope 3 GHG emissions (limited to business travel and employee commuting).	• Disclosed on a best-effort basis; no reduction targets set at this stage. • Scope 1 and Scope 2 GHG Emissions are disclosed annually. • Scope 3 GHG Emissions reporting commenced in FY2024 with employee commuting and business travel. • Scope 1 and 2 disclosures will, in time, be subjected to reasonable assurance.
Climate related business disruption	Number of incidents.	Nil. No significant climate-related disruptions came to our attention during the reporting period, based on incident monitoring and management reporting.

SUSTAINABILITY STATEMENT

Well Chip Group Berhad
IFRS S1

Date & Time: 2026-04-10_20:54:51
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Economic Performance	Economic Value Distributed	RM	213.5 million	Generate sustainable economic value and retain sufficient earnings to support reinvestment, liquidity and long-term business resilience.	No assurance
Responsible Financing	Percentage of substantiated customer complaints resolved within established timelines	Percentage	100%	Ensure full compliance with the Pawnbrokers Act 1972 and related regulations and resolve 100% of substantiated customer complaints within established timelines.	No assurance
Responsible Financing	Number of regulatory non-compliance incidents under the Pawnbrokers Act 1972	Number	0	Ensure full compliance with the Pawnbrokers Act 1972 and related regulations and resolve 100% of substantiated customer complaints within established timelines.	No assurance
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage	100%	Maintain zero confirmed incidents of corruption and ensure continuous compliance with applicable anti-corruption laws through risk assessment, training and whistleblowing mechanisms.	No assurance
Anti-Corruption	Percentage of employee coverage for anti-corruption training	Percentage	100%	Maintain zero confirmed incidents of corruption and ensure continuous compliance with applicable anti-corruption laws through risk assessment, training and whistleblowing mechanisms.	No assurance
Anti-Corruption	Number of confirmed incidents of corruption	Number	0	Maintain zero confirmed incidents of corruption and ensure continuous compliance with applicable anti-corruption laws through risk assessment, training and whistleblowing mechanisms.	No assurance
Cybersecurity & Data Security	Number of substantiated complaints concerning breaches of customer data and privacy	Number	0	Comply with the Personal Data Protection Act 2010 and maintain zero substantiated breaches of customer data and privacy.	No assurance

SUSTAINABILITY STATEMENT

Well Chip Group Berhad
IFRS S1

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Supply Chain Management	Percentage of procurement spend sourced from local suppliers	Percentage	100%	Ensure suppliers comply with applicable laws and regulations, including labour, health and safety and environmental requirements, and maintain zero material supply chain incidents.	No assurance
Supply Chain Management	Number of material supply chain incidents identified	Number	0	Ensure suppliers comply with applicable laws and regulations, including labour, health and safety and environmental requirements, and maintain zero material supply chain incidents.	No assurance
Health, Safety & Security	Number of work-related fatalities	Number	0	Achieve zero work-related fatalities and prevent serious injuries to employees and customers.	No assurance
Health, Safety & Security	Number of work-related injuries	Number	3	Achieve zero work-related fatalities and prevent serious injuries to employees and customers.	No assurance
Health, Safety & Security	Lost Time Injury Rate	Rate	0.92	Achieve zero work-related fatalities and prevent serious injuries to employees and customers.	No assurance
Human Capital Management	Percentage of total employee turnover	Percentage	14.2%	Comply with Malaysian labour laws and maintain a stable and capable workforce through training, fair remuneration and employee engagement.	No assurance
Human Rights and Labour Standards	Number of substantiated complaints relating to human rights or labour standards violations	Number	0	Maintain zero substantiated human rights violations.	No assurance
Community Investment	Total community investment	RM	9,689	Conduct community contributions in a transparent and responsible manner, subject to internal approval processes and budgetary controls.	No assurance

SUSTAINABILITY STATEMENT

Well Chip Group Berhad
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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Community Investment	Number of beneficiaries of community investment	Number of organisations	3	Conduct community contributions in a transparent and responsible manner, subject to internal approval processes and budgetary controls.	No assurance
Climate, Energy & Emissions	Total energy consumption	MWh	1,184	Prevent and minimise climate-related business and operational disruptions through ongoing monitoring, preparedness and risk management, while complying with applicable disclosure requirements under Bursa Malaysia.	No assurance
Resource Efficiency & Circularity	Total waste generated	Tonnage	3.5	Promote resource efficiency through inherent circularity of the pawnbroking business model, prudent management of paper and water use, and compliance with applicable environmental requirements.	No assurance
Resource Efficiency & Circularity	Total water consumption	Megalitres	5.7	Promote resource efficiency through inherent circularity of the pawnbroking business model, prudent management of paper and water use, and compliance with applicable environmental requirements.	No assurance

SUSTAINABILITY STATEMENT

Well Chip Group Berhad

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Climate, Energy & Emissions	Number of climate-related business or operational disruptions	Number	0	Prevent and minimise climate-related business and operational disruptions through ongoing monitoring, preparedness and risk management, while complying with applicable disclosure requirements under Bursa Malaysia.	No assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	11	Prevent and minimise climate-related business and operational disruptions through ongoing monitoring, preparedness and risk management, while complying with applicable disclosure requirements under Bursa Malaysia.	No assurance
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	882	Prevent and minimise climate-related business and operational disruptions through ongoing monitoring, preparedness and risk management, while complying with applicable disclosure requirements under Bursa Malaysia.	No assurance
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	17	Prevent and minimise climate-related business and operational disruptions through ongoing monitoring, preparedness and risk management, while complying with applicable disclosure requirements under Bursa Malaysia.	No assurance

SUSTAINABILITY STATEMENT

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	678	Prevent and minimise climate-related business and operational disruptions through ongoing monitoring, preparedness and risk management, while complying with applicable disclosure requirements under Bursa Malaysia.	No assurance